

# **2022** Remuneration Report

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# REMUNERATION REPORT

The remuneration report provides detailed and individualised information on the remuneration awarded and due to the active and former Board of Management members and the Supervisory Board members of Deutsche Post AG in the 2022 financial year. It has been prepared jointly by the Board of Management and the Supervisory Board in accordance with the requirements of the German Stock Corporation Act (*Aktiengesetz – AktG*). Information beyond what is included in this remuneration report concerning the remuneration system approved by the Annual General Meeting of 2021 for the Board of Management members and the remuneration adopted for the Supervisory Board members in the Annual General Meetings of 2021 and 2022 can be found on the [@ company's website](#). On 6 May 2022, the Annual General Meeting approved the remuneration report for the 2021 financial year with a majority of 87.76% of the votes cast. Due to this positive approval rate, no fundamental changes were made to the presentation of remuneration for the 2022 financial year and the transparent disclosure of the remuneration of the Board of Management and the Supervisory Board was continued for 2022. The 2022 remuneration report will be presented at the Annual General Meeting on 4 May 2023 for approval by the shareholders.

## 1. Remuneration of the Board of Management members

The remuneration of the Board of Management members is based on the remuneration system adopted by the

Supervisory Board in December 2020, which was approved at the Annual General Meeting of 2021 with a majority of 93.39% of the votes cast. The system provides incentives for the successful implementation of the corporate strategy as well as the sustainable development of the Group and is largely geared toward creating long-term value for shareholders. It complies with the requirements of the German Stock Corporation Act (*Aktiengesetz – AktG*) and the recommendations and suggestions of the German Corporate Governance Code (*Deutscher Corporate Governance Kodex – the Code*). Furthermore, the Supervisory Board aims to set the remuneration so that it is competitive and in line with market standards in order to attract and retain the best candidates for Board of Management positions. In structuring the remuneration, the Supervisory Board also ensures that it is aligned to the remuneration system for executives and provides matching performance incentives for the Board of Management and executives.

### THE 2022 FINANCIAL YEAR

Deutsche Post DHL Group continued its growth in spite of another financial year under difficult market conditions – in particular due to the persistence of the pandemic, the war in Ukraine, an uncertain global economic outlook and rising inflation. Deutsche Post DHL Group efficiently utilised its globe-spanning networks, even in the economic environment which weakened over the course of the year, thanks to flexible structures and intensive co-operation between the divisions. This success is built upon the balanced global logistics business as well as the engagement of the workforce. We were thus again able to respond capably to economic uncertainties and operating challenges over the course of the year. Even though global growth lost momentum over the course of the 2022 financial year,

Deutsche Post DHL Group managed to finish the financial year with a record result once again.

This is due chiefly to the contribution made by all employees and management worldwide. With “Strategy 2025”, Group management gave priority at an early stage to profitable core logistics business, in doing so driving forward digitalisation, e-commerce and the development with respect to the topic of sustainability. The Group is monitoring the slowing trend in global growth closely and makes use of proven management tools. As a result, Deutsche Post DHL Group is also well positioned to face future challenges in a volatile market environment, making Deutsche Post DHL Group a reliable partner to all customers worldwide.

Despite the challenging overall economic environment, Deutsche Post DHL Group carried on with the implementation of its Sustainability Roadmap, the ESG Roadmap, and introduced or further developed a myriad of green solutions for climate-friendly logistics in all divisions of the Group.

In the year under review, Express was able to conclude further delivery contracts for sustainable aircraft fuels. Moreover, modernisation of the aircraft fleet was continued and the network of partnerships with transport subcontractors was expanded. In addition, the *Alice* – the first all-electric aircraft – successfully completed its maiden flight, with the first deliveries of this model scheduled for 2027 to be used for shuttle flights in the United States. Moreover, the division continued with the expansion of its international fleet of electric vehicles.

Global Forwarding, Freight expanded its partnerships for insetting with sustainable fuels. Unlike offsetting, insetting offers the ability to systematically implement climate protection in the own supply chain, enabling a positive impact on the achievement of Deutsche Post DHL Group's targets through the direct replacement of fossil fuels. With its Green Carrier Certification, the division creates

transparency regarding the sustainability of subcontractors. Global Forwarding, Freight is one of the first companies in the logistics industry to offer air and ocean freight solutions that make use of sustainable fuels. The myDHLi customer platform offers real-time greenhouse gas (GHG) reports in all modules and thus supports customers in air and ocean freight in achieving their own sustainability objectives.

Supply Chain is driving the decarbonisation of its supply chains with a portfolio of state-of-the-art, sustainable products for carbon-neutral storage, transport and packaging. In the year under review, the focus was on the expansion of carbon-neutral warehouses and sustainable transport, one example of which is the use of trucks that run on biogas in the United Kingdom.

eCommerce Solutions focused on the expansion of the fleet of electric vehicles and the increased use of electricity from renewable sources. In addition, the division incorporated GoGreen products into its portfolio in further countries.

Post & Parcel Germany continued the expansion of its fleet of electric vehicles and already has around 23,000 electric vehicles in use in pick-ups and deliveries. The use of rail transport for parcels is another measure to promote sustainability. The rail transport service additionally enables residential customers to actively opt for rail transport when sending parcels and thus avoid GHG emissions.

## REMUNERATION IN 2022 AT A GLANCE

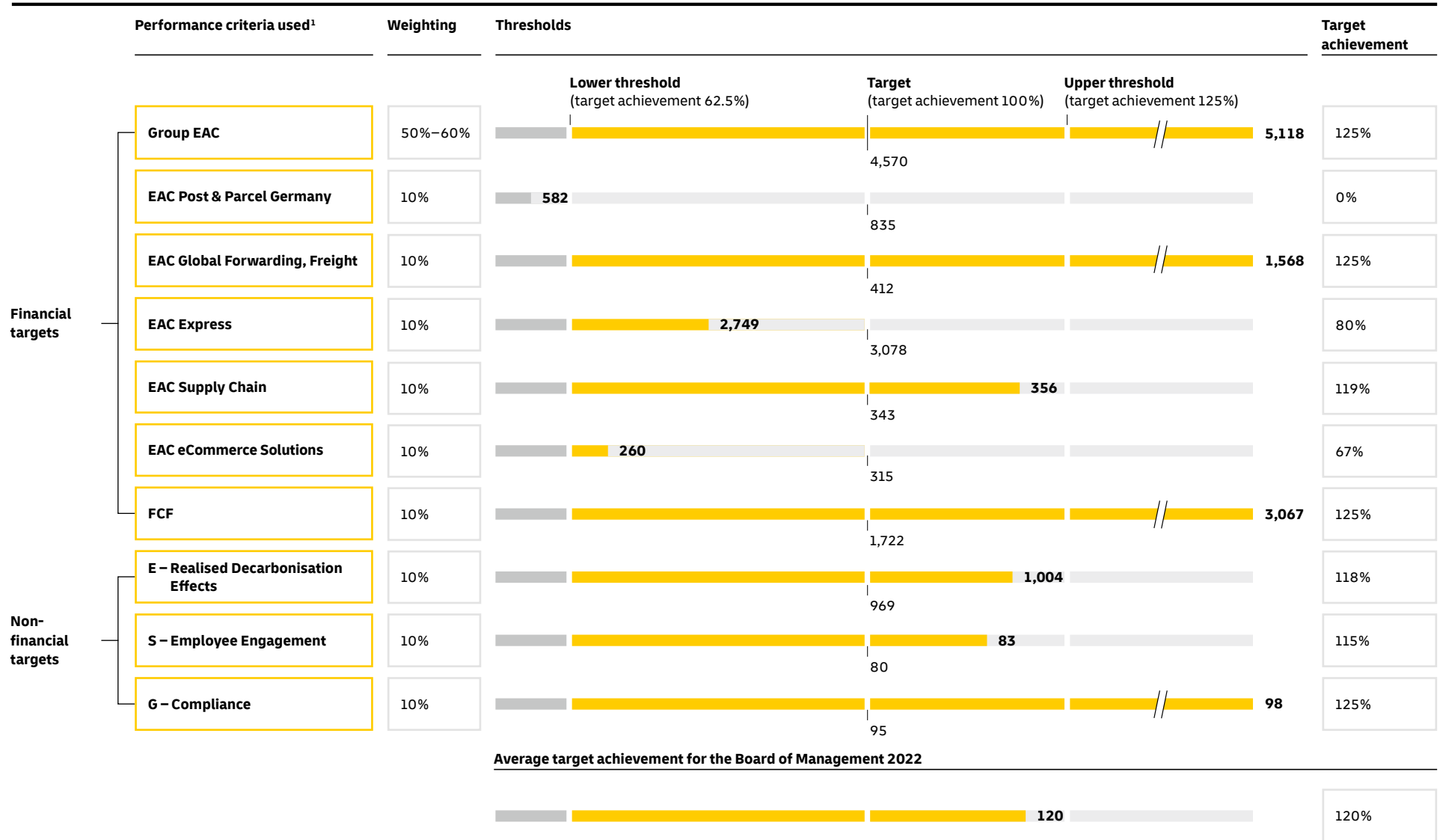
When designing the remuneration system, the Supervisory Board was guided by principles that are aimed at providing incentives for the successful implementation of the corporate strategy as well as the Group's sustainable development and are largely geared towards creating long-term value for shareholders.

The target achievement of the financial targets for the annual bonus reflects the overall strong performance of Deutsche Post DHL Group in the 2022 financial year, with the DHL divisions acting as the primary drivers of the strong growth in revenue and earnings. In spite of significant investments as the foundation for future growth and the associated increase in the net asset base, Deutsche Post DHL Group was able to maintain the EBIT after asset charge (EAC) key performance indicator at the very good level of the previous year. As expected, the reported free cash flow (FCF) was slightly below the prior-year figure due to the conclusion of the acquisition of Hillebrand as well as other smaller acquisitions. Excluding M&A activities, the FCF increased by 13% to around €4.6 billion compared with the previous year. With respect to the non-financial performance criteria, which, for the first time in 2022, consisted exclusively of ESG targets based on the company strategy, target achievement came in between the target value and the upper threshold. The degree of total target achievement for the annual bonus of Board of Management members for the 2022 financial year stood at between 110.82% and 123.32%. The targets relevant for payment of the proportion of the annual bonus deferred in the 2020 financial year were also reached.

The results in the long-term component reflect both the positive development of the Deutsche Post share in the four-year comparison as well as the weak share price development in the 2022 financial year. Half of the performance targets for the long-term remuneration granted in 2018, the lock-up period for which expired in the 2022 financial year, were reached.

The following tables, which are broken down by individual variable remuneration components, provide an initial overview of the targets achieved by the Board of Management in the 2022 financial year:

Annual bonus 2022: overview of target achievement



<sup>1</sup> Financial targets (€m); Realised Decarbonisation Effects (kilotonnes of CO<sub>2</sub>e well-to-wheel); Employee Engagement (% approval); Compliance (number of certificates as a percentage); EAC: EBIT after asset charge (including the asset charge on goodwill and before goodwill impairment); Group EAC is weighted at 50% for Board of Management members responsible for the divisions and the EAC of the respective division for which they are responsible at 10%. For the other members of the Board of Management, Group EAC is weighted at 60%.

**Target achievement for 2020 medium-term component**

2020	2021	2022	Spring 2023
Annual bonus	Deferral		Determination of target achievement/payout
	Criterion 1 <sup>1</sup> : EAC 2022 > EAC 2020		5,118 > 2,212 <sup>2</sup>
	Criterion 2 <sup>1</sup> : EAC 2021 + 2022 > 0		5,186 + 5,118 > 0

<sup>1</sup> EAC (€m). <sup>2</sup> €2,535 million excluding StreetScooter.

**Target achievement for the 2018 SAR tranche**

SAR performance targets	Thresholds	Target achievement
Performance versus STOXX Europe 600	+10%	✘
	+0%	✔
Absolute increase in share price	+25%	✘
	+20%	✘
	+15%	✔
	+10%	✔

**OUTLOOK FOR REMUNERATION IN 2023**

The remuneration for the Board of Management will be linked to a significant extent to the sustainable corporate development in 2023 as well. In accordance with provisions set out in the remuneration system, the Board of Management will continue to be measured by the company's progress in handling targets in the areas of environment, social responsibility and governance ("ESG"), in addition to the EAC and FCF financial KPIs. The proportion of ESG targets in the overall target portfolio for the annual bonus remains at 30%, with the individual ESG areas accounting for 10% each.

In 2023, the Realised Decarbonisation Effects KPI for the environmental aspect ("E") and the Employee Engagement KPI for the social aspect ("S") will remain remuneration-relevant.

In 2022, the Board of Management and the Supervisory Board decided to have Deutsche Post DHL Group's cybersecurity independently evaluated by BitSight, an external rating agency, and to report this rating as a management-relevant KPI beginning in 2023. This cybersecurity rating assesses the security situation and brings potential security risks to the attention of the rated company. Assessment of the security situation is carried out by an automated service on a daily basis. Unlike with manual assessments, a cybersecurity rating offers transparency and enables comparison with other companies thanks to standardisation. The rating amounted to 700 of a possible 900 points as at the end of the year under review. Deutsche Post DHL Group is striving for a position in the top quartile of the reference group with BitSight for 2023 and expects a rating of at least 710 points. The rating agency announced after the time this report was prepared that it would be making changes to its method which will have an impact on the rating scale and which could influence results. If these changes have an impact on the rating, the corresponding effects will be described in the remuneration report retrospectively.

The Supervisory Board has decided that the cybersecurity rating will be remuneration-relevant in the governance aspect ("G") for the Group's Board of Management in 2023. This KPI replaces compliance-relevant training certificates in middle and upper management, which was used in the previous year and for which a high coverage rate of 98% had already been achieved by the end of 2022. Details on the ESG Roadmap and on the KPIs used are explained under

**Performance criteria.**

## OVERVIEW OF THE REMUNERATION COMPONENTS

The Board of Management’s remuneration comprises the following components:

### Remuneration components

Component	Objective	Design
<b>Fixed remuneration</b>		
Base salary	<ul style="list-style-type: none"> <li>Serves to attract and retain Board of Management members who, due to their experience and expertise, are able to develop and successfully implement the strategy; simultaneously fosters an independent, risk-adjusted and autonomous management of the company</li> </ul>	<ul style="list-style-type: none"> <li>Fixed, contractually agreed annual remuneration, generally paid monthly in 12 equal amounts</li> </ul>
Fringe benefits		
Pension commitment	<ul style="list-style-type: none"> <li>Ensures adequate income in retirement</li> </ul>	<ul style="list-style-type: none"> <li>Annual contribution of 35% of the base salary</li> <li>Pension contributions allocated up to and including 2020: interest rate in accordance with “iBoxx Corporates AA10+ Annual Yield”, but at least 2.25%</li> <li>Pension contributions allocated as of 2021: interest rate in accordance with weighted annual interest rate of overall pension assets of all German pension schemes of Deutsche Post, however no less than 1%</li> </ul>
<b>Variable remuneration</b>		
Annual bonus with medium-term component (deferral)	<ul style="list-style-type: none"> <li>Ensures profitable growth in consideration of the overall responsibility of the Board of Management, sustainable business development and the performance of the individual Board of Management members</li> <li>Provides incentives for Board of Management members to concentrate on successfully carrying out annual business priorities</li> <li>The deferred component, which is subject to an additional performance criterion, reinforces the focus of the Board of Management remuneration upon the company’s long-term performance</li> </ul>	<ul style="list-style-type: none"> <li>Target amount: 80% of the respective base salary</li> <li>Payout: 50% in the following year, 50% after an additional two years (sustainability phase), but only if the asset charge is earned at the end of the sustainability phase (medium-term component)</li> <li>Deferral designed as a malus provision</li> <li>70% financial performance targets and 30% ESG targets</li> <li>Option for an increase/decrease of up to 20% in the event of exceptional developments</li> <li>Maximum amount (cap): 120% of the respective base salary possible in the event of exceptional developments</li> </ul>
Long-term component – Long-Term Incentive Plan (LTIP)	<ul style="list-style-type: none"> <li>Fosters sustainable, positive development of the company’s value and aligns the interests of the Board of Management members to those of shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Plan type: Stock appreciation rights</li> <li>Amount allocated: 100% of the base salary</li> <li>Personal investment: 10% of the base salary; the Board of Management members must execute the personal investment in shares of the company; in view of the requirements under the law pertaining to insider trading, it may by way of exception also take the form of cash; in 2022, all Board of Management members executed the personal investment in shares</li> <li>Performance targets based on share price:                             <ul style="list-style-type: none"> <li>Absolute increase in share price</li> <li>Relative performance versus the STOXX Europe 600</li> </ul> </li> <li>Maximum amount (cap): 4 times the base salary (2.5 times the base salary for the CEO)</li> <li>Exercisability: based on performance targets reached after four years</li> <li>Cash payout: in the fifth or sixth year after allocation, depending on the individual exercise date</li> </ul>



The following other contractual terms and conditions apply to all Board of Management members:

### Other contractual terms and conditions

Component	Details
Cap on maximum total remuneration	<ul style="list-style-type: none"> <li>In addition to individual caps on the variable remuneration components, there is an overall cap; first of all, this limits the remuneration arising from target remuneration in a given year (target remuneration cap; cap on remuneration granted according to the terminology of the 2017 Code); since 2022, the payments attributable to a financial year are also limited</li> <li>Cap for regular members of the Board of Management: €5.15 million (target remuneration cap up to and including 2020: €5 million excluding fringe benefits); amount of cap for CEO: €8.15 million (target remuneration cap up to and including 2020: €8 million excluding fringe benefits)</li> </ul>
Malus and clawback provisions relating to variable remuneration	<ul style="list-style-type: none"> <li>SARs are granted on the condition that the Supervisory Board may cap the payout amount in the event of any exceptional developments</li> <li>The Supervisory Board may also increase or decrease the annual bonus by up to 20% in the event of any exceptional developments</li> <li>50% of the annual bonus resulting from target achievement is transferred into the medium-term component and is subject to a two-year sustainability phase; the medium-term component will be withheld if the sustainability target EAC is not met during the sustainability phase</li> <li>The SARs granted are clawed back and lapse without replacement if and to the extent that the absolute or relative performance targets are not met during the four-year lock-up period</li> <li>The statutory clawback rules additionally apply within the statutory limitation periods</li> </ul>
Share ownership	<ul style="list-style-type: none"> <li>As the targets are based on the share price, the LTIP is closely and directly aligned with shareholders' interests; this ensures matching interests</li> <li>Earnings potential per tranche: 2.5 times (CEO) or 4 times (Board of Management members) the base salary; cumulative effect over multiple years</li> <li>Personal investment of 10% of the annual base salary per LTIP tranche required from each Board of Management member, primarily in the form of shares of the company</li> </ul>
Income from mandates	<ul style="list-style-type: none"> <li>Remuneration from Group mandates: must be relinquished in full</li> <li>Remuneration from external mandates: does not have to be relinquished</li> </ul>
<b>Commitments in connection with the cessation of service on the Board of Management</b>	
Change of control	<ul style="list-style-type: none"> <li>Board of Management members have a right to early termination within six months after a change of control (effective from the end of the month subject to three months' notice); no right to claim severance payment upon the exercise of this right</li> </ul>
Disability or death	<ul style="list-style-type: none"> <li>Temporary disability: remuneration continued for 12 months or until the end of the contract, whichever is the earlier</li> <li>Permanent disability: contract expires at the end of the quarter in which the permanent disability is determined</li> <li>Expiry of contract due to death or permanent disability: the annual base salary and maximum annual bonus, prorated in each case, continue to be paid for six months following the end of the month in which the Board of Management contract ends or until the scheduled expiration date of the contract, whichever is the earlier</li> </ul>
Post-contractual non-compete clause	<ul style="list-style-type: none"> <li>Duration: one year after leaving the Board of Management</li> <li>Compensation: one base salary</li> <li>Subject to deduction of income from other work, financial settlements and pension payments; the company may waive the non-compete clause; duty to pay compensation expires six months after receipt of declaration</li> </ul>
Termination by mutual consent	<ul style="list-style-type: none"> <li>Mutually agreed termination prior to the end of an appointment term at the instigation of the company: all commitments under the service contracts are fulfilled by the time of departure; variable remuneration components paid out pursuant to the originally agreed conditions and at the originally agreed times; no early payout of variable remuneration components</li> <li>Early termination of service on the Board of Management by mutual consent: remuneration of no more than the value of the claims arising in the remaining term of the contract; payments capped at the value of two years' annual remuneration including fringe benefits (severance payment cap); The severance payment cap is calculated exclusive of the value of any rights allocated from LTIPs</li> <li>Early termination is instigated by the Board of Management member: no severance payment; annual bonus paid out pro rata in accordance with the level of target achievement at the end of the performance period</li> <li>Claims under the LTIP: see detailed description in remuneration system</li> </ul>



Further details on the remuneration components and the other contractual terms and conditions can be found in the description of the remuneration system on the [@ company's website](#). Remuneration in the 2022 financial year was consistent with all the stipulations of the remuneration system.

## DETAILS OF FIXED REMUNERATION

The base salaries of regular Board of Management members active for the entire year ranged from €877,500 to €981,383 in the 2022 financial year. The CEO's base salary remained unchanged at €2,060,684. The Board of Management members received fringe benefits of between 1% and 11% of their base salary. The individual amounts are shown in the table titled [Total remuneration for the financial year](#).

The Supervisory Board regularly reviews whether Board of Management remuneration is appropriate and in line with customary market standards with the support of an independent remuneration consultant. In conjunction with their reappointment, the base salary of Oscar de Bok, Tobias Meyer and John Pearson was increased to €930,000 in the financial year. The base salary of Melanie Kreis was increased to €1,005,795 as part of her reappointment for a further five years during the financial year. Maximum remuneration did not change, remaining at €5.15 million in all cases. The aforementioned changes reflect the Supervisory Board's long-standing practice to adjust base salaries in fixed intervals and in conjunction with the beginning of a new term of appointment, starting from low entry-level salaries compared to the DAX peer Group. The total target remuneration of all Board of Management members is below the median of the DAX 40 comparison group.

The Board of Management members have been granted individually agreed direct pension commitments which, with the exception of the CEO, were granted within the framework of a contribution-based system. The main elements of these commitments can be seen in the following table:

Aspect	Description
Type of retirement benefit	Capital payment with annuity option
Retirement age	62 years
Contribution amount	35% of base salary, limited to 15 years
Invalidity and survivor's pension	Payout of the pension account balance without any risk benefit
Interest rate	Pension contributions allocated up to and including 2020 in accordance with "iBoxx Corporates AA10+ Annual Yield", but at least 2.25% Pension contributions allocated as of 2021: weighted annual interest rate of overall pension assets of all German pension schemes of Deutsche Post, however no less than 1%
Annuity adjustment	1% annually

When first appointed in 2002, the CEO was granted a final-salary-based pension commitment, as was customary in the company at the time. The pension commitment includes benefits for his surviving dependants. It is in principle geared towards annuity payments. Alternatively, it can be paid out in a lump-sum amount. Frank Appel has attained the maximum pension level of 50% of his last base salary and may claim the pension benefits upon leaving the company. The commitment is structured as follows:

Aspect	Description
Type of retirement benefit	Annuity with capital payment option
Retirement age	Retirement age according to contract: 55 years (not applied); paid only after departure from the company
Pension amount	50% of the last base salary
Invalidity pension	50% of the last base salary
Benefits paid to surviving dependants	Widow: 60% of the original beneficiary's pension benefit Children: 20% of the original beneficiary's pension benefit, up until the child's 27th birthday at the latest Maximum of 100% of the original beneficiary's pension benefit in total
Annuity adjustment	In accordance with the consumer price index for Germany

The service cost in accordance with IAS 19 arising in the 2022 financial year and the present values of the pension commitments calculated in accordance with IFRS as at the end of the 2022 financial year, together with the comparison figures for the previous year, are set out in the following table:

**Contribution-based pension commitments: individual breakdown**

€	Service cost for 2021	Service cost for 2022 <sup>2</sup>	Present value (DBO) as at 31 Dec. 2021	Present value (DBO) as at 31 Dec. 2022
Ken Allen <sup>1</sup> (until 31 July 2022)	358,934	202,711	4,757,201	0
Oscar de Bok	279,741	294,798	1,004,648	1,260,448
Pablo Ciano (since 1 August 2022)	–	–	–	125,790
Nikola Hagleitner (since 1 July 2022)	–	–	–	189,516
Melanie Kreis	393,193	330,287	3,018,198	3,205,635
Tobias Meyer	309,016	290,795	1,289,409	1,474,750
Thomas Ogilvie	412,754	318,862	1,447,362	1,693,798
John Pearson	263,390	296,692	808,683	1,193,613
Tim Scharwath	355,136	321,082	1,397,765	1,728,741
<b>Total</b>	<b>2,372,164</b>	<b>2,055,227</b>	<b>13,723,266</b>	<b>10,872,291</b>

<sup>1</sup> Ken Allen left the company effective at the end of 31 July 2022. Because he had already exceeded retirement age when he left the company, the pension capital was paid out to him pursuant to the pension commitment (cf. table [▶ Remuneration in 2022 – former Board of Management members](#)). Allen therefore no longer had any pension commitments vis-à-vis the company as at 31 December 2022. <sup>2</sup> Due to the change in the discount rate, the amount of service cost for 2022 tends to be lower than in the previous year. In individual cases, base salary increases had an opposite effect.

**Final salary-based legacy pension commitment to the CEO: individual breakdown**

€	Pension level achieved %	Service cost for 2021	Service cost for 2022	Present value (DBO) as at 31 Dec. 2021	Present value (DBO) as at 31 Dec. 2022
Frank Appel, CEO <sup>1</sup>	50	1,476,356	1,259,211	28,122,547	30,629,901

<sup>1</sup> When first appointed in 2002, the CEO was granted a final-salary-based direct pension commitment, as was customary in the company at the time. He will leave the company following the Annual General Meeting which takes place in 2023.

Further details on the fixed remuneration can be found in the table [▶ Remuneration components](#) and the description of the remuneration system on the [@ company's website](#).

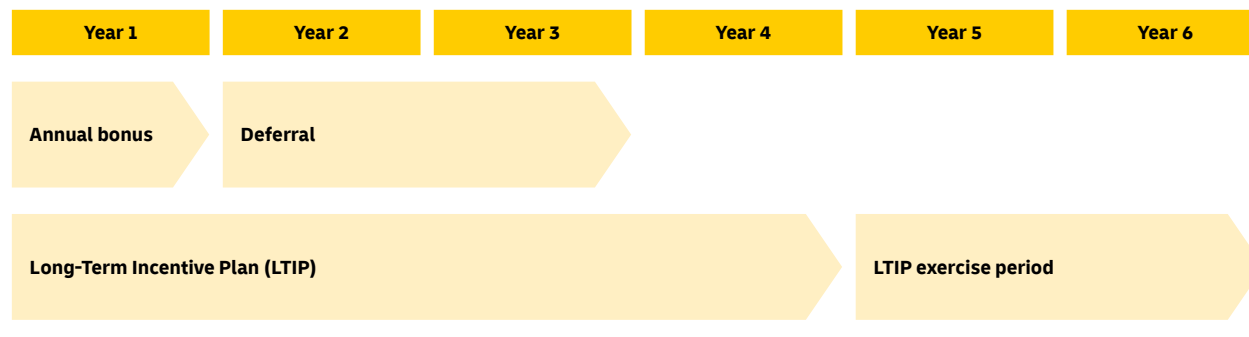


### DETAILS OF VARIABLE REMUNERATION

The variable remuneration of the Board of Management members constitutes a major part of their total remuneration. It is composed of the annual bonus connected with a medium-term component and a long-term component. The variable remuneration is tied to the performance of the Board of Management and creates incentives for the implementation of the corporate strategy and a value-creating and long-term development of the company in the interests of all stakeholders. The annual bonus – in combina-

tion with its medium-term component, which provides for a two-year sustainability phase with its own performance criterion – focuses on the annual targets derived from the company’s strategy and simultaneously ensures that these are sustainably pursued. The long-term component aims at a sustainable increase of the company’s value and directly links the interests of the Board of Management members with the long-term shareholder interest through its share price-based performance targets and its term of up to six years.

#### Duration of variable remuneration components



**Annual bonus**

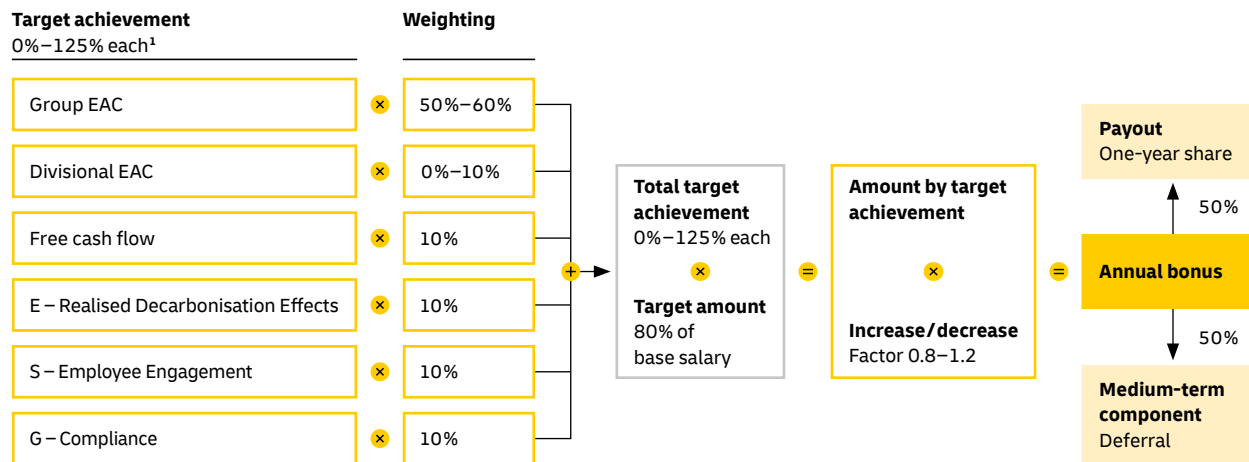
The annual bonus for 2022 is based on financial targets (70%) and non-financial ESG targets (30%). It has the following structure:

**Performance criteria 2022**

Performance criterion	Weighting	Incentive effect / strategic connection
<b>Group EAC<sup>1</sup></b>	50%/60% <sup>2</sup>	<ul style="list-style-type: none"> <li>• Key performance indicator for the company</li> <li>• Adds a cost of capital component to EBIT to encourage the efficient use of resources and to ensure that the operating business is geared towards increasing value sustainably and generating increasing cash flow</li> </ul>
<b>Divisional EAC<sup>1</sup></b>	0%/10% <sup>2</sup>	<ul style="list-style-type: none"> <li>• Measurement of individual performance in the respective Board departments Incentive for market-leading performance in every division</li> </ul>
<b>Free cash flow</b>	10%	<ul style="list-style-type: none"> <li>• Key performance indicator for the company</li> <li>• Measure of how much cash the company generates, taking into account payment commitments arising from the Group's operations as well as capital expenditure and lease and interest payments</li> <li>• Indicator of how much cash is available to the company for paying dividends, for repaying debt or for other purposes (e.g. funding pension obligations)</li> </ul>
<b>E – Realised Decarbonisation Effects</b>	10%	<ul style="list-style-type: none"> <li>• Serves the implementation of the target of reducing all logistics-related emissions to zero</li> </ul>
<b>S – Employee Engagement</b>	10%	<ul style="list-style-type: none"> <li>• Measures progress in achieving the target of becoming employer of choice</li> </ul>
<b>G – Compliance</b>	10%	<ul style="list-style-type: none"> <li>• Incentivises operating in accordance with ethical standards and, in doing so, fosters the minimisation of business risks</li> </ul>

<sup>1</sup> Including the asset charge on goodwill and before goodwill impairment (EAC for short in the entire remuneration report).

<sup>2</sup> Group EAC is weighted at 50% for Board of Management members responsible for the divisions and the EAC of the respective division for which they are responsible at 10%. For the other members of the Board of Management, Group EAC is weighted at 60%.

**Calculation of the annual bonus 2022**

<sup>1</sup> Below a target achievement of 62.5%, the respective target is missed.

In the spring of 2023, the Supervisory Board determined the achievement of the financial targets as follows:

**2022 financial targets – target achievement**

Target	Target amount €m	Actual amount €m	Target achievement %
<b>Group EAC</b>	4,570	5,118	125.00
<b>Divisional EAC</b>			
Post & Parcel Germany	835	582	0.00
Global Forwarding, Freight	412	1,568	125.00
Express	3,078	2,749	79.97
Supply Chain	343	356	119.12
eCommerce Solutions	315	260	67.26
<b>Free cash flow Group</b>	1,722	3,067	125.00

In accordance with the provisions of the remuneration system, the target agreements of the Board of Management members contained 30% ESG targets in 2022. The three sustainability categories were each weighted at 10%.

Deutsche Post DHL Group's ESG Roadmap increasingly realigns its climate action and environmental protection activities with decarbonisation measures and further defines its strategies towards social responsibility and corporate governance. The materiality analysis was updated in 2021 as scheduled. This resulted in six topics from the ESG areas upon which the Group has significant influence through its business or which, in turn, could have an impact on the business. These topics also represent the basis for the alignment of the ESG Roadmap, which was reviewed together with the Board of Management and the Supervisory Board during the 2022 financial year: The six focus topics – 1. climate protection with a focus on greenhouse gas (GHG) emissions, 2. employee engagement, 3. diversity and inclusion, 4. occupational safety and health in the workplace, 5. compliance and 6. cybersecurity – were confirmed. Further information on Deutsche Post DHL Group's sustainability roadmap can be found in the non-financial statement on the [@ company's website](#).

“E-target”: Deutsche Post DHL Group's business activities impact the climate and the environment mainly in the form of greenhouse gases (GHG), which contribute to climate change. Within the framework of Deutsche Post DHL Group's ESG Roadmap, measures have been defined and ambitious targets have been set to minimise these effects.



The Group intends to reduce its emissions to below 29 million tonnes of CO<sub>2</sub>e by the year 2030. This target also includes the transport services carried out by subcontractors (Scope 3). It was developed based on the requirements of the Science Based Targets Initiative and supports global efforts to limit global warming in accordance with the Paris Agreement of the United Nations. In 2022, the Science Based Targets Initiative verified the following targets and assessed them as aligned with limiting global warming to 1.5 degrees: using 2021 as the base year, Deutsche Post DHL Group has committed to reducing its absolute direct emissions from the use of fuels and the indirect emissions from purchased energy (Scopes 1 and 2) by 42% by the year 2030. Absolute Scope 3 emissions from fuel- and energy-related activities, upstream transport and sales and business travel are to be reduced by 25% by 2030.

GHG emissions of the logistics services are to be reduced to net zero by 2050. That means Deutsche Post DHL Group will use active reduction measures to reduce emissions (Scopes 1, 2 and 3) down to an unavoidable minimum, which is to be fully compensated for with recognised countermeasures (excluding offsetting).

As planned, Deutsche Post DHL Group introduced new key performance indicators in 2022: the absolute logistics-related GHG emissions as a medium- and long-term target and Realised Decarbonisation Effects. The Realised Decarbonisation Effects KPI is used to calculate the emissions that were avoided through the use of energy from renewable sources and sustainable technologies compared with conventional energy and technologies. The calculation

methodology for GHG emissions is based on recognised international standards such as the Greenhouse Gas Protocol, DIN EN 16258 and the Global Logistics Emissions Council Framework. For Realised Decarbonisation Effects, the guidelines of the Smart Freight Centre for insetting and emissions calculation from sustainable aviation fuels are taken into account. In reporting, logistics-related GHG emissions are presented including the upstream chain of fuel production (well-to-wheel), and the GHG emissions caused or prevented by transportation subcontractors are taken into account (Scope 3). The legally required blending of sustainable fuels is not included in the Realised Decarbonisation Effects.

In order to achieve this strategic target of reducing emissions, the Board of Management was measured in 2022 by the KPI “Realised Decarbonisation Effects”. Realised Decarbonisation Effects of 969 kilotonnes of CO<sub>2</sub>e were supposed to be generated in 2022 through targeted measures. These objectives were achieved: a total of 1,004 kilotonnes of CO<sub>2</sub>e were saved in 2022, resulting in target achievement of 118.23% for the corresponding Board of Management target.

“S-target”: As in the previous years, the Board of Management members’ target agreements included a social

responsibility target, namely the employee target Employee Engagement. In the annual Group-wide survey (Employee Opinion Survey – EOS), all employees have the opportunity to anonymously rate the company’s strategy and values as well as its working conditions. The company derives the Employee Engagement key performance indicator from these results.

Once again, 75% of employees took the opportunity to express their opinion and provide valuable feedback in 2022. It is used as the foundation within the company for creating the best possible working conditions, thus corresponding to the strategic goal of being an employer of choice. The company intends to consistently maintain Employee Engagement at above 80%. This target was achieved in 2022 in spite of the volatile environment. Employee Engagement was 83% in 2022.

The upper threshold of this target set for the Board of Management members at a further increase in Employee Engagement compared with the previous year was thus not achieved. Achievement for this target was 115.00% due the target figure of 80% being exceeded by three percentage points.

#### Employee Engagement KPI – development

Employee Engagement	2018	2019	2020	2021	2022
Approval (%)	76	77	82 <sup>1</sup>	84	83

<sup>1</sup> Value adjusted due to a change to the questionnaire, not relevant for remuneration: 83.

“G-target”: Deutsche Post DHL Group takes steps to guarantee an honest and transparent business practice in compliance with the law by focusing on training executives in compliance-relevant content, building cybersecurity skills, shaping sustainable and stable relationships with business partners and fully integrating ESG metrics into management processes and incentive systems. Ensuring legally compliant conduct in business activities and in interactions with employees is an essential task of all Group management bodies. In line with this objective, participation of executives in middle- and upper-level management in various types of compliance training is mandatory. Deutsche Post DHL Group believes one thing: managers have to be well informed to identify potential compliance risks and ensure that such risks are mitigated appropriately. The foundation to this approach is the compliance training comprising the Core Compliance Curriculum (anti-corruption, competition compliance, Code of Conduct) and training on data protection. All employees who have already completed their training must update their certification every two years. The proportion of valid training certificates held by middle- and upper-level managers has been relevant for the management of Deutsche Post DHL Group since 2022 and was part of the Board of Management members’ target agreements in 2022.

On the basis of a coverage rate of 87% at the time the Supervisory Board decided on the targets for 2022, a target value of 95% was agreed with the Board of Management

members. The target set for the Board of Management to reach the upper threshold of a 96% share of valid training certificates was achieved at the end of 2022. In addition, it was also agreed that if a major compliance case arises in an individual Board of Management member’s area of responsibility, the Supervisory Board may determine that, despite the achievement of the training goals, the target has not been reached. The Supervisory Board was not made aware of any such major compliance case.

For 2023, the Supervisory Board – as previously explained – decided to focus on cybersecurity for the governance target. The target of “compliance-relevant training certificates in middle and upper management” has therefore been replaced by the KPI “cybersecurity rating”. Further information on the cybersecurity rating can be found in [Outlook for remuneration in 2023](#) and the non-financial statement, which is published on the [company’s website](#).

### 2022 non-financial targets – target achievement

Target	Target content	Target amount	Actual amount	Target achievement %
E – Environment	Measures for absolute CO <sub>2</sub> reduction in the Group	969 <sup>1</sup>	1,004 <sup>1</sup>	118.23
S – Social	Employee Opinion Survey (EOS) – Employee Engagement at Group level	80 <sup>2</sup>	83 <sup>2</sup>	115.00
G – Governance	Compliance-relevant training in middle and upper management	95 <sup>3</sup>	98 <sup>3</sup>	125.00

<sup>1</sup> Kilotonnes of CO<sub>2</sub>e (well-to-wheel). <sup>2</sup> Approval rate in %. <sup>3</sup> Number of certificates in %.



The following table sets out the target achievement determined by the Supervisory Board in the spring of 2023 for the annual bonus for the 2022 financial year:

#### Total target achievement for annual bonus in the 2022 financial year (%)

Board of Management member	Target achievement Group EAC	Target achievement Divisional EAC	Target achievement Free cash flow	Target achievement Environment	Target achievement Social	Target achievement Governance	Total target achievement
Frank Appel	125.00	n.a.	125.00	118.23	115.00	125.00	123.32
Ken Allen (until 31 July 2022)	125.00	67.26	125.00	118.23	115.00	125.00	117.55
Oscar de Bok	125.00	119.12	125.00	118.23	115.00	125.00	122.73
Pablo Ciano (since 1 August 2022)	125.00	67.26	125.00	118.23	115.00	125.00	117.55
Nikola Hagleitner (since 1 July 2022)	125.00	0.00	125.00	118.23	115.00	125.00	110.82
Melanie Kreis	125.00	n.a.	125.00	118.23	115.00	125.00	123.32
Tobias Meyer	125.00	0.00 <sup>1</sup>	125.00	118.23	115.00	125.00	117.07
Thomas Ogilvie	125.00	n.a.	125.00	118.23	115.00	125.00	123.32
John Pearson	125.00	79.97	125.00	118.23	115.00	125.00	118.82
Tim Scharwath	125.00	125.00	125.00	118.23	115.00	125.00	123.32

<sup>1</sup> Target achievement of the Post & Parcel Germany division, for which Mr Meyer was responsible until 30 June 2022.

One half of the annual bonus, which is determined on the basis of target achievement, will be paid out in the spring of 2023 following the adoption of the consolidated financial statements for the 2022 financial year. The other half will be deferred and forms a medium-term component. It is not paid out until after the two-year sustainability phase has expired, i.e. after the consolidated financial statements for the 2024 financial year have been adopted in the spring of 2025, but only if, in addition, the EAC sustainability criterion has been achieved during that period. The amounts paid out on the basis of total target achievement for the 2022 financial year can be seen in the table titled **Total remuneration for the financial year**.

#### Adjustment due to exceptional developments

For the 2022 financial year, no adjustment was made to the amount of the annual bonus resulting from target achievement due to extraordinary developments.

#### Medium-term component (2020 deferral)

The sustainability phase of the share of the annual bonus deferred in 2020 expired on 31 December 2022. The requirement for payout was that the asset charge be earned at a minimum at the end of the two-year sustainability phase, i.e. that EAC at the end of the sustainability phase exceed EAC for the base year, or that cumulative EAC be positive during the sustainability phase. Both of those requirements were met:



**Target achievement for 2020 medium-term component**

2020	2021	2022	Spring 2023
Annual bonus	Deferral		Determination of target achievement/payout
	CRITERION 1 <sup>1</sup> : EAC 2022 > EAC 2020		5,118 > 2,212 <sup>2</sup>
	CRITERION 2 <sup>1</sup> : EAC 2021 + 2022 > 0		5,186 + 5,118 > 0

<sup>1</sup> EAC (€m). <sup>2</sup> €2,535 million excluding StreetScooter.

The amounts resulting from target achievement are paid out to the Board of Management members in the spring of 2023 following the adoption of the consolidated financial statements for the 2022 financial year. The individual payout amounts are shown in the table titled **Total remuneration for the financial year**.

**Long-term component (Long-Term Incentive Plan, LTIP)**

With a term of up to six years per tranche, the long-term component – which is granted annually in the form of stock appreciation rights (SAR) in the value of an individual base salary – provides an incentive for the company’s long-term and sustainable development. The performance targets are tied to the share price. They are linked partly to the absolute performance of Deutsche Post shares and partly to their performance relative to the STOXX Europe 600 index. When one of the performance targets is fulfilled, 1/6 of the originally granted SARs becomes exercisable.

If, at the end of the four-year lock-up period, only the targets for share price performance relative to the STOXX Europe 600 have been reached, the share price has additionally to rise over the issue price; otherwise no payout is made.

Details of the structure of the long-term component can be found in the table **Remuneration components** and the description of the remuneration system on the **company’s website**.

**LONG-TERM COMPONENT (LTIP), 2018 TRANCHE**

The lock-up period for the 2018 LTIP tranche granted four years previously at an issue price of €31.08 ended on 31 August 2022. The absolute performance of the Deutsche Post share compared with the baseline amounted to 19.92%, and the relative performance compared to the STOXX Europe 600 Index was 9.99%. The absolute performance target of an increase of 20% compared with the baseline and the relative performance target of an outperformance of the

STOXX Europe 600 Index by 10% were both barely missed. Only two absolute and one relative performance target was therefore achieved, meaning that half of the SARs granted in the 2018 financial year became exercisable.

The Board of Management members can exercise these SARs until 31 August 2024. Payouts are only made if the Deutsche Post share price (five-day average) exceeds €31.08 at the time the SARs are exercised. No Board of Management member exercised SARs from the 2018 tranche in the 2022 financial year.

**Target achievement for the 2018 SAR tranche**

SAR performance targets	Thresholds	Target achievement
Performance versus STOXX Europe 600	+10%	✗
	+0%	✓
Absolute increase in share price	+25%	✗
	+20%	✗
	+15%	✓
	+10%	✓

**Absolute performance of the Deutsche Post share and performance relative to the STOXX Europe 600**

2018	2019	2020	2021	2022	2023	2024
Long-Term Incentive Plan (LTIP)				LTIP exercise period		
€ 31.08 <sup>1</sup>				€ 37.27 <sup>3</sup>		
385.02 points <sup>2</sup>				423.26 points <sup>3</sup>		

<sup>1</sup> Issue price (average price of the Deutsche Post share during the 20 days preceding the issue date).

<sup>2</sup> Start value of the index (average value during the 20 days preceding the issue date).

<sup>3</sup> Average share price and index value of the last 60 trading days before the end of the lock-up period.

**LONG-TERM COMPONENT (LTIP), 2022 TRANCHE**

On 1 September 2022, the members of the Board of Management were again granted SARs as the 2022 tranche. The Board of Management members each received a number of SARs equal in value to their individual base salary on the grant date. The total value of the SARs granted came to €9.34 million in the 2022 financial year (previous year: €8.34 million). The value of one SAR as at the grant date was computed by the company actuary and amounted to €7.94. The number of SARs granted to the individual Board of Management members in 2022 can be seen in the table titled **Total SAR holdings** and the value of the SARs granted in the table titled **Target remuneration**.

The index stood at 434.34 points as at the grant date. The issue price was €39.06. Payments under the 2022 tranche will be made no earlier than 1 September 2026, provided that at least one of the total of six performance targets are met. If no performance target is met, the SARs lapse without replacement, which means that they will never give rise to any payments.

**Success criteria for the 2022 SAR tranche**

SAR performance targets	Thresholds	Target achievement
Performance versus STOXX Europe 600	+10%	477.78 pts
	+0%	434.34 pts
Absolute increase in share price	+25%	€48.83
	+20%	€46.88
	+15%	€44.92
	+10%	€42.97

**OVERVIEW OF LONG-TERM COMPONENT (LTIP)**

The following section summarises the basic information on each of the tranches under the long-term component whose lock-up periods or exercise periods had not yet expired in the 2022 financial year:

**General information on the LTIP tranches 2016–2022**

SAR tranche	Date of grant	Issue price (exercise price) €	Start value of the index	End of the lock-up period	End of the exercise period
2016	1 September 2016	28.18	343.06	31 August 2020	31 August 2022
2017	1 September 2017	34.72	375.59	31 August 2021	31 August 2023
2018	1 September 2018	31.08	385.02	31 August 2022	31 August 2024
2019	1 September 2019	28.88	371.81	31 August 2023	31 August 2025
2020	1 September 2020	37.83	368.10	31 August 2024	31 August 2026
2021	1 September 2021	58.68	471.78	31 August 2025	31 August 2027
2022	1 September 2022	39.06	434.34	31 August 2026	31 August 2028

**Total SAR holdings**

	SARs granted in the financial year	Total holdings of SARs subject to lock-up period <sup>1</sup>		Total holdings of exercisable SARs <sup>3</sup>	
	2022	Number as at 31 December 2022	Value <sup>2</sup> as at 31 December 2022 €	Number as at 31 December 2022	Value <sup>2</sup> as at 31 December 2022 €
Frank Appel	259,536	1,339,482	2,346,687	711,447	2,036,781
Ken Allen	0	542,862	1,847,776	98,298	484,609
Oscar de Bok	108,318	255,222	143,376	0	0
Pablo Ciano	108,318	108,318	25,635	0	0
Nikola Hagleitner	108,318	108,318	25,635	0	0
Melanie Kreis	122,988	629,754	1,359,758	92,535	456,198
Tobias Meyer	117,132	518,040	1,053,916	0	0
Thomas Ogilvie	117,132	562,032	1,141,171	63,522	313,163
John Pearson	117,132	518,040	1,053,916	0	0
Tim Scharwath	117,132	595,686	1,268,495	68,604	338,218

<sup>1</sup> SARs already granted whose lock-up period had not yet expired at the end of the financial year in question. Whether and, if so, how many of these SARs become exercisable depends on the achievement of the six share-price based performance targets per tranche. <sup>2</sup> Value of provisions as at 31 December 2022. <sup>3</sup> SARs, the lock-up period for which had already expired at the end of the financial year in question and which can be exercised up until the expiry of the applicable exercise period. The amount of the specific proceeds depends on how they are exercised and, in addition, is subject to the prior applicability of the agreed caps.

The individual payout amounts arising from the exercise of SARs in the 2022 financial year are shown in the table titled

➤ **Total remuneration for the financial year.**

**APPLICATION OF MALUS AND CLAWBACK PROVISIONS**

As explained in greater detail under ➤ **Long-term component (LTIP), 2018 tranche** only half of the SARs originally granted in 2018 became exercisable. The other half was clawed back and lapsed without replacement, because the relevant absolute or relative performance targets had not been met at the end of the four-year lock-up period. In addition to this, the Supervisory Board had no reason to make use of its right to withhold or reclaim variable remuneration components in the 2022 financial year.

**LOANS**

The company did not extend any loans to Board of Management members.

**AMOUNT OF REMUNERATION IN THE 2022 FINANCIAL YEAR**

The following table titled Target remuneration shows, in addition to the base salary and fringe benefits, the target amount for the annual bonus (including deferral) for the 2022 financial year in the event of 100% target achievement; the long-term component is shown at the fair value as at the date of grant. With respect to pension commitments, the pension expense, i.e., the service cost in accordance with IAS 19 (Service Cost), is presented. The table also shows the minimum and maximum values that can be achieved as well as the comparison figures for the previous year.

**Target remuneration**

€	Frank Appel Chief Executive Officer					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	2,060,684	2,060,684	2,060,684	2,060,684	2,060,684	2,060,684
Fringe benefits	48,114	48,114	48,114	45,977	45,977	45,977
<b>Total</b>	<b>2,108,798</b>	<b>2,108,798</b>	<b>2,108,798</b>	<b>2,106,661</b>	<b>2,106,661</b>	<b>2,106,661</b>
Annual bonus: one-year share	824,274	0	1,030,342	824,274	0	1,030,342
Multi-year variable remuneration	2,884,970	0	6,182,053	2,884,990	0	6,182,053
LTIP with four-year lock-up period	2,060,696	0	5,151,711	2,060,716	0	5,151,711
Annual bonus: Deferral with three-year term	824,274	0	1,030,342	824,274	0	1,030,342
<b>Total</b>	<b>5,818,042</b>	<b>2,108,798</b>	<b>9,321,193</b>	<b>5,815,925</b>	<b>2,106,661</b>	<b>9,319,056</b>
Pension expense (service cost)	1,476,356	1,476,356	1,476,356	1,259,211	1,259,211	1,259,211
<b>Total remuneration</b>	<b>7,294,398</b>	<b>3,585,154</b>	<b>10,797,549</b>	<b>7,075,136</b>	<b>3,365,872</b>	<b>10,578,267</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>			<b>8,150,000</b>			<b>8,150,000</b>

€	Ken Allen eCommerce Solutions (until 31 July 2022)					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	1,005,795	1,005,795	1,005,795	586,714	586,714	586,714
Fringe benefits	98,633	98,633	98,633	55,137	55,137	55,137
<b>Total</b>	<b>1,104,428</b>	<b>1,104,428</b>	<b>1,104,428</b>	<b>641,851</b>	<b>641,851</b>	<b>641,851</b>
Annual bonus: one-year share	402,318	0	502,898	234,686	0	293,357
Multi-year variable remuneration	1,408,153	0	4,526,078	234,686	0	293,357
LTIP with four-year lock-up period	1,005,835	0	4,023,180	-	-	-
Annual bonus: Deferral with three-year term	402,318	0	502,898	234,686	0	293,357
<b>Total</b>	<b>2,914,899</b>	<b>1,104,428</b>	<b>6,133,404</b>	<b>1,111,223</b>	<b>641,851</b>	<b>1,228,565</b>
Pension expense (service cost)	358,934	358,934	358,934	202,711	202,711	202,711
<b>Total remuneration</b>	<b>3,273,833</b>	<b>1,463,362</b>	<b>6,492,338</b>	<b>1,313,934</b>	<b>844,562</b>	<b>1,431,276</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>			<b>5,150,000</b>			<b>5,150,000</b>

**Target remuneration**

€	Oscar de Bok Supply Chain					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	751,250	751,250	751,250	877,500	877,500	877,500
Fringe benefits	16,943	16,943	16,943	16,874	16,874	16,874
<b>Total</b>	<b>768,193</b>	<b>768,193</b>	<b>768,193</b>	<b>894,374</b>	<b>894,374</b>	<b>894,374</b>
Annual bonus: one-year share	300,500	0	375,625	351,000	0	438,750
Multi-year variable remuneration	1,015,538	0	3,235,625	1,211,045	0	3,878,750
LTIP with four-year lock-up period	715,038	0	2,860,000	860,045	0	3,440,000
Annual bonus: Deferral with three-year term	300,500	0	375,625	351,000	0	438,750
<b>Total</b>	<b>2,084,231</b>	<b>768,193</b>	<b>4,379,443</b>	<b>2,456,419</b>	<b>894,374</b>	<b>5,211,874</b>
Pension expense (service cost)	279,741	279,741	279,741	294,798	294,798	294,798
<b>Total remuneration</b>	<b>2,363,972</b>	<b>1,047,934</b>	<b>4,659,184</b>	<b>2,751,217</b>	<b>1,189,172</b>	<b>5,506,672</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>			n.a.			<b>5,150,000</b>

€	Pablo Ciano eCommerce Solutions (since 1 August 2022)					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	–	–	–	358,333	358,333	358,333
Fringe benefits	–	–	–	14,195	14,195	14,195
<b>Total</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>372,528</b>	<b>372,528</b>	<b>372,528</b>
Annual bonus: one-year share	–	–	–	143,333	0	179,167
Multi-year variable remuneration	–	–	–	1,003,378	0	3,619,167
LTIP with four-year lock-up period	–	–	–	860,045	0	3,440,000
Annual bonus: Deferral with three-year term	–	–	–	143,333	0	179,167
<b>Total</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,519,239</b>	<b>372,528</b>	<b>4,170,862</b>
Pension expense (service cost)	–	–	–	–	–	–
<b>Total remuneration</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,519,239</b>	<b>372,528</b>	<b>4,170,862</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>			–			<b>n.a.</b>

**Target remuneration**

€	Nikola Hagleitner Post & Parcel Germany (since 1 July 2022)					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	-	-	-	430,000	430,000	430,000
Fringe benefits	-	-	-	8,816	8,816	8,816
<b>Total</b>	-	-	-	<b>438,816</b>	<b>438,816</b>	<b>438,816</b>
Annual bonus: one-year share	-	-	-	172,000	0	215,000
Multi-year variable remuneration	-	-	-	1,032,045	0	3,655,000
LTIP with four-year lock-up period	-	-	-	860,045	0	3,440,000
Annual bonus: Deferral with three-year term	-	-	-	172,000	0	215,000
<b>Total</b>	-	-	-	<b>1,642,861</b>	<b>438,816</b>	<b>4,308,816</b>
Pension expense (service cost)	-	-	-	-	-	-
<b>Total remuneration</b>	-	-	-	<b>1,642,861</b>	<b>438,816</b>	<b>4,308,816</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>						<b>n.a.</b>

€	Melanie Kreis Finance					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	976,500	976,500	976,500	981,383	981,383	981,383
Fringe benefits	19,972	19,972	19,972	17,948	17,948	17,948
<b>Total</b>	<b>996,472</b>	<b>996,472</b>	<b>996,472</b>	<b>999,331</b>	<b>999,331</b>	<b>999,331</b>
Annual bonus: one-year share	390,600	0	488,250	392,553	0	490,692
Multi-year variable remuneration	1,367,135	0	4,394,250	1,369,078	0	4,396,692
LTIP with four-year lock-up period	976,535	0	3,906,000	976,525	0	3,906,000
Annual bonus: Deferral with three-year term	390,600	0	488,250	392,553	0	490,692
<b>Total</b>	<b>2,754,207</b>	<b>996,472</b>	<b>5,878,972</b>	<b>2,760,962</b>	<b>999,331</b>	<b>5,886,715</b>
Pension expense (service cost)	393,193	393,193	393,193	330,287	330,287	330,287
<b>Total remuneration</b>	<b>3,147,400</b>	<b>1,389,665</b>	<b>6,272,165</b>	<b>3,091,249</b>	<b>1,329,618</b>	<b>6,217,002</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>			<b>5,150,000</b>			<b>5,150,000</b>

**Target remuneration**

€	Tobias Meyer Global Business Services					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	823,750	823,750	823,750	912,500	912,500	912,500
Fringe benefits	23,738	23,738	23,738	28,218	28,218	28,218
<b>Total</b>	<b>847,488</b>	<b>847,488</b>	<b>847,488</b>	<b>940,718</b>	<b>940,718</b>	<b>940,718</b>
Annual bonus: one-year share	329,500	0	411,875	365,000	0	456,250
Multi-year variable remuneration	1,189,530	0	3,851,875	1,295,028	0	4,176,250
LTIP with four-year lock-up period	860,030	0	3,440,000	930,028	0	3,720,000
Annual bonus: Deferral with three-year term	329,500	0	411,875	365,000	0	456,250
<b>Total</b>	<b>2,366,518</b>	<b>847,488</b>	<b>5,111,238</b>	<b>2,600,746</b>	<b>940,718</b>	<b>5,573,218</b>
Pension expense (service cost)	309,016	309,016	309,016	290,795	290,795	290,795
<b>Total remuneration</b>	<b>2,675,534</b>	<b>1,156,504</b>	<b>5,420,254</b>	<b>2,891,541</b>	<b>1,231,513</b>	<b>5,864,013</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>			<b>5,150,000</b>			<b>5,150,000</b>

	Thomas Ogilvie Human Resources					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	930,000	930,000	930,000	930,000	930,000	930,000
Fringe benefits	14,338	14,338	14,338	12,386	12,386	12,386
<b>Total</b>	<b>944,338</b>	<b>944,338</b>	<b>944,338</b>	<b>942,386</b>	<b>942,386</b>	<b>942,386</b>
Annual bonus: one-year share	372,000	0	465,000	372,000	0	465,000
Multi-year variable remuneration	1,302,003	0	4,185,000	1,302,028	0	4,185,000
LTIP with four-year lock-up period	930,003	0	3,720,000	930,028	0	3,720,000
Annual bonus: Deferral with three-year term	372,000	0	465,000	372,000	0	465,000
<b>Total</b>	<b>2,618,341</b>	<b>944,338</b>	<b>5,594,338</b>	<b>2,616,414</b>	<b>942,386</b>	<b>5,592,386</b>
Pension expense (service cost)	412,754	412,754	412,754	318,862	318,862	318,862
<b>Total remuneration</b>	<b>3,031,095</b>	<b>1,357,092</b>	<b>6,007,092</b>	<b>2,935,276</b>	<b>1,261,248</b>	<b>5,911,248</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>			<b>5,150,000</b>			<b>5,150,000</b>

**Target remuneration**

€	John Pearson Express					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	860,000	860,000	860,000	930,000	930,000	930,000
Fringe benefits	56,548	56,548	56,548	102,076	102,076	102,076
<b>Total</b>	<b>916,548</b>	<b>916,548</b>	<b>916,548</b>	<b>1,032,076</b>	<b>1,032,076</b>	<b>1,032,076</b>
Annual bonus: one-year share	344,000	0	430,000	372,000	0	465,000
Multi-year variable remuneration	1,204,030	0	3,870,000	1,302,028	0	4,185,000
LTIP with four-year lock-up period	860,030	0	3,440,000	930,028	0	3,720,000
Annual bonus: Deferral with three-year term	344,000	0	430,000	372,000	0	465,000
<b>Total</b>	<b>2,464,578</b>	<b>916,548</b>	<b>5,216,548</b>	<b>2,706,104</b>	<b>1,032,076</b>	<b>5,682,076</b>
Pension expense (service cost)	263,390	263,390	263,390	296,692	296,692	296,692
<b>Total remuneration</b>	<b>2,727,968</b>	<b>1,179,938</b>	<b>5,479,938</b>	<b>3,002,796</b>	<b>1,328,768</b>	<b>5,978,768</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>			<b>5,150,000</b>			<b>5,150,000</b>

	Tim Scharwath Global Forwarding, Freight					
	2021	Min. 2021	Max. 2021	2022	Min. 2022	Max. 2022
Base salary	930,000	930,000	930,000	930,000	930,000	930,000
Fringe benefits	25,665	25,665	25,665	23,931	23,931	23,931
<b>Total</b>	<b>955,665</b>	<b>955,665</b>	<b>955,665</b>	<b>953,931</b>	<b>953,931</b>	<b>953,931</b>
Annual bonus: one-year share	372,000	0	465,000	372,000	0	465,000
Multi-year variable remuneration	1,302,003	0	4,185,000	1,302,028	0	4,185,000
LTIP with four-year lock-up period	930,003	0	3,720,000	930,028	0	3,720,000
Annual bonus: Deferral with three-year term	372,000	0	465,000	372,000	0	465,000
<b>Total</b>	<b>2,629,668</b>	<b>955,665</b>	<b>5,605,665</b>	<b>2,627,959</b>	<b>953,931</b>	<b>5,603,931</b>
Pension expense (service cost)	355,136	355,136	355,136	321,082	321,082	321,082
<b>Total remuneration</b>	<b>2,984,804</b>	<b>1,310,801</b>	<b>5,960,801</b>	<b>2,949,041</b>	<b>1,275,013</b>	<b>5,925,013</b>
<b>Cap on the maximum amount resulting from target remuneration:</b>			<b>5,150,000</b>			<b>5,150,000</b>





## TOTAL REMUNERATION FOR THE 2022 FINANCIAL YEAR

In addition to the base salary and fringe benefits, the following table includes the amount for the one-year share of the annual bonus based on the achievement of the targets set for 2022 (2022 annual bonus). With regard to the medium-term component (deferral), the payout amount reported is that of the deferral whose calculation period ended upon expiry of the financial year. In the 2022

financial year this was the 2020 deferral. The 2022 annual bonus and the 2020 deferral will be paid to the Board of Management members in the spring of 2023 following the adoption of the consolidated financial statements for the 2022 financial year. The tables also provide an indication of the amount paid under the tranches of the long-term component that were exercised in the 2022 financial year. Furthermore, for reasons of transparency, the pension expense (service cost according to IAS 19) is also disclosed.

Comparison figures for the previous year are stated in all cases.

In some cases, the remuneration of the individual Board of Management members was substantially lower than in the previous year. This is due primarily to lower payouts from the share-based long-term programme (SAR programme).

### Total remuneration for the financial year

	Frank Appel Chief Executive Officer		Ken Allen eCommerce Solutions (until 31 July 2022)		Oscar de Bok Supply Chain		Pablo Ciano eCommerce Solutions (since 1 August 2022)	
	2021	2022	2021	2022	2021	2022	2021	2022
Base salary	2,060,684	2,060,684	1,005,795	586,714	751,250	877,500	–	358,333
Fringe benefits	48,114	45,977	98,633	55,137	16,943	16,874	–	14,195
<b>Total</b>	<b>2,108,798</b>	<b>2,106,661</b>	<b>1,104,428</b>	<b>641,851</b>	<b>768,193</b>	<b>894,374</b>	<b>–</b>	<b>372,528</b>
Annual bonus: one-year share	1,009,735	1,016,518	496,611	275,871	366,704	430,799	–	168,487
Multi-year variable remuneration	7,291,003	2,606,656	8,214,217	3,193,295	71,482	321,750	–	–
Annual bonus: 2019 deferral	754,520	–	402,217	–	71,482	–	–	–
Annual bonus: 2020 deferral	–	1,020,039	–	502,898	–	321,750	–	–
2015 LTIP tranche	3,216,709	–	3,906,000	–	–	–	–	–
2016 LTIP tranche	3,319,774	1,586,617	3,906,000	–	–	–	–	–
2017 LTIP tranche	–	–	–	2,690,397	–	–	–	–
Other	–	–	–	–	–	–	–	–
<b>Total</b>	<b>10,409,536</b>	<b>5,729,835</b>	<b>9,815,256</b>	<b>4,111,017</b>	<b>1,206,379</b>	<b>1,646,923</b>	<b>–</b>	<b>541,015</b>
Pension expense (service cost)	1,476,356	1,259,211	358,934	202,711	279,741	294,798	–	–
<b>Total</b>	<b>11,885,892</b>	<b>6,989,046</b>	<b>10,174,190</b>	<b>4,313,728</b>	<b>1,486,120</b>	<b>1,941,721</b>	<b>–</b>	<b>541,015</b>



**REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 (1), SENTENCE 2, NO. 1, OF THE GERMAN STOCK CORPORATION ACT (AKTIENGESETZ – AKTG)**

The remuneration of the Board of Management in the 2022 financial year was consistent with all the stipulations of the remuneration system.

In accordance with the requirements of Section 162 of the German Stock Corporation Act, disclosure of the remuneration awarded and due includes all payments received as well as all payments not received but due in the financial year. Accordingly, the table titled **Remuneration awarded and due in accordance with Section 162 (1), Sentence 2, No. 1, German Stock Corporation Act in the 2022 financial year** includes – in addition to base salary and fringe benefits – payments for the 2021 annual bonus paid in the spring of 2022. For the medium-term component, the amount paid from the 2019 deferral in 2022 is shown. The table also states the amount paid under the tranches of the long-term component that were exercised in the 2022 financial year.

In accordance with the regulatory requirements, the target achievement underlying the 2022 payouts of the 2021 annual bonus, the 2019 deferral and the 2016 to 2017 LTIP tranches is described below in greater detail.

**2021 annual bonus – target achievement**

The 2021 annual bonus is based on the remuneration system in the form approved at the Annual General Meeting of 6 May 2021 (agenda item 10). It can be accessed on the **company's website**. The Board of Management members received an annual bonus whose individual amount reflected the extent to which their predefined targets were achieved, missed or exceeded. The annual bonus was limited to the amount of the annual base salary.

It had the following structure for 2021:

**Performance criteria 2021**

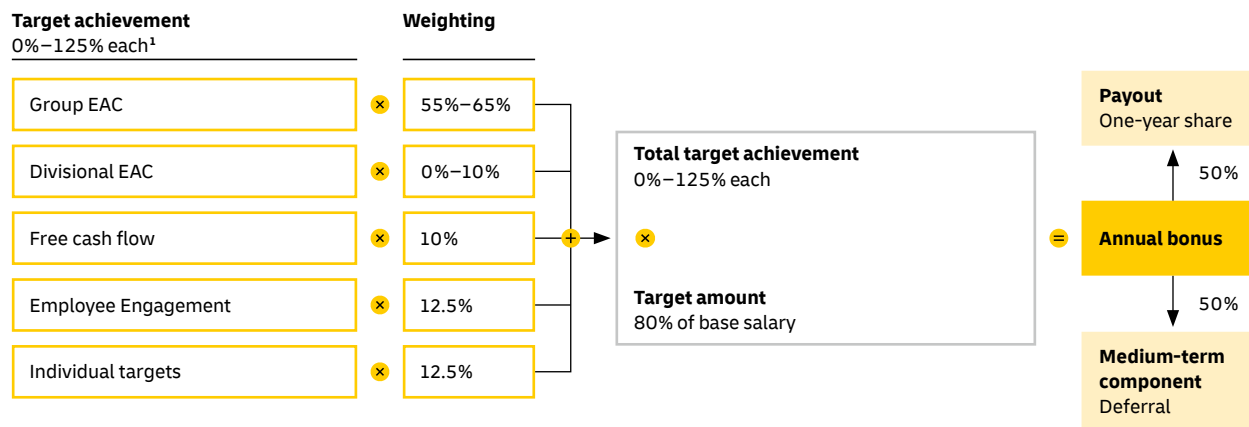
Performance criterion	Weighting	Incentive effect/strategic connection
<b>Group EAC<sup>1</sup></b>	55%/65% <sup>2</sup>	<ul style="list-style-type: none"> <li>• Key performance indicator for the company</li> <li>• Adds a cost of capital component to EBIT to encourage the efficient use of resources and to ensure that the operating business is geared towards increasing value sustainably and generating increasing cash flow</li> </ul>
<b>Divisional EAC<sup>1</sup></b>	0%/10% <sup>2</sup>	<ul style="list-style-type: none"> <li>• Measurement of individual performance in the respective Board departments</li> <li>• Incentive for market-leading performance in every division</li> </ul>
<b>Free cash flow</b>	10%	<ul style="list-style-type: none"> <li>• Key performance indicator for the company</li> <li>• Measure of how much cash the company generates, taking into account payment commitments arising from the Group's operations as well as capital expenditure and lease and interest payments</li> <li>• Indicator of how much cash is available to the company for paying dividends, for repaying debt or for other purposes (e.g. funding pension obligations)</li> </ul>
<b>Non-financial targets</b> <ul style="list-style-type: none"> <li>• Employee Engagement</li> <li>• Individual targets in line with Group strategy</li> </ul>	25% (12.5% each)	<ul style="list-style-type: none"> <li>• Becoming employer of choice</li> <li>• Quantifies the identification of employees with the company and their motivation to contribute to the company's success</li> <li>• Compared with external benchmarks, identifies strengths and indicates action areas</li> <li>• Option of setting operational focal points each year depending on current priorities and the implementation level of the strategy</li> <li>• For example, implementation of digitalisation initiatives necessary for ensuring long-term business success, implementation of measures for improving customer satisfaction</li> </ul>

<sup>1</sup> Including the asset charge on goodwill and before goodwill impairment (EAC for short in the entire remuneration report).

<sup>2</sup> Group EAC is weighted at 65% for the CEO, the CFO and the Board of Management member responsible for Human Resources. For the other members of the Board of Management, Group EAC is weighted at 55% and the EAC of the respective division for which they are responsible at 10%.

The individual annual bonus amount for 2021 was calculated as follows:

**Calculation of the annual bonus 2021**



<sup>1</sup> Below a target achievement of 62.5%, the respective target is missed.

In the spring of 2022, the Supervisory Board determined the achievement of the financial targets as follows:

**2021 financial targets – target achievement**

Performance criterion	Target amount €m	Actual amount €m	Level of target achievement %
<b>Group EAC</b>	2,285	5,186	125.00
<b>Divisional EAC</b>			
Post & Parcel Germany	890	1,156	125.00
Global Forwarding, Freight	113	753	125.00
Express	1,365	3,107	125.00
Supply Chain	211	218	110.94
eCommerce Solutions	100	317	125.00
<b>Free cash flow Group</b>	1,706	4,092	125.00



In the 2021 financial year, the Board of Management members' individual target agreements included a non-financial ESG target, namely the employee target of "approval rating for Employee Engagement KPI". An all-time high of 84% approval was achieved in the 2021 financial year despite the pandemic-related challenges.

### Employee Engagement KPI – development

Employee Engagement	2017	2018	2019	2020	2021
Approval (%)	75	76	77	82 <sup>1</sup>	84

<sup>1</sup> Value adjusted due to a change to the questionnaire, not relevant for remuneration: 83.

The degree of achievement for the target set for the Board of Management was 112.5%.

In addition, further individual targets were agreed reflecting the individual responsibilities and priorities of the Board of Management members in 2021:

### Individual targets 2021

Board of Management member	Target	Level of target achievement %
Frank Appel	Strategy, focus areas in 2021: digitalisation and ESG strategy	117.50
Ken Allen	Significant increase in volumes on the DHL Parcel Connect Platform	125.00
Oscar de Bok	Accelerated digitalisation programme: technology deployment at the branch offices	125.00
Melanie Kreis	Finalisation and communication of 2025 finance strategy, transformation of the ERP landscape	112.50
Tobias Meyer	Capacity for growth: investments to create additional sorting capacity per hour	125.00
Thomas Ogilvie	Implementation of focus areas of the HR roadmap	120.00
John Pearson	Digitalisation: implementation of prioritised digitalisation initiatives	125.00
Tim Scharwath	Expansion of myDHLi in ocean freight and air freight	125.00

The following table sets out the overall target achievement determined by the Supervisory Board in the spring of 2022 for the annual bonus for the 2021 financial year:

**Total target achievement for annual bonus in the 2021 financial year (%)**

Board of Management member	Target achievement Group EAC	Target achievement Divisional EAC	Target achievement Free cash flow	Target achievement Employee target	Target achievement Individual targets	Total target achievement
Frank Appel	125.00	n.a.	125.00	112.50	117.50	122.50
Ken Allen	125.00	125.00	125.00	112.50	125.00	123.44
Oscar de Bok	125.00	110.94	125.00	112.50	125.00	122.03
Melanie Kreis	125.00	n.a.	125.00	112.50	112.50	121.88
Tobias Meyer	125.00	125.00	125.00	112.50	125.00	123.44
Thomas Ogilvie	125.00	n.a.	125.00	112.50	120.00	122.81
John Pearson	125.00	125.00	125.00	112.50	125.00	123.44
Tim Scharwath	125.00	125.00	125.00	112.50	125.00	123.44

One half of the annual bonus determined on the basis of target achievement was paid out in the spring of 2022 following the adoption of the consolidated financial statements for the 2021 financial year. The other half was transferred to the medium-term component. It will be paid out after the consolidated financial statements for the 2023 financial year have been adopted in the spring of 2024, but only if the EAC sustainability criterion has been achieved during that period.

**2019 deferral**

The sustainability phase of the share of the 2019 annual bonus deferred in 2019 expired on 31 December 2021. As a part of the 2019 annual bonus, this deferral is based on the remuneration system in the form approved at the Annual General Meeting of 24 April 2018 (agenda item 8), which is duly described on pages 25 et seq. of the 2018 Annual Report. In 2019, 50% of the annual bonus was transferred to a medium-term component with a three-year calcula-

tion period – a performance phase of one year and a sustainability phase of two years (deferral). Payment of this medium-term component was contingent upon the EAC sustainability criterion being reached after the expiry of the sustainability phase. This meant that the asset charge

at least had to have been earned. Further details of the 2019 deferral, the structure of which matches that of the 2020 deferral, can be found in the section titled **Medium-term component (2020 deferral)**. The target was achieved as follows:

**Target achievement for 2019 medium-term component**

2019	2020	2021	Spring 2022
Annual bonus	Deferral		Determination of target achievement/payout
	CRITERION 1 <sup>1</sup> : EAC 2021 > EAC 2019		5,186 > 1,513
	CRITERION 2 <sup>2</sup> : EAC 2020 + 2021 > 0		2,212 <sup>2</sup> + 5,186 > 0

<sup>1</sup> EAC (€m). <sup>2</sup> €2,535 million excluding StreetScooter.

The deferred amounts were paid out in the spring of 2022 following the adoption of the consolidated financial statements for the 2021 financial year.

### Long-term component (LTIP), 2016–2017 tranches

In the financial year, the Board of Management members exercised SARs under the tranches granted in 2016 and 2017 under the Long-Term Incentive Plan which had been adopted by the Supervisory Board in 2006 and which still applies today in its essential structure. It was approved as part of the remuneration system for the Board of Management at the Annual General Meetings on 28 April 2010, 24 April 2018 and 6 May 2021.

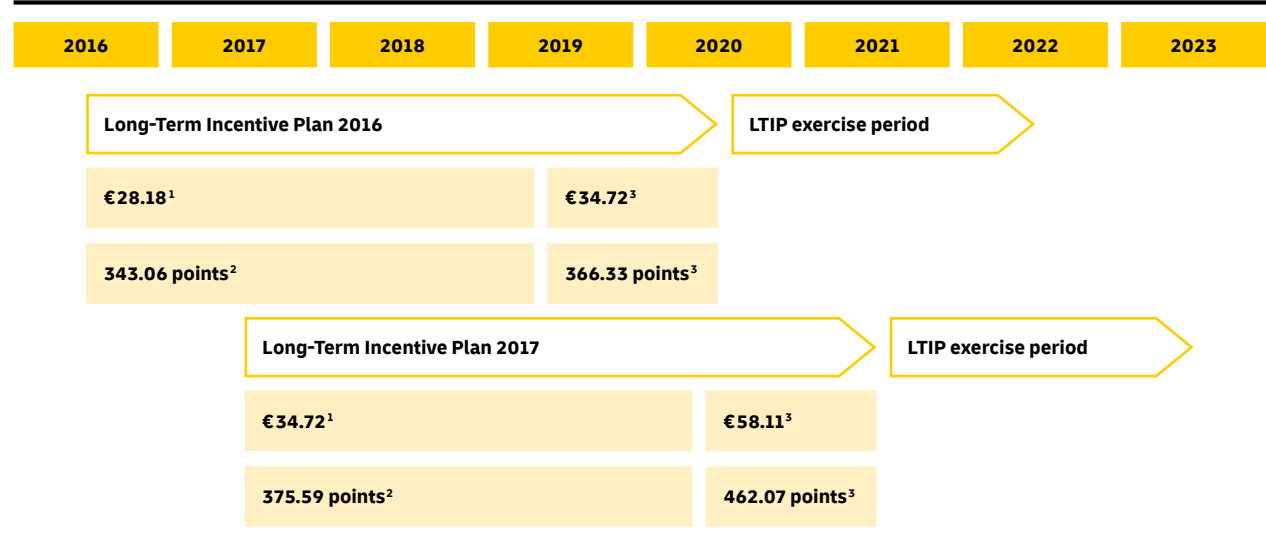
The performance targets for the SAR tranches granted in 2016 and 2017 from which payouts were made in 2022 were achieved as follows:

### Target achievement for the SAR tranche

SAR performance targets	Thresholds	2016	2017
Performance versus STOXX Europe 600	+10%	✓	✓
	+0%	✓	✓
Absolute increase in share price	+25%	✗	✓
	+20%	✓	✓
	+15%	✓	✓
	+10%	✓	✓

Consequently, five out of six of the SARs originally granted under the 2016 tranche and all of the SARs originally granted under the 2017 tranche became exercisable.

### Details of the absolute and relative performance of the SAR tranches 2016–2017



<sup>1</sup> Issue price (average price of the Deutsche Post share during the 20 days preceding the issue date).

<sup>2</sup> Start value of the index (average value during the 20 days preceding the issue date).

<sup>3</sup> Average share price and index value of the last 60 trading days before the end of the lock-up period.



The following table provides an overview of the remuneration awarded and due in the 2022 financial year:

### Remuneration awarded and due in accordance with Section 162 (1), Sentence 2, No. 1, German Stock Corporation Act in the 2022 financial year

€	Frank Appel Chief Executive Officer		Ken Allen eCommerce Solutions (until 31 July 2022)		Oscar de Bok Supply Chain		Pablo Ciano eCommerce Solutions (since 1 August 2022)	
Base salary	2,060,684	37.8%	586,714	13.9%	877,500	65.9%	358,333	96.2%
Fringe benefits	45,977	0.8%	55,137	1.3%	16,874	1.3%	14,195	3.8%
<b>Total fixed remuneration components</b>	<b>2,106,661</b>	<b>38.6%</b>	<b>641,851</b>	<b>15.2%</b>	<b>894,374</b>	<b>67.1%</b>	<b>372,528</b>	<b>100.0%</b>
Annual bonus: one-year share	1,009,735	18.5%	496,611	11.7%	366,704	27.5%	–	–
Multi-year variable remuneration	2,341,137	42.9%	3,092,614	73.1%	71,482	5.4%	–	–
Annual bonus: 2019 deferral	754,520	13.8%	402,217	9.5%	71,482	5.4%	–	–
2016 LTIP tranche	1,586,617	29.1%	–	–	–	–	–	–
2017 LTIP tranche	–	–	2,690,397	63.6%	–	–	–	–
Other	–	–	–	–	–	–	–	–
<b>Total variable remuneration components</b>	<b>3,350,872</b>	<b>61.4%</b>	<b>3,589,225</b>	<b>84.8%</b>	<b>438,186</b>	<b>32.9%</b>	–	–
Severance payments	–	–	–	–	–	–	–	–
<b>Total remuneration</b>	<b>5,457,533</b>	<b>100.0%</b>	<b>4,231,076</b>	<b>100.0%</b>	<b>1,332,560</b>	<b>100.0%</b>	<b>372,528</b>	<b>100.0%</b>
	Nikola Hagleitner Post & Parcel Germany (since 1 July 2022)		Melanie Kreis Finance		Tobias Meyer Global Business Services		Thomas Ogilvie Human Resources	
Base salary	430,000	98.0%	981,383	54.2%	912,500	58.7%	930,000	55.8%
Fringe benefits	8,816	2.0%	17,948	1.0%	28,218	1.8%	12,386	0.7%
<b>Total fixed remuneration components</b>	<b>438,816</b>	<b>100.0%</b>	<b>999,331</b>	<b>55.2%</b>	<b>940,718</b>	<b>60.6%</b>	<b>942,386</b>	<b>56.5%</b>
Annual bonus: one-year share	–	–	476,044	26.3%	406,727	26.2%	456,863	27.4%
Multi-year variable remuneration	–	–	335,963	18.5%	205,947	13.3%	268,388	16.1%
Annual bonus: 2019 deferral	–	–	335,963	18.5%	205,947	13.3%	268,388	16.1%
2016 LTIP tranche	–	–	–	–	–	–	–	–
2017 LTIP tranche	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–
<b>Total variable remuneration components</b>	–	–	<b>812,007</b>	<b>44.8%</b>	<b>612,674</b>	<b>39.4%</b>	<b>725,251</b>	<b>43.5%</b>
Severance payments	–	–	–	–	–	–	–	–
<b>Total remuneration</b>	<b>438,816</b>	<b>100.0%</b>	<b>1,811,338</b>	<b>100.0%</b>	<b>1,553,392</b>	<b>100.0%</b>	<b>1,667,637</b>	<b>100.0%</b>



**Remuneration awarded and due in accordance with Section 162 (1), Sentence 2, No. 1, German Stock Corporation Act in the 2022 financial year**

€	John Pearson Express		Tim Scharwath Global Forwarding, Freight	
Base salary	930,000	54.1%	930,000	54.3%
Fringe benefits	102,076	5.9%	23,931	1.4%
<b>Total fixed remuneration components</b>	<b>1,032,076</b>	<b>60.0%</b>	<b>953,931</b>	<b>55.6%</b>
Annual bonus: one-year share	424,625	24.7%	459,188	26.8%
Multi-year variable remuneration	262,977	15.3%	301,043	17.6%
Annual bonus: 2019 deferral	262,977	15.3%	301,043	17.6%
2016 LTIP tranche	–	–	–	–
2017 LTIP tranche	–	–	–	–
Other	–	–	–	–
<b>Total variable remuneration components</b>	<b>687,602</b>	<b>40.0%</b>	<b>760,231</b>	<b>44.4%</b>
Severance payments	–	–	–	–
<b>Total remuneration</b>	<b>1,719,678</b>	<b>100.0%</b>	<b>1,714,162</b>	<b>100.0%</b>

**OBSERVANCE OF REMUNERATION CAPS**

The currently applicable remuneration caps were observed.

The remuneration system applicable in the 2022 financial year, which was approved at the Annual General Meeting on 6 May 2021, provides for an overall cap on the amount of payouts (including the service cost for the company pension scheme attributable to the financial year). Firstly, this limits the maximum payment amount arising from target remuneration in a given financial year (target remuneration cap; cap on remuneration granted according to the terminology of the Code dated 7 February 2017). Compliance with the maximum remuneration, i.e. the cap on remuneration granted, cannot be reported on until the final remuneration component from the 2021 financial year

has been paid out. This depends on the target achievement of the 2021 LTIP tranche and the time when individual Board of Management members exercise their rights during the two-year exercise period from 2025 to 2027.

Payments attributable to a given financial year are also limited by a maximum amount (payment cap, the term used in the 2017 Code). The cap on remuneration granted stands at €5.15 million for regular Board of Management members and €8.15 million for the CEO and has applied in this form since 2021. The payment cap also stands at €5.15 million and €8.15 million, respectively, and applies as of the 2022 financial year.

The remuneration components are included in the calculation of the caps as follows:

**Overall caps: remuneration components included (example)**

Cap on remuneration granted for 2022	Payment cap for 2022
<b>Remuneration components included</b> <ul style="list-style-type: none"> <li>• Long-Term Incentive Plan 2022 tranche</li> <li>• Deferral from 2022 annual bonus</li> <li>• Proportion of 2022 annual bonus for immediate payout</li> <li>• Fringe benefits 2022</li> <li>• Base salary 2022</li> <li>• Pension expense (service cost<sup>1</sup>) 2022</li> </ul>	<b>Remuneration components included</b> <ul style="list-style-type: none"> <li>• Long-Term Incentive Plan 2016/2017/2018 tranches<sup>2</sup></li> <li>• Deferral from 2020 annual bonus</li> <li>• Proportion of 2022 annual bonus for immediate payout</li> <li>• Fringe benefits 2022</li> <li>• Base salary 2022</li> <li>• Pension expense (service cost<sup>1</sup>) 2022</li> </ul>

<sup>1</sup> In case of payout of a pension substitute: amount of pension substitute.

<sup>2</sup> The payment date depends on the date of exercise within the two-year exercise period.



In addition to the aforementioned overall caps, the remuneration system has for many years also provided for caps for individual variable remuneration components.

Due to the cap regulations that existed before Section 87a(1), Sentence 2, No. 1, of the German Stock Corporation Act took effect, payments in the 2022 financial year to the CEO were to be curtailed by applying the tranche cap of the 2016 LTIP tranche. In addition, the payment to the former Board of Management member Ken Allen was reduced due

to the overall cap on the 2017 target remuneration. This stood at €5 million excluding fringe benefits.

### REMUNERATION OF FORMER BOARD OF MANAGEMENT MEMBERS

The benefits paid to former Board of Management members who have left the company over the past ten years can be seen in the following table:

#### Remuneration in 2022 – former Board of Management members

€	Ken Allen <sup>1</sup>		John Gilbert		Lawrence Rosen		Walter Scheurle	
<b>Fixed remuneration</b>								
Base salary	-	-	-	-	-	-	-	-
Fringe benefits	-	-	-	-	-	-	-	-
<b>Variable remuneration</b>								
Annual bonus: one-year share	-	-	-	-	-	-	-	-
Multi-year variable remuneration	-	-	-	-	-	-	-	-
Annual bonus: 2019 deferral	-	-	278,930	100%	-	-	-	-
2016 LTIP tranche	-	-	-	-	1,463,604	100%	-	-
<b>Pension payments</b>	<b>5,043,298</b>	<b>100%</b>	-	-	-	-	<b>642,471</b>	<b>100%</b>
Other payments	-	-	-	-	-	-	-	-
<b>Total remuneration</b>	<b>5,043,298</b>	<b>100%</b>	<b>278,930</b>	<b>100%</b>	<b>1,463,604</b>	<b>100%</b>	<b>642,471</b>	<b>100%</b>

<sup>1</sup> Ken Allen left the company effective at the end of 31 July 2022. Because he had already exceeded retirement age when he left the company, the pension capital was paid out to him pursuant to the pension commitment. Allen therefore no longer has any pension commitments vis-à-vis the company. Payments to Allen from subsequent variable remuneration are made on the regular payment dates, provided that the relevant targets are achieved. If payments are made, they will be reported – individually and in their entirety – in the remuneration report.

A further ten pension recipients received total payments of €4.5 million in the 2022 financial year.

## 2. Remuneration of the Supervisory Board

Remuneration for the members of the Supervisory Board is governed by article 17 of the Articles of Association of Deutsche Post AG. The remuneration paid in spring 2022 for activities in the 2021 financial year was based on the remuneration system approved by a 99.46% majority of votes cast at the 2021 Annual General Meeting. For the remuneration to be paid in spring 2023 for activities in the 2022 financial year, the remuneration system approved by a 99.07% majority of votes cast at the Annual General Meeting on 6 May 2022 applies.

According to this system, Supervisory Board members receive a fixed annual remuneration in the amount of €100,000 for activities in the 2022 financial year (previous year: €70,000). The fact that only fixed remuneration is paid ensures that the Supervisory Board performs its control and monitoring tasks independently.

The Supervisory Board chairman and the Supervisory Board committee chairs receive an additional 100% of the remuneration, and the Supervisory Board deputy chair and committee members receive an additional 50%. This does not apply to the Mediation or Nomination Committees.

As in the previous year, Supervisory Board members receive an attendance allowance of €1,000 for each plenary meeting of the Supervisory Board or committee meeting that they attended. From the 2022 financial year, an attendance allowance is only owed if the sum total of the attendance allowances accruing in a given year does not reach 10% of the total remuneration of the Supervisory Board member, including reimbursements received to cover expenses. The fixed annual remuneration and the attendance allowance become due at the close of the Annual General Meeting in the following financial year. Those who only serve on the Supervisory Board or its committees, or act as chair or deputy chair, for part of the financial year are remunerated on a pro-rata basis. The members of the Supervisory Board are entitled to reimbursement of out-of-pocket cash expenses incurred in the exercise of their office.

The remuneration for activities performed in 2022 totalled €3.7 million (previous year: €2.6 million). The following table shows the remuneration paid to each Supervisory Board member. In addition, the remuneration awarded and due for activities in the 2021 financial year is shown here – in accordance with Section 162 of the German Stock Corporation Act (AktG) – as “remuneration awarded in 2022”.

**Remuneration awarded in 2022<sup>1</sup>**

€

Members of the Supervisory Board sitting in the financial year	Base remuneration	Compensation for membership in committee	Attendance allowance	Total remuneration
Dr Nikolaus von Bomhard (Chair)	140,000	175,000	19,000	<b>334,000</b>
Andrea Kocsis (Deputy Chair)	105,000	140,000	18,000	<b>263,000</b>
Dr Günther Bräunig (until 6 May 2022)	70,000	35,000	11,000	<b>116,000</b>
Dr Mario Daberkow	70,000	–	5,000	<b>75,000</b>
Ingrid Deltenre	70,000	70,000	13,000	<b>153,000</b>
Jörg von Dosky	70,000	–	5,000	<b>75,000</b>
Gabriele Gülzau	70,000	–	5,000	<b>75,000</b>
Thomas Held	70,000	45,208	9,000	<b>124,208</b>
Dr Heinrich Hiesinger	70,000	35,000	11,000	<b>116,000</b>
Prof. Dr Luise Hölscher (since 30 March 2022)	–	–	–	–
Mario Jacubasch	70,000	10,208	6,000	<b>86,208</b>
Thorsten Kühn	70,000	35,000	8,000	<b>113,000</b>
Dr Jörg Kukies (until 9 March 2022)	70,000	70,000	16,000	<b>156,000</b>
Ulrike Lennartz-Pipenbacher	70,000	–	5,000	<b>75,000</b>
Simone Menne	70,000	35,000	12,000	<b>117,000</b>
Yusuf Özdemir (since 9 September 2021)	23,333	10,208	4,000	<b>37,541</b>
Lawrence Rosen	70,000	–	5,000	<b>75,000</b>
Dr Stefan Schulte	70,000	70,000	12,000	<b>152,000</b>
Stephan Teuscher <sup>2</sup>	70,000	70,000	18,000	<b>158,000</b>
Stefanie Weckesser	70,000	35,000	12,000	<b>117,000</b>
Prof. Dr-Ing. Katja Windt	70,000	–	5,000	<b>75,000</b>
Stefan B. Wintels (since 6 May 2022)	–	–	–	–

<sup>1</sup> Remuneration for activities in the 2021 financial year paid in the spring of 2022. <sup>2</sup> Stephan Teuscher receives €1,500 for membership of the DHL Hub Leipzig GmbH Supervisory Board (until 26 August 2022).

**Remuneration for activities in the 2022 financial year<sup>1</sup>**

€				
Members of the Supervisory Board sitting in the financial year	Base remuneration	Compensation for membership in committee	Attendance allowance	Total remuneration
Dr Nikolaus von Bomhard (Chair)	200,000	250,000	18,000	<b>468,000</b>
Andrea Kocsis (Deputy Chair)	150,000	200,000	15,000	<b>365,000</b>
Dr Günther Bräunig (until 6 May 2022)	37,500	18,750	2,000	<b>58,250</b>
Dr Mario Daberkow	100,000	–	4,000	<b>104,000</b>
Ingrid Deltenre	100,000	100,000	14,000	<b>214,000</b>
Jörg von Dosky	100,000	39,583	11,000	<b>150,583</b>
Gabriele Gülzau	100,000	–	4,000	<b>104,000</b>
Thomas Held	100,000	100,000	11,000	<b>211,000</b>
Dr Heinrich Hiesinger	100,000	50,000	8,000	<b>158,000</b>
Prof. Dr Luise Hölscher (since 30 March 2022)	79,167	75,000	12,000	<b>166,167</b>
Mario Jacobasch	100,000	50,000	8,000	<b>158,000</b>
Thorsten Kühn	100,000	50,000	8,000	<b>158,000</b>
Dr Jörg Kukies (until 9 March 2022)	20,833	20,833	4,000	<b>45,666</b>
Ulrike Lennartz-Pipenbacher	100,000	–	4,000	<b>104,000</b>
Simone Menne	100,000	50,000	11,000	<b>161,000</b>
Yusuf Özdemir	100,000	50,000	11,000	<b>161,000</b>
Lawrence Rosen	100,000	39,583	11,000	<b>150,583</b>
Dr Stefan Schulte	100,000	100,000	12,000	<b>212,000</b>
Stephan Teuscher <sup>2</sup>	100,000	100,000	13,000	<b>213,000</b>
Stefanie Weckesser	100,000	50,000	12,000	<b>162,000</b>
Prof. Dr-Ing. Katja Windt	100,000	–	4,000	<b>104,000</b>
Stefan B. Wintels (since 6 May 2022)	66,667	33,333	6,000	<b>106,000</b>

<sup>1</sup> Will be paid out in the spring of 2023. <sup>2</sup> Stephan Teuscher receives €1,000 (previous year: €1,500) for membership of the DHL Hub Leipzig GmbH Supervisory Board (until 26 August 2022).

**Remuneration awarded in 2022 – former Supervisory Board members**

€				
Supervisory Board members who left in the 2021 financial year	Base remuneration	Compensation for membership in committee	Attendance allowance	Total remuneration
Thomas Koczelnik (until 31 August 2021)	46,667	70,000	13,000	<b>129,667</b>

### 3. Remuneration of the Board of Management members, the Supervisory Board members and the employees on a full-time equivalent basis relative to the company's earnings performance

The following table sets out the remuneration awarded and due in the individual financial years to the Board of Management members and the Supervisory Board members active in the financial year, the remuneration awarded and due in the individual financial years to the Board of Management and the Supervisory Board members who have left the Company in the last ten years and the remuneration of the other employees together with selected earnings indicators. Earnings are shown in terms of consolidated net profit, Group EAC and Group FCF. These figures are the Group's main performance indicators and therefore also constitute material performance criteria for the annual bonus of the Board of Management. In accordance with the regulatory requirements that call for the use of the company's earnings performance for this purpose, Deutsche Post AG's net profit for the financial year has been added. The average total remuneration of employees, which has been included for comparison purposes, was calculated on the basis of staff costs of Deutsche Post DHL Group divided by the average number of Deutsche Post DHL Group employees for the year and adjusted on the basis of full-time equivalents. The Board of Management was not included in calculating staff costs or the number of employees. To ensure consistency in the comparison with the remuneration awarded and due to the Board of Management members and the Supervisory Board members, pension scheme expenses have also been eliminated.

#### Development of remuneration and earnings

	2020	2021	+/- %	2022	+/- %
<b>Development of the total remuneration of the Board of Management members</b>					
<b>€</b>					
Frank Appel	9,432,162 <sup>1</sup>	9,665,320 <sup>1</sup>	2	5,457,533	-44
Ken Allen	3,595,679	9,614,450 <sup>1</sup>	167	4,231,076	-56
Oscar de Bok	808,338	1,089,943 <sup>2</sup>	35	1,332,560 <sup>2</sup>	22
Pablo Ciano	-	-	-	372,528 <sup>4</sup>	n.a. <sup>5</sup>
Nikola Hagleitner	-	-	-	438,816 <sup>4</sup>	n.a. <sup>5</sup>
Melanie Kreis	1,697,454	9,580,272 <sup>1,3</sup>	464	1,811,338 <sup>2</sup>	-81
Tobias Meyer	942,596	1,203,688 <sup>2</sup>	28	1,553,392 <sup>2</sup>	29
Thomas Ogilvie	1,280,487	4,328,559 <sup>3</sup>	238	1,667,637	-61
John Pearson	1,051,893	1,274,048 <sup>2</sup>	21	1,719,678 <sup>2</sup>	35
Tim Scharwath	1,427,054	4,381,877 <sup>3</sup>	207	1,714,162	-61
<b>Development of the total remuneration of the Supervisory Board members</b>					
<b>€</b>					
Dr Nikolaus von Bomhard (Chair)	332,000	336,000	1	334,000	-1
Andrea Kocsis (Deputy Chair)	261,000	264,000	1	263,000	0
Dr Günther Bräunig	97,875	116,000	19	116,000	0
Dr Mario Daberkow	74,000	76,000	3	75,000	-1
Ingrid Deltenre	113,000	130,667	16	153,000	17
Jörg von Dosky	74,000	76,000	3	75,000	-1
Gabriele Gülzau	74,000	76,000	3	75,000	-1
Thomas Held	113,000	115,000	2	124,208	8
Dr Heinrich Hiesinger	46,750 <sup>4</sup>	89,667	92	116,000	29
Mario Jacobasch	74,000	76,000	3	86,208	13
Thorsten Kühn	-	41,917 <sup>4</sup>	n.a. <sup>5</sup>	113,000	170
Dr Jörg Kukies	-	115,167 <sup>4</sup>	n.a. <sup>5</sup>	156,000	35
Ulrike Lennartz-Pipenbacher	74,000	76,000	3	75,000	-1
Simone Menne	116,000	121,000	4	117,000	-3
Yusuf Özdemir	-	-	-	37,541 <sup>4</sup>	n.a. <sup>5</sup>
Lawrence Rosen	-	28,250 <sup>4</sup>	n.a. <sup>5</sup>	75,000	165
Dr Stefan Schulte	151,000	156,000	3	152,000	-3
Stephan Teuscher	116,000	134,667	16	158,000	17
Stefanie Weckesser	116,000	121,000	4	117,000	-3
Prof. Dr-Ing. Katja Windt	74,000	76,000	3	75,000	-1



### Development of remuneration and earnings

	2020	2021	+/- %	2022	+/- %
<b>Development of the total remuneration of former Board of Management members</b>					
<b>€</b>					
Ken Allen	–	–	–	5,043,298 <sup>7</sup>	n.a. <sup>5</sup>
John Gilbert	2,631,306 <sup>1,6</sup>	122,295 <sup>6</sup>	–95	278,930 <sup>6</sup>	128
Lawrence Rosen	4,149,892 <sup>6,7</sup>	2,605,945 <sup>6</sup>	–37	1,463,604 <sup>6</sup>	–44
Walter Scheurle	611,970 <sup>8</sup>	610,134 <sup>8</sup>	0	642,471	5
<b>Development of the total remuneration of former Supervisory Board members</b>					
<b>€</b>					
Thomas Koczelnik	194,000	200,000	3	129,667 <sup>4</sup>	–35
<b>Development of the average total remuneration of the workforce</b>					
<b>€</b>					
Total workforce of Deutsche Post DHL Group <sup>9</sup>	42,258	43,160	2	45,954	6
<b>Earnings performance</b>					
<b>€m</b>					
Consolidated net profit <sup>10</sup>	2,979	5,053	70	5,359	6
Group EAC	2,199	5,186	136	5,118	–1
Free cash flow Group	2,535	4,092	61	3,067 <sup>11</sup>	–25
Deutsche Post AG net profit (HGB)	2,915	3,935	35	2,601	–34

<sup>1</sup> Includes payouts from several LTIP tranches.

<sup>2</sup> Adjustment to bring remuneration into line with standard market salary levels.

<sup>3</sup> Includes payouts under the long-term component for the first time since the Board of Management member's appointment.

<sup>4</sup> Pro rata remuneration in the year of entry/exit.

<sup>5</sup> Comparison with previous year not possible.

<sup>6</sup> Remuneration from trailing remuneration components.

<sup>7</sup> Lump-sum amount from the capitalisation of benefits under the pension commitment.

<sup>8</sup> Ongoing annuity payments.

<sup>9</sup> Not adjusted for currency effects; change excluding currency effects: 2020/2021: 2%; 2021/2022: 3%.

<sup>10</sup> After deduction of non-controlling interests.

<sup>11</sup> Including M&A activities; excluding M&A: 4,607 (+13%).

## Report of the independent auditor on the formal audit of the remuneration report pursuant to § 162 Abs. 3 AktG

To Deutsche Post AG, Bonn

### Opinion

We have formally audited the remuneration report of the Deutsche Post AG, Bonn, for the financial year from January 1, to December 31, 2022 to determine whether the disclosures pursuant to § [Article] 162 Abs. [paragraphs] 1 and 2 AktG [Aktiengesetz: German Stock Corporation Act] have been made in the remuneration report. In accordance with § 162 Abs. 3 AktG, we have not audited the content of the remuneration report.

In our opinion, the information required by § 162 Abs. 1 and 2 AktG has been disclosed in all material respects in the accompanying remuneration report. Our opinion does not cover the content of the remuneration report.

### Basis for the opinion

We conducted our formal audit of the remuneration report in accordance with § 162 Abs. 3 AktG and IDW [Institut der Wirtschaftsprüfer: Institute of Public Auditors in Germany] Auditing Standard: The formal audit of the remuneration report in accordance with § 162 Abs. 3 AktG (IDW AuS 870). Our responsibility under that provision and that standard is further described in the “Auditor’s Responsibilities” section of our auditor’s report. As an audit firm, we have complied with the requirements of the IDW Quality Assurance Standard: Requirements to quality control for audit firms

[IDW Qualitätssicherungsstandard – IDW QS 1]. We have complied with the professional duties pursuant to the Professional Code for German Public Auditors and German Chartered Auditors [Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer – BS WP/vBP], including the requirements for independence.

### Responsibility of the Management Board and the Supervisory Board

The management board and the supervisory board are responsible for the preparation of the remuneration report, including the related disclosures, that complies with the requirements of § 162 AktG. They are also responsible for such internal control as they determine is necessary to enable the preparation of a remuneration report, including the related disclosures, that is free from material misstatement, whether due to fraud or error.

### Auditor’s Responsibilities

Our objective is to obtain reasonable assurance about whether the information required by § 162 Abs. 1 and 2 AktG has been disclosed in all material respects in the remuneration report and to express an opinion thereon in an auditor’s report.

We planned and performed our audit to determine, through comparison of the disclosures made in the remuneration report with the disclosures required by § 162 Abs. 1 and 2 AktG, the formal completeness of the remuneration report. In accordance with § 162 Abs. 3 AktG, we have not audited the accuracy of the disclosures, the completeness of the content of the individual disclosures, or the appropriate presentation of the remuneration report.

Düsseldorf, March 8, 2023

PricewaterhouseCoopers GmbH  
Wirtschaftsprüfungsgesellschaft

Dietmar Prümm  
*Wirtschaftsprüfer*  
(German Public Auditor)

Thomas Schicke  
*Wirtschaftsprüfer*  
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