2020: A YEAR LIKE NO OTHER
We made a significant contribution

- Reliable partner for consumers and retailers
- Backbone for global trade flows
- Continuous supply chains for customers of all sizes
We’ve never been in such good shape ...

... and we’ve successfully implemented our Strategy 2020.
Recognized worldwide as an attractive employer

Goal for 2020
Employee Engagement > 80%

Achieved
Employee Engagement 82%

No. of employees since 2014
+83 K
Customer satisfaction on the rise

Goal for 2020
Significant increase in customer satisfaction

Achieved
P&P ➔ Express ➔
DGF ➔ DSC ➔

2020: Customer satisfaction still climbing

<table>
<thead>
<tr>
<th>Service</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>DHL Express</td>
<td>46</td>
<td>49</td>
</tr>
<tr>
<td>DHL Global Forwarding</td>
<td>46</td>
<td>53</td>
</tr>
<tr>
<td>DHL Supply Chain</td>
<td>36</td>
<td>50</td>
</tr>
<tr>
<td>P&amp;P Germany</td>
<td>33</td>
<td>57</td>
</tr>
</tbody>
</table>

1) Net Promoter Scores; 2) Parcel business with private customers
Excellent financial results

2020: Best EBIT ever

<table>
<thead>
<tr>
<th></th>
<th>EBIT FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPDHL Group</td>
<td>€4,847 m</td>
</tr>
<tr>
<td>Post &amp; Parcel Germany</td>
<td>€1,592 m</td>
</tr>
<tr>
<td>Express</td>
<td>€2,751 m</td>
</tr>
<tr>
<td>Global Forwarding, Freight</td>
<td>€590 m</td>
</tr>
<tr>
<td>Supply Chain</td>
<td>€426 m</td>
</tr>
<tr>
<td>eCommerce Solutions</td>
<td>€158 m</td>
</tr>
<tr>
<td>Group Functions</td>
<td>€-670 m</td>
</tr>
</tbody>
</table>
Proposed dividend and share buyback

Proposed dividend for 2020: €1.35 per share

+17% increase over previous year

Share buyback program of up to €1 bn

Dividend payout ratio before non-recurring items:
- 2014: 50%
- 2015: 46%
- 2016: 48%
- 2017: 52%
- 2018: 55%
- 2019: 55%
- 2020: 49%
Outstanding share performance

Total shareholder return DPDHL Group vs. DAX*

*Start date: 2014-03-31

DPDHL: +130.59%
DAX: +59.45%

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Sustainability: Significant improvements

Goal for 2020: Carbon efficiency +30%

Achieved: CEX +37%

Carbon Efficiency Index 2020 (CEX): +2 index points vs. previous year

GHG efficiency improvement

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>2007</th>
<th>2012</th>
<th>2016</th>
<th>2020</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>0%</td>
<td>+20%</td>
<td>+30%</td>
<td>+37%</td>
<td>+50%</td>
</tr>
</tbody>
</table>

Deutsche Post DHL Group | Annual General Meeting | May 6, 2021
### Our financial targets

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group EBIT</strong></td>
<td>&gt;6.7</td>
</tr>
<tr>
<td><strong>P&amp;P</strong></td>
<td>~1.7</td>
</tr>
<tr>
<td><strong>DHL</strong></td>
<td>&gt;5.4</td>
</tr>
<tr>
<td><strong>Group Functions</strong></td>
<td>~-0.4</td>
</tr>
</tbody>
</table>
Along our three bottom lines in a sustainable way
Enabled by our common DNA

Our Business Unit focus: Strengthening the profitable core
Supported by Group functions

Powered by digitalization

STRATEGY 2025
Delivering excellence in a digital world

Our Purpose:
Connecting people, improving lives

Our Vision:
We are THE logistics company for the world

Our Values:
Respect & Results
We are modernizing – systematically and worldwide

Gross capex 2020: €3 bn

Guidance 2021-23 (cumulative): ~€11 bn
We are shaping the future of global e-commerce

Continuous high growth
DHL Express\(^1\)  Parcel Germany\(^2\)

\(+8\% \text{ since 2013}\)
\(+9\% \text{ since 2013}\)
\(+9\% \text{ in 2020}\)
\(+15\% \text{ in 2020}\)

Comprehensive coverage & capabilities
For example: the European Fulfillment Network

1) Average growth per year of daily TDI shipments
2) Average annual volume growth
We are digitalizing our core business

**DHL Global Forwarding**
- myDHLi customer portal

**Post & Parcel Germany**
- Stamp with matrix code

**DHL Supply Chain**
- Digitalization of warehouses
We build bridges – so the world can stay connected

Global vaccine logistics for 120 countries

New GoTrade initiative for more inclusive trade

We are an important engine for trade, prosperity and development
FOR THE FUTURE
OF OUR PLANET
Refining our approach to sustainability
Clean operations for climate protection

Our measures

- Electrify 60% of last-mile delivery vehicles by 2030
- >30% sustainable fuels in air freight and long-haul transport by 2030
- Green alternatives for our core products
- All new buildings climate-neutral going forward

Our investments

€7 billion in climate-friendly logistics by 2030

1) Business-as-usual scenario (Well-to-Wheel)  2) Opex and Capex

Our target

<table>
<thead>
<tr>
<th>Mill. tonnes CO₂e</th>
<th>Expected footprint 2030</th>
<th>Sustainability Roadmap</th>
<th>Our target for 2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>~46</td>
<td>~17</td>
<td>&lt;29</td>
<td></td>
</tr>
</tbody>
</table>

1) Business-as-usual scenario (Well-to-Wheel)
Great company to work for all

- Attract and retain the best talent
- Embed strong safety culture
- Promote diversity & inclusion

- Employee Engagement consistently >80%¹
- LTIFR under 3.1 by 2025²
- 30% women in executive positions by 2025

¹ Based on KPI “Employee Engagement” in annual Employee Opinion Survey
² LTIFR – Lost Time Injury Frequency Rate
Highly trusted company

Key measures

- Clearer internal rules, mandatory trainings intensified
- Updated Supplier Code of Conduct
- Centralized steering of ESG topics and KPIs

Proposal for 2021 Annual General Meeting

Integrating ESG targets into variable remuneration for Board of Management

Criteria for annual variable pay

<table>
<thead>
<tr>
<th>ESG Targets</th>
<th>Environment</th>
<th>Social</th>
<th>Governance</th>
<th>Free Cash Flow</th>
<th>EAC Divisional</th>
<th>EAC Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>50</td>
</tr>
</tbody>
</table>

70% financial targets

Starting 2022
We deliver for a sustainable world – today and tomorrow

CONNECTING PEOPLE, IMPROVING LIVES
ANNUAL GENERAL MEETING
BONN – MAY 6, 2021