

ANNUAL GENERAL MEETING

BONN – MAY 6, 2021

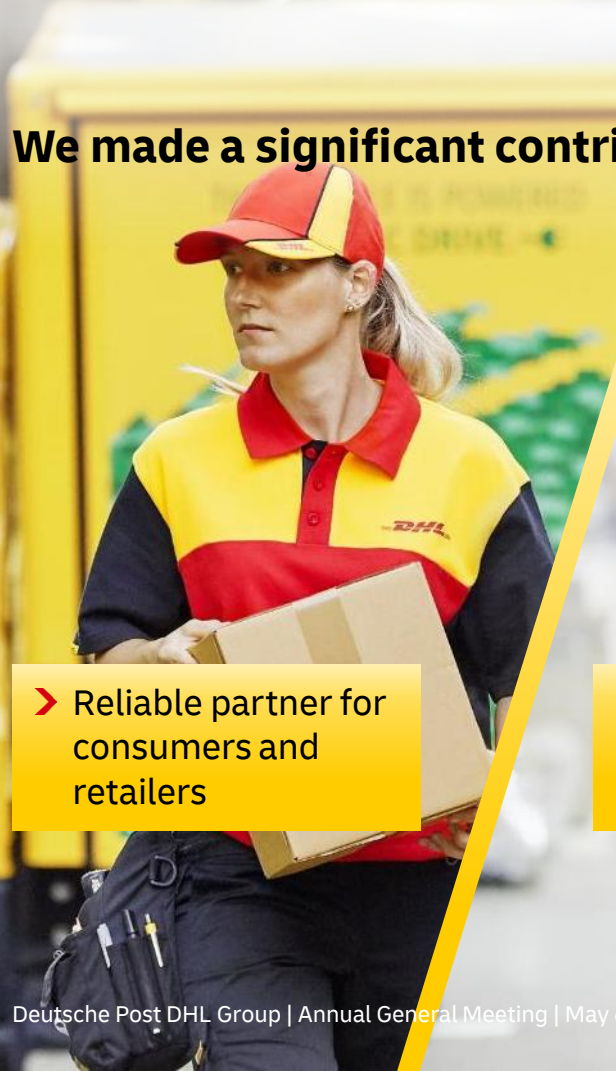


**Deutsche Post DHL
Group**




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

A photograph of DHL workers at night unloading a large cargo container. The container is covered in a clear plastic netting. Two workers in the foreground are wearing high-visibility yellow and orange uniforms, blue face masks, and winter hats. One worker is holding a yellow strap attached to the netting. Another worker in an orange uniform is visible in the background. The ground is covered with a dark, textured material, possibly a tarp or gravel.

A strong company that delivers

We've never been in
such **good shape** ...

... and we've **successfully**
implemented our Strategy 2020.



**Recognized worldwide
as an attractive employer**

**Employer
of Choice**



Goal for 2020

Employee Engagement
> 80%

Achieved

Employee Engagement
82%



STRATEGY 2020

Focus.Connect.Grow.

No. of employees since 2014

+83 K

top[®]
EMPLOYER

GLOBAL
2020

CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS

**GREAT
PLACE
TO
WORK**[®]



Customer satisfaction on the rise

Provider of Choice



Goal for 2020

Significant increase in customer satisfaction

Achieved

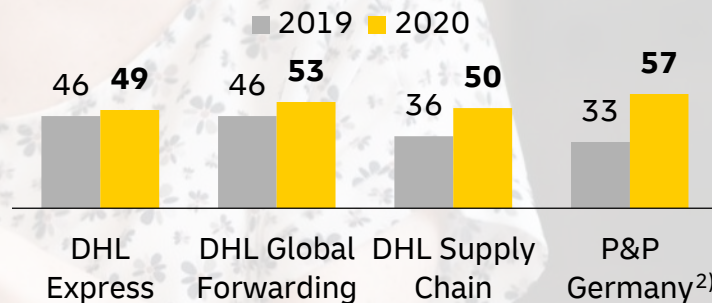
P&P ↗ Express ↗
DGF ↗ DSC ↗



STRATEGY 2020

Focus.Connect.Grow.

2020: Customer satisfaction still climbing¹⁾



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



Excellent financial results

Investment
of Choice



Goal for 2020

Growth greater
than 8% CAGR

Achieved

CAGR +8%



STRATEGY 2020

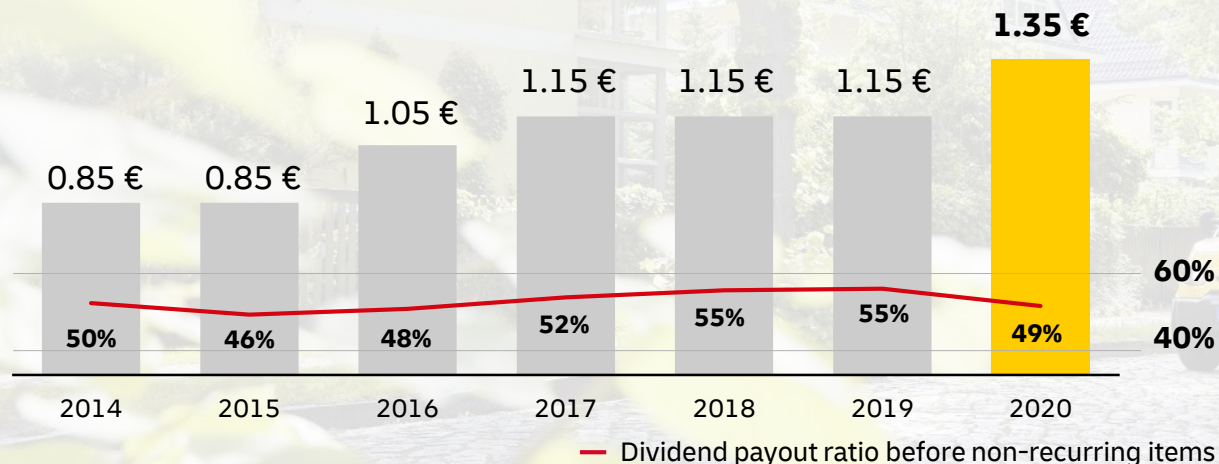
Focus.Connect.Grow.

2020: Best EBIT ever

	EBIT FY 2020
DPDHL Group	€4,847 m
Post & Parcel Germany	€1,592 m
Express	€2,751 m
Global Forwarding, Freight	€590 m
Supply Chain	€426 m
eCommerce Solutions	€158 m
Group Functions	€-670 m



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



Outstanding share performance

Total shareholder return DPDHL Group vs. DAX*



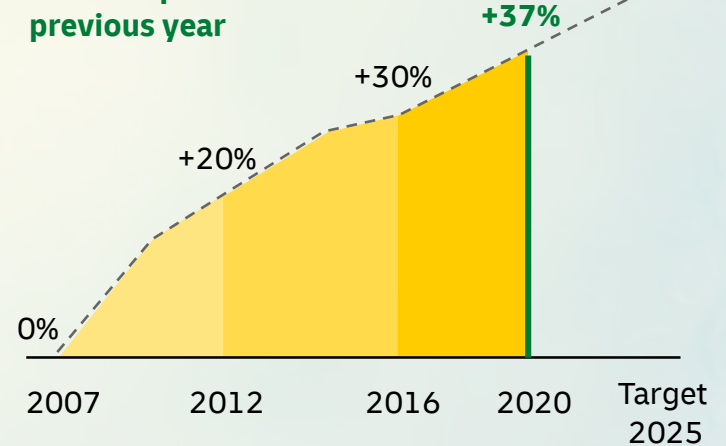
*Start date: 2014-03-31

Sustainability: Significant improvements



GHG efficiency improvement

Carbon Efficiency Index 2020 (CEX): +50%
+2 index points vs.
previous year





Our financial targets

(€ billions)	2021
Group EBIT	>6.7
P&P	~1.7
DHL	>5.4
Group Functions	~-0.4

CREATING LASTING VALUE



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



Our Mission:

Excellence. Simply Delivered.

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**

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 Express¹⁾ Parcel Germany²⁾

+8%

since 2013

+9%

since 2013

+9%

in 2020

+15%

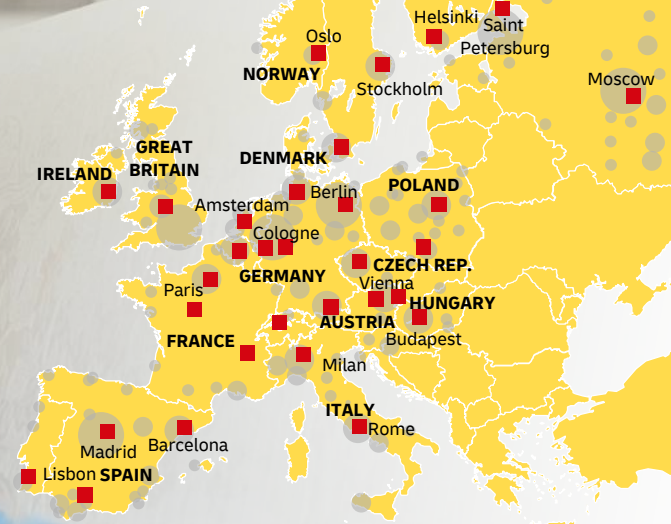
in 2020

1) Average growth per year of daily TDI shipments

2) Average annual volume growth

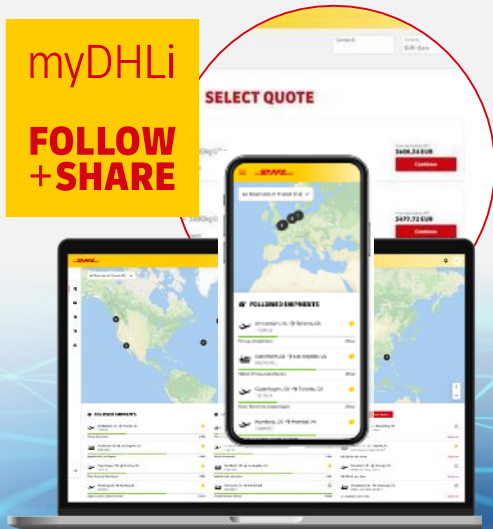
Comprehensive coverage & capabilities

For example: the European Fulfillment Network



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



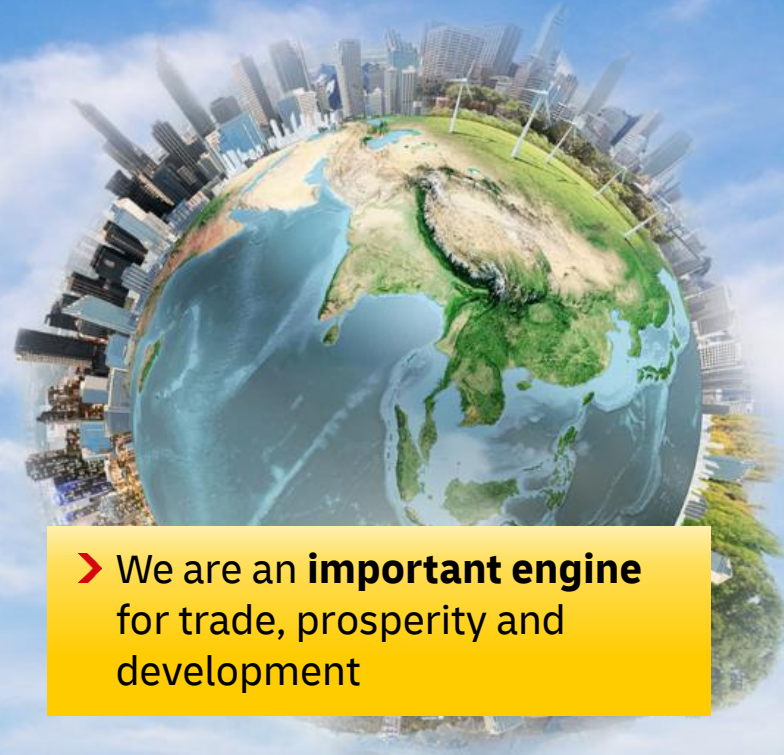
We build bridges – so the world can stay connected



Global vaccine logistics
for 120 countries



New GoTrade initiative
for more inclusive trade



➤ We are an **important engine**
for trade, prosperity and
development

An aerial photograph of a wind farm situated on a mountain ridge. A winding dirt road leads through the landscape, which is covered in green vegetation. Several white wind turbines are visible, some partially obscured by mist or low clouds that fill the valleys. The sky is a mix of soft orange and blue, suggesting a sunrise or sunset. The overall scene conveys a sense of clean energy and environmental stewardship.

FOR THE FUTURE OF OUR PLANET

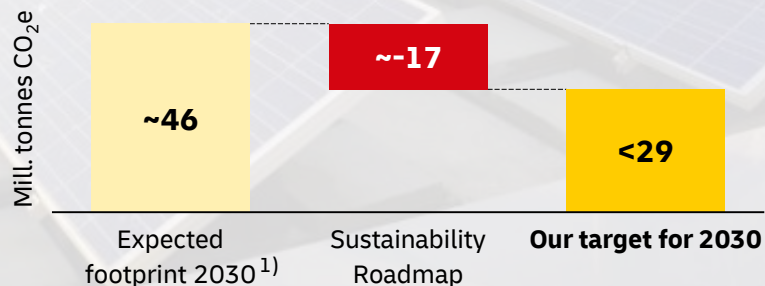
Refining our approach to sustainability



Clean operations for climate protection



Our target



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 2030²⁾

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

**Great company to work
for all**



**> Attract and retain the
best talent**



Employee
Engagement
consistently
>80%¹⁾

**> Embed strong
safety culture**



LTIFR
under 3.1
by 2025²⁾

**> Promote diversity
& inclusion**



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



> Key measures



**Clearer internal rules,
mandatory trainings intensified**



**Updated Supplier Code
of Conduct**



**Centralized steering of
ESG topics and KPIs**

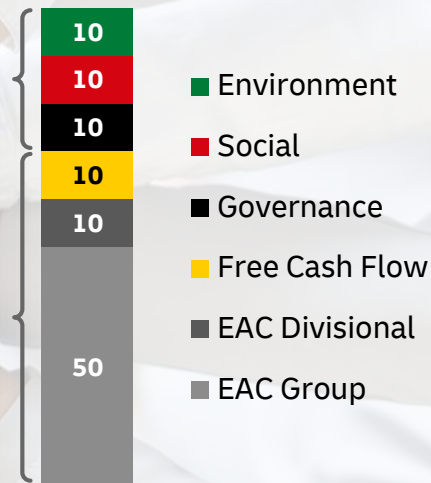
> Proposal for 2021 Annual General Meeting

Integrating ESG targets into variable remuneration
for Board of Management

30% ESG targets

Starting 2022

**70% financial
targets**



Criteria for annual variable pay

**We deliver for a sustainable world –
today and tomorrow**



**CONNECTING PEOPLE,
IMPROVING LIVES**

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