ANNUAL GENERAL MEETING
BONN – MAY 6, 2022
UNCERTAIN TIMES
LOGISTICS: BACKBONE OF GLOBAL TRADE

- Supply chains maintained even during the pandemic
- Sector enjoys broad public appreciation
- Global exchange of goods: 2021 record year
OUR CONTRIBUTION AS GLOBAL MARKET LEADER

Around 2.5 billion vaccine doses delivered to 177 countries
Compared with last year, customer satisfaction has increased significantly.

DHL Express: 46 to 48
DHL Global Forwarding, Freight: 46 to 56
DHL Supply Chain: 36 to 49
P&P Germany: 33 to 74

1) Net Promoter scores; 2) Parcel business with private customers
Employer of Choice

Employee Engagement

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>77%</td>
<td>83%</td>
<td>84%</td>
</tr>
</tbody>
</table>

1) Original value: 82% – adjusted due to change in survey

Number of employees (approx.)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>550,000</td>
<td>570,000</td>
<td>590,000</td>
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</tbody>
</table>
Our corporate culture – a firm foundation for satisfied employees

- Consistently evolving our culture
- Common values across business units and borders
- Competitive advantage in securing talent
Our leadership culture – Head, Heart and Guts

HEAD
- Being results-oriented
- Leveraging strengths

HEART
- Providing purpose
- Creating trust

GUTS
- Being positive about challenges, uncertainty and change
- Focusing on clear priorities
Changes to the Board of Management 2022/2023

Tobias Meyer
Nikola Hagleitner
Pablo Ciano
## Record year 2021

<table>
<thead>
<tr>
<th>Section</th>
<th>EBIT FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPDHL Group</td>
<td>€7,978 m</td>
</tr>
<tr>
<td>Express</td>
<td>€4,220 m</td>
</tr>
<tr>
<td>Global Forwarding, Freight</td>
<td>€1,303 m</td>
</tr>
<tr>
<td>Supply Chain</td>
<td>€705 m</td>
</tr>
<tr>
<td>eCommerce Solutions</td>
<td>€417 m</td>
</tr>
<tr>
<td>Post &amp; Parcel Germany</td>
<td>€1,747 m</td>
</tr>
<tr>
<td>Group Functions</td>
<td>€-413 m</td>
</tr>
</tbody>
</table>
Proposed dividend and share buyback

- **Proposed dividend for 2021:** €1.80 per share
- **Up 45 cents on prior year**
- **Share buyback of up to €2 billion by 2024**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend Payout Ratio</th>
<th>Dividend per Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>46%</td>
<td>€0.85</td>
</tr>
<tr>
<td>2016</td>
<td>48%</td>
<td>€1.05</td>
</tr>
<tr>
<td>2017</td>
<td>52%</td>
<td>€1.15</td>
</tr>
<tr>
<td>2018</td>
<td>55%</td>
<td>€1.15</td>
</tr>
<tr>
<td>2019</td>
<td>55%</td>
<td>€1.15</td>
</tr>
<tr>
<td>2020</td>
<td>49%</td>
<td>€1.35</td>
</tr>
<tr>
<td>2021</td>
<td>43%</td>
<td>€1.80</td>
</tr>
</tbody>
</table>
Share price: All-time high in September 2021

DPDHL Group share price performance versus the DAX

1) Period: December 30, 2019 – May 5, 2022; DAX indexed to DPDHL Group share price
## Financial targets 2022

<table>
<thead>
<tr>
<th>(€ bn)</th>
<th>Guidance 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group EBIT</td>
<td>8.0 (+/- 5%)</td>
</tr>
<tr>
<td>DHL divisions</td>
<td>7.0 (+/- 4%)</td>
</tr>
<tr>
<td>P&amp;P</td>
<td>1.5 (+/- 10%)</td>
</tr>
<tr>
<td>Group Functions</td>
<td>~0.45</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>3.6 (+/- 5%)</td>
</tr>
</tbody>
</table>
A driver for success –
on course with Strategy 2025

Our Purpose:
Connecting people, improving lives

Our Vision:
We are the logistics company for the world

Our Values:
Respect and Results

Our Mission:
Excellence. Simply Delivered.
Along the three bottom lines in a sustainable way
Enabled by our Common DNA

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

Driven by digitalization

STRATEGY 2025
Delivering excellence in a digital world
A firm foundation for tomorrow

› Investing in strategically important fields

› 2021: Funds primarily for modern aircraft and parcel infrastructure

› Increasing investment in 2022: €4.2 billion
A firm foundation for tomorrow – investing in sustainability

- > 30% share of sustainable fuels in air freight, ocean freight and road transportation
- €7 bn by 2030
- 60% e-vehicles in pick-up and delivery
- New buildings carbon neutral since 2021
- Net zero emissions by 2050
A firm foundation for tomorrow – investing in sustainability

Pioneering partnership with BP and Neste

- Over 800 million liters of sustainable aviation fuel by 2026
- Carbon savings equivalent to emissions from around 400,000 cars in one year
- One of the biggest supply contracts for biojet fuel in the history of aviation
A firm foundation for tomorrow – investing in sustainability

12 “Alice” e-aircraft for DHL Express

- Taking off into the era of sustainable aviation
- Ideally suited for smaller, urgent, shorter-distance transports
A firm foundation for tomorrow – investing in digitalization

Digitalization makes logistics more efficient, stable and secure

2019 to 2025: approx. €2 billion for digital initiatives
A firm foundation for tomorrow – investing in digitalization
A firm foundation for tomorrow – investing in our portfolio

- **Strict acquisition criteria:** Strengthening the core, creating value, promising easy integration

- **Hillebrand Group acquisition** fulfills all criteria
WE ARE STRONGER THAN EVER BEFORE

CONNECTING PEOPLE,
IMPROVING LIVES