

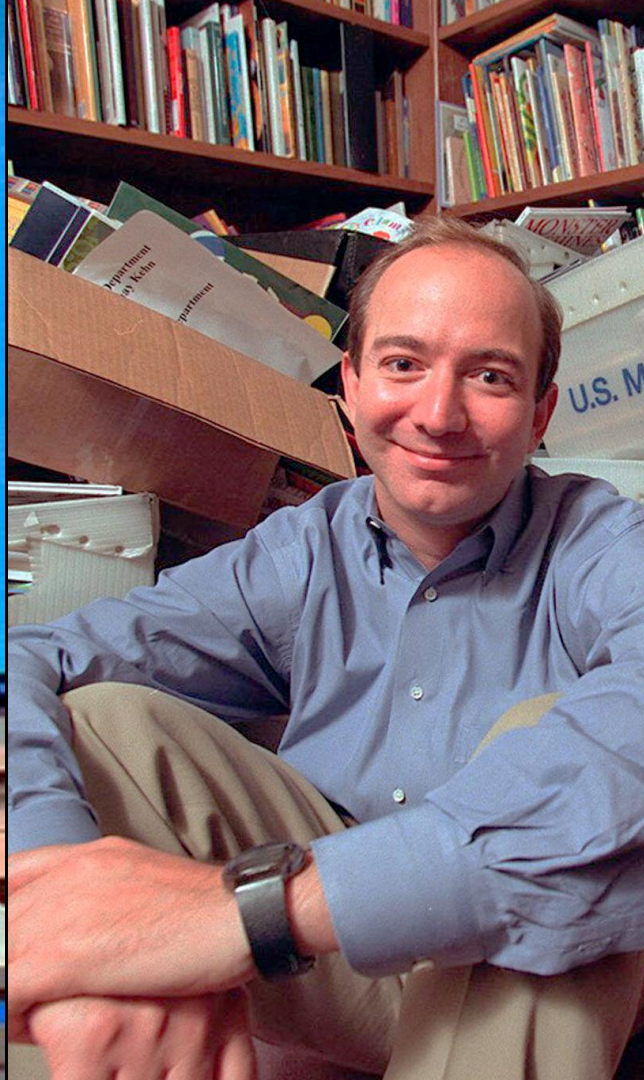
# ANNUAL GENERAL MEETING

Bonn – May 2, 2025



**DHL**  
Group

1995





# THEN





# THEN



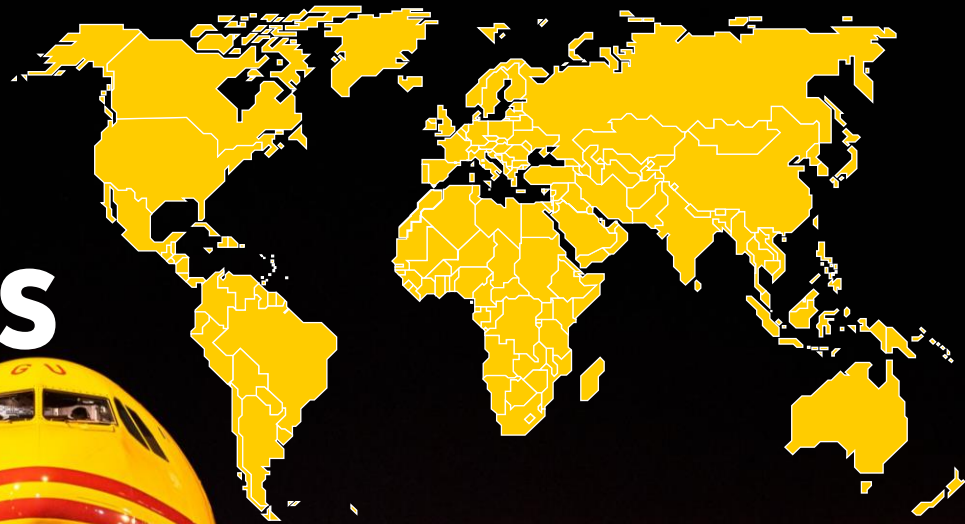
Photo: Museumsstiftung Post und Telekommunikation

# THEN





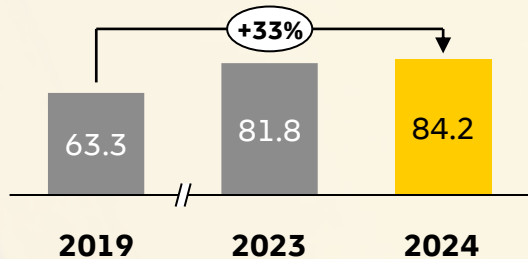
**TODAY:  
220 COUNTRIES  
AND TERRITORIES**



# 2024 FISCAL YEAR

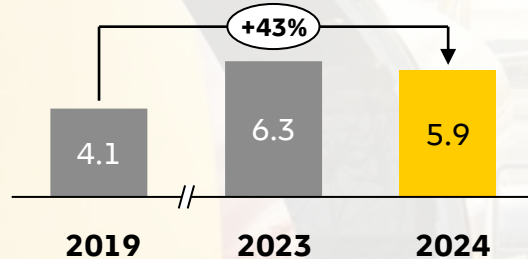
€ billion

## Revenue



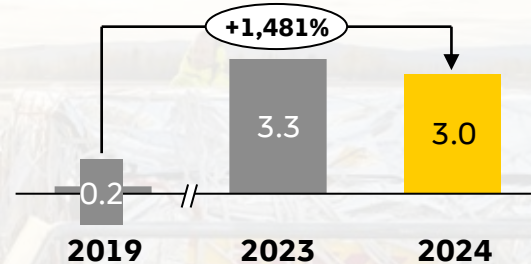
€ billion

## EBIT



€ billion

## Free cash flow (excluding M&A)





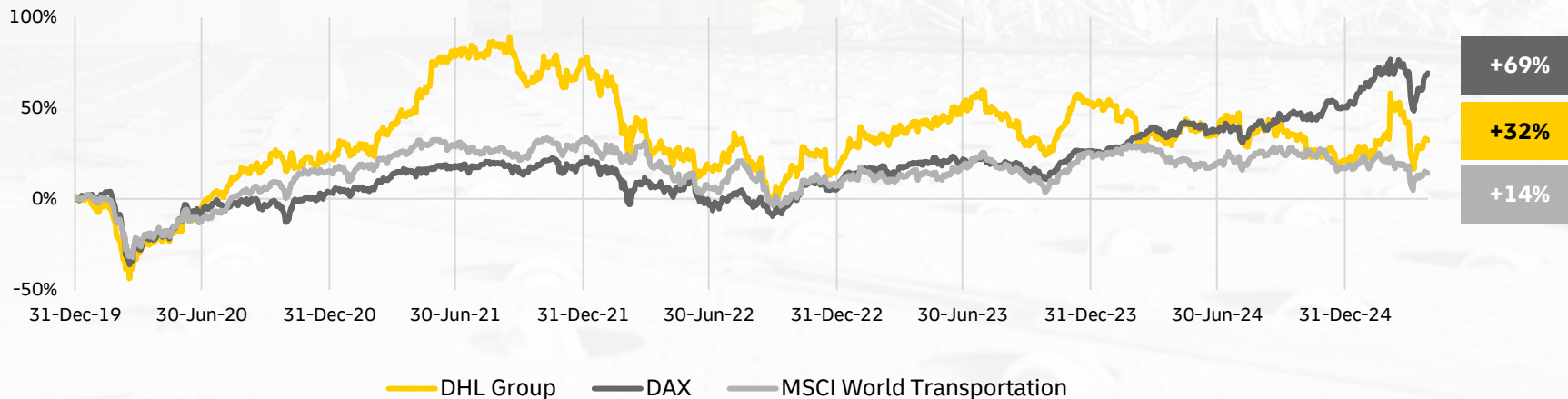
# THANK YOU!





# SHARE PRICE

Total shareholder return, DHL Group in market comparison<sup>1)</sup>

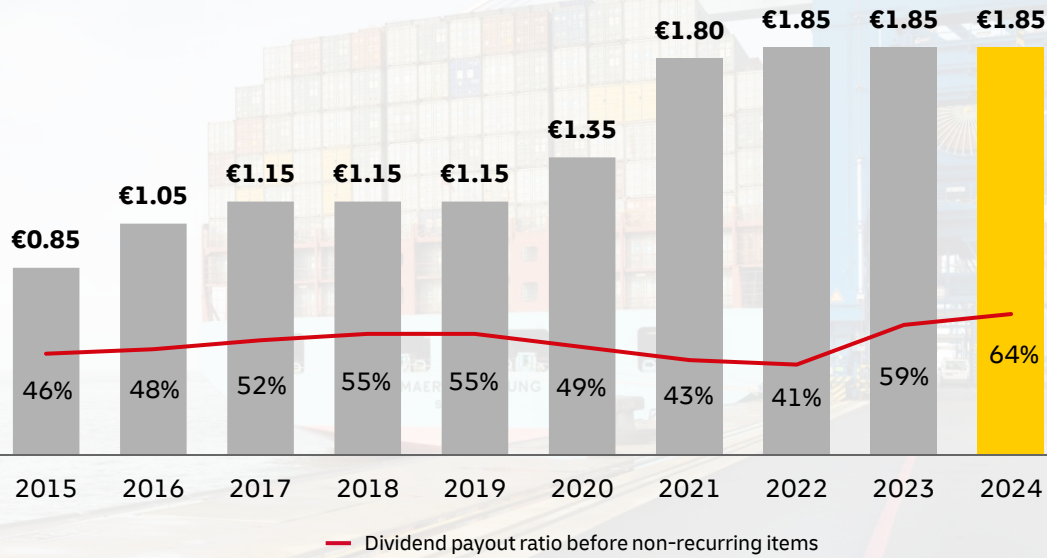


1) Period: Dec. 31, 2019 - April 29, 2025; all values indexed

# STABLE DIVIDEND

2024 dividend proposal:  
€1.85 per share

Share buyback:  
extended until the end of 2026,  
up to €6 billion





# STRATEGY 2030

Strategy 2030  
**Accelerate  
sustainable  
growth**

Global Trade

E-commerce

Climate Change

Digitalization

Evolving Workforce

## Strong Foundation

### Our Purpose

Connecting People.  
Improving Lives.

### Our Values

Respect & Results

### Our Customer Promise

Excellence. Simply delivered.



## Ready for more

### Mindset for Quality and Growth

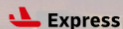
Continuous improvement and the will to win

### Double Down on Structural Tailwinds

Invest into fast-growing sectors  
and geographies

### Setup for Success

Lean, divisional structure,  
best-in-class functional processes and  
digital by default



Express



Global Forwarding, Freight



Supply Chain



eCommerce



Post & Parcel Germany

# EXAMPLE: LOGISTICS FOR LIFE SCIENCES & HEALTHCARE





# DHL HEALTH LOGISTICS CAMPUS IN FLORSTADT



# EXAMPLE: LOGISTICS FOR NEW ENERGY





# EXAMPLE: GEOGRAPHIC TAILWINDS



# COST REDUCTION BY END OF 2026 – FOR MORE GROWTH

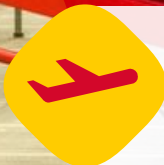


**Fit For  
Growth**



Ground operations  
and warehouse

**>€500  
million**



Aviation and  
air freight

**>€400  
million**



Support functions

**>€200  
million**



# GREEN LOGISTICS OF CHOICE



# FORECAST FOR 2025

**$\geq$ €6.0 billion**

Group EBIT

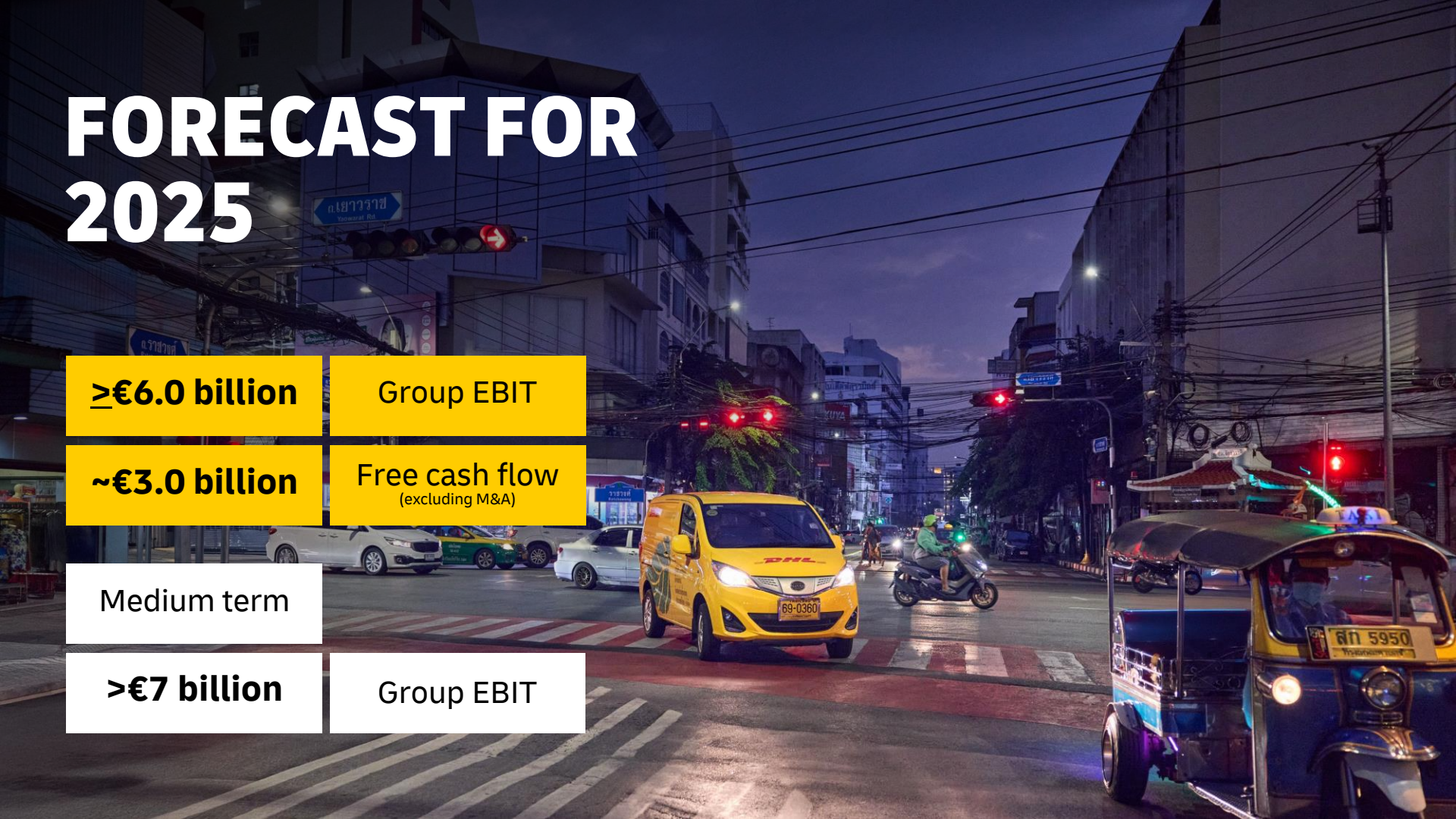
**~€3.0 billion**

Free cash flow  
(excluding M&A)

Medium term

**$>$ €7 billion**

Group EBIT





# TRADE PROMOTES PROSPERITY AND PROGRESS



**READY FOR  
MORE**

