

Annual General Meeting DHL Group

Speech by Tobias Meyer,
Chairman of the Executive Board
Bonn – May 5, 2026

Check against delivery



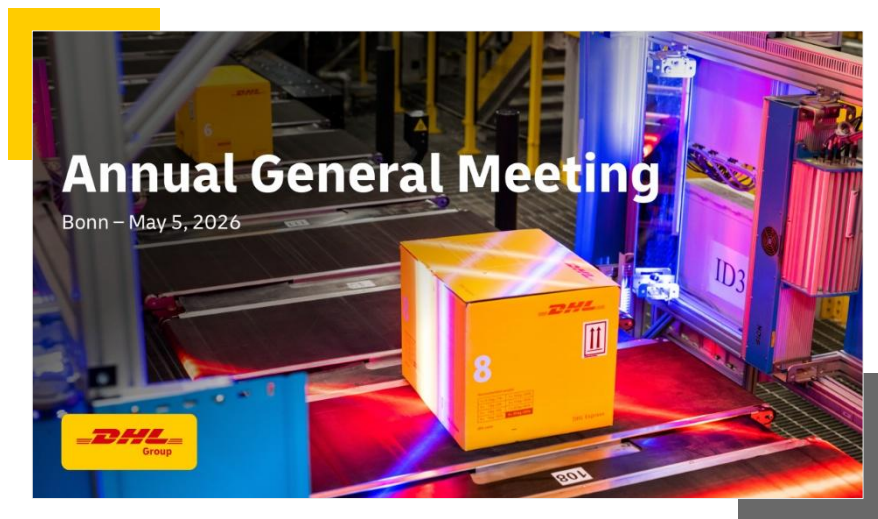


Tobias Meyer

Chief Executive Officer
DHL Group

[→ **Approx. 60-second intro video before the speech begins.**

Illustrates the timeless need of people for trade and transportation. And makes clear that transportation outlasts any disruption.]



Ladies and gentlemen,

Dear guests,

I would also like to welcome you to the World Conference Center in Bonn. I'm pleased to see you.

I would also like to welcome everyone who is joining us online. Nice to have you with us.

As we have just seen in the video, the history of humankind is also a history of trade. Trade has enabled progress. And created prosperity.

We at DHL Group have been part of this development for over 500 years.

When the world is as turbulent as it is today, it is worth taking a look at our roots.



- Our first roots go back to 1490. They are the roots of our German mail and parcel business. Back then, a Holy Roman Emperor had a network of postal



stations built. This was the birth of modern postal services in Europe. In the centuries that followed, there were repeated major upheavals. Wars. Epidemics. Revolutions. The postal service has survived all of this.

- Our second-oldest roots date back to 1815. Borders in Europe have shifted. And there are new tariffs. During this time, a French officer enters the forwarding business. His name: Louis Danzas. He takes care of the customs formalities for his customers directly. The freight forwarding company in Alsace becomes a global corporation. Danzas has been part of our company for over 25 years. The expertise is still part of our DHL Global Forwarding division.
- Our third roots take us to the year 1969. In the middle of the Cold War. And a few years before the great oil crisis. This is about the founding of DHL in the U.S. The idea was to fly papers for cargo ships ahead by airplane. By the time the ship arrives in port, customs is already completed. This saves a lot of time and money. The small courier becomes a global express service. Deutsche Post bought it over 20 years ago. Today, DHL is our global brand.

Ladies and gentlemen,

DHL Group still stands on these pillars today.

All these stories have one thing in common.

People need trade. And things have to get from A to B.

In good times and bad.

This has not changed over the centuries.



But of course, technology is advancing.

Half a millennium ago, the postal service still had to change horses. Today, we operate a fleet of around 270 aircraft, among other modes of transport.

And we deliver practically everything that can be delivered. In over 220 countries and territories.

Each of our aircraft has shipments for an average of around 10,000 customers on board. And every shipment is supposed to arrive safely and on time.

A complex and finely tuned network.

And it is precisely this complexity that we master.

[→ LIVE TALK ON STAGE:

Stefanie Lotter, Global Network Management at DHL]





For example, how do we react when something unexpected happens? A severe storm? Sudden new tariffs? Or even a war?

Then we need a plan B quickly. And then we see what the company can do.

What you see here in the video is not a movie set. It is a DHL situation center in Brussels. This is where our Global Network Management team works. It controls our global fleet of aircraft.

I am delighted that one of our most experienced experts in this field is with us today: Stefanie Lotter. She has been familiar with network planning for over 20 years.

[Outline:]

- Welcoming words
- Questions (roughly):
 - What is it like to work at the situation center?
 - One of the events you had to react to quickly this year was the war in the Middle East. What goes on in the situation center in such a case?
 - Last year was also characterized by ups and downs with tariffs. What impact did that have on your work?
 - Has the past year been the most intense you've experienced in the job so far?
- Thank you & parting words



Ladies and gentlemen,

We have them not only in Brussels, but all over the world: teams that keep a clear head even in difficult times.

As a result, we also achieved very good results in 2025.

Global trade grew only modestly. International tensions and trade conflicts play a role here. As do the impact of U.S. tariffs on major trade routes.

Nevertheless, we met our forecast.

Our revenue in 2025 was slightly below the previous year. This was also due to the strong euro. DHL Group also generates a lot of revenue in other currencies. A stronger euro reduces the contribution of these businesses to our balance sheet.

But EBIT amounted to €6.1 billion, which was above the previous year.

And free cash flow excluding acquisitions amounted to €3.2 billion. This was also up on the previous year.

A positive development overall in a difficult environment.



My thanks for this achievement go above all to our 584,000 employees around the world.

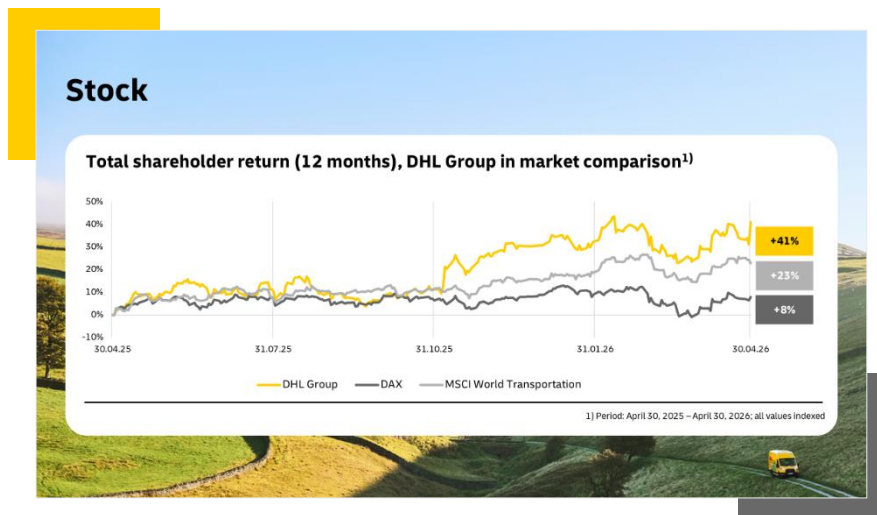
- To the delivery person who delivers parcels at minus ten degrees.
- The employees in the letter and parcel centers. In customer service. In transportation.
- Or the planner who finds a new route for our planes. Under high pressure.

These are the activities that define us as a company. The services with which we gain the trust of our customers.

Thank you very much for that.

What else was crucial for our success?

- We have kept our global network flexible. And consistently adjusted capacities to shipment volumes. That was important. Especially with the many fluctuations in the past year.
- We also had our costs very well under control again. That pays off.
- And we have continued to implement our strategy in a focused manner. More on that in a moment.



Before that, let's take a look at our stock and its development over the past year.

- DHL Group can be seen in yellow in the graphic.
- The light gray stands for the transport industry worldwide.
- The dark gray represents the German share index DAX.

As the graphic shows, we clearly outperformed the global transportation industry last year.

And we left the DAX even further behind us.

That means the market has recognized that we are successful even in a difficult global situation.



There is good news regarding the dividend, too. We are able to propose an increase for 2025. To €1.90 per share, after €1.85 in the previous three years.

This means that we would distribute around 61 percent of the net profit to you.

We also bought back shares worth a total of €1.4 billion last year. This also benefits you as shareholders.



Ladies and gentlemen,

We initially saw it in the management of our aircraft fleet. In a turbulent world, we have to react especially quickly and flexibly.

At the same time, we also need a longer-term compass in this situation. For us, this is our Strategy 2030. It defines the areas in which we want to grow even more decisively.

We presented the strategy around a year and a half ago. We have made a lot of progress since then.



One example is the new energy sector.

The world is building solar plants, batteries and wind farms at a pace that was unthinkable just a few years ago.

We offer the logistics for this.

Our transports in this segment are clearly picking up speed. In 2025, we had a third more revenue in this area than in the previous year.

When it comes to new and more sustainable energies, incidentally, we are a particularly credible partner for our customers.

Because we attach great importance to transportation with fewer emissions. For all customers in all sectors.

This is also part of our Strategy 2030.

Why are we doing this? Because climate change will not disappear just because it is being discussed less by the politicians at the moment.



With our GoGreen Plus product, customers can book transportation with fewer emissions. For an extra charge. By airplane. By ship. Or by land.

Demand is increasing. Even in markets where the political mood suggests otherwise. That is why we are continuing to expand our offering.



Another sector that we are increasingly focusing on is “Life Sciences & Healthcare.” In other words, pharmaceutical and medical products.

More and more new drugs are tailored to individual patients. And are very complex. They often need constant sub-zero temperatures during transportation. Just one fluctuation and the goods can be useless.

We have decades of experience in healthcare logistics. And we already have a high-performing service range.

But over the next few years, we will be building something that will set new standards. A global logistics network for seamlessly refrigerated transportation. Along the entire

supply chain. From transportation and storage to delivery. Everything from one source! Continuously controlled. According to uniform standards.

And wherever it makes sense, we also acquire outside expertise.

- Last year, for example, we took over a special courier that provides supplies for cell and gene therapies, among other things: “CRYOPDP.”
- We also acquired a provider for fast pharmaceutical transportation over the last mile: “SDS Rx.”



However, Strategy 2030 is about faster growth not just in certain sectors, but also in selected countries and regions.

We have identified 20 countries that are becoming increasingly important in global trade.

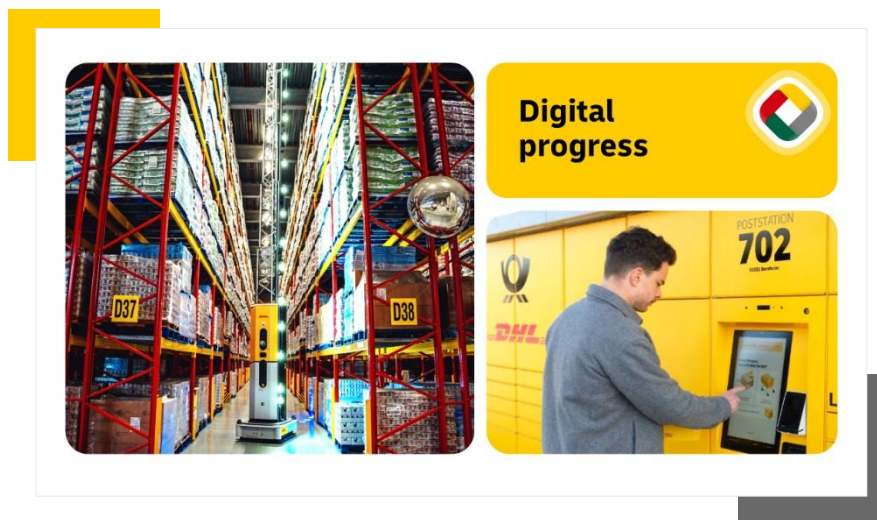
You can see these countries in yellow on the map.

They include China and India, for example, but also countries such as Brazil, Poland and South Africa.

These markets benefit from new trade flows. And from companies that are establishing new global supply chains.

We want to become even more present in these countries. That is why we will continue to invest here over the next few years.

- For example, that includes around €1 billion in India.
- €300 million in Africa.
- And over half a billion euros in the Middle East. Although the past few months have been stressful for that region, we remain convinced of its perspectives.



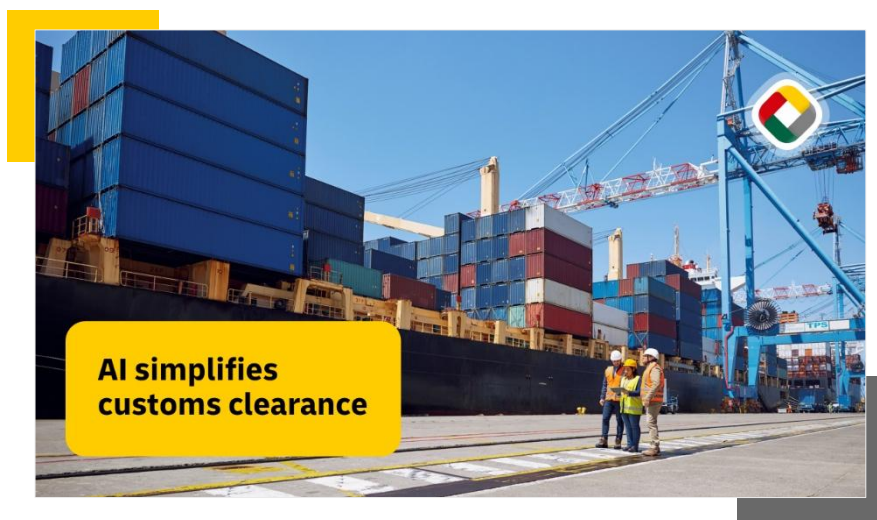
All of this progress contributes to our Strategy 2030.

But market presence alone is not enough. What counts in the end is what quality the customer receives. And how efficiently we can offer it.

What benefits us in every area is digitalization.

We are constantly testing new digital possibilities. If they make sense, we integrate them into our processes.

This is especially true for artificial intelligence. It already plays an important role today. For example, in areas such as customs clearance and customer service.



Customs clearance in particular is an exciting example.

As a company, we handle many millions of customs transactions every year. This is often tedious for our experts. There are countless rules. Regulations. Special codes. And different ones apply for each country.

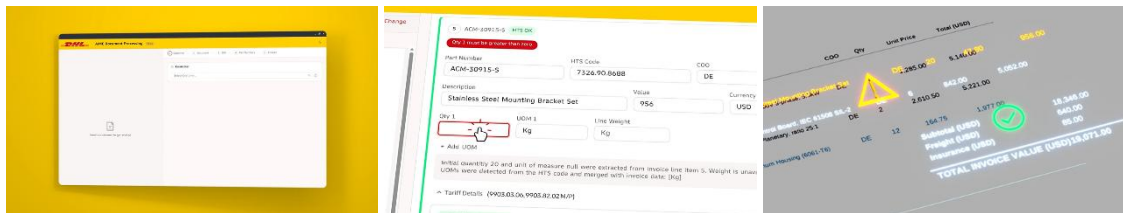
Then there are the customers' documents. From the invoice to the delivery note. Our experts have to gather up all these details.

But often the pieces of the puzzle don't fit together immediately – for example, if the descriptions of the products are not standardized. This creates even more work.

Our customs experts do an excellent job. And display a lot of patience.

But it is not always very efficient. Nor very inspiring.

[→ From here: video with pictures of the customs AI]



This is where our new customs AI comes into play. You can see images of this in the video.

The AI automatically reads the numerous documents. It immediately finds the important data and compares it with the customs regulations.

It also carries out checks: Are the products described correctly? Are the documents complete? And does the information match?

As soon as the AI finds gaps or contradictions, it points them out to our experts. If necessary, it directly formulates a suitable query for the customer.

This is a new chapter in our customs work. This will make us faster. More productive. Better. Because the AI always works with the same precision. Even under high pressure. And because it documents every step transparently.

Incidentally, AI is never an autopilot for us. It supports. It makes suggestions. But it does not replace people. The final decision is made by our experts.

AI gives our teams time for other tasks. Such as processing special cases. Improving processes. Or advising even more customers. This makes their work more interesting. And even more valuable. For the company. And for our customers.

We have been using customs AI in three countries since March after extensive testing. In the coming years, it will support many of our global customs processes.



The topic of robotics is also making further progress. At the previous Annual General Meeting, I introduced you to robots that load parcels.

Today I will show you what robots with so-called computer vision can do. Such robots can see. They understand pictures and can draw conclusions from them. AI also plays a role here.

[→ From here: video of Dexory in the warehouse]



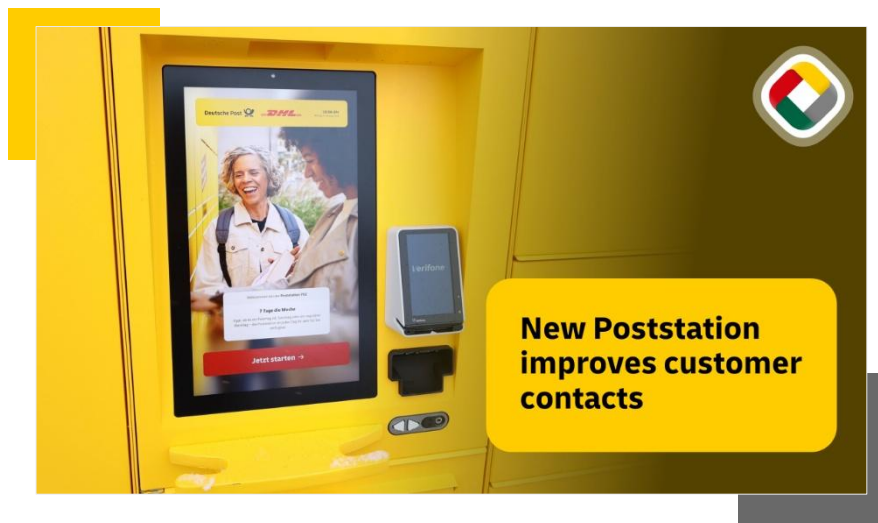
Here on the stage is one such robot. You can also see it at work in the warehouse in the video. It is called “Dexory.”

What exactly does the robot do? Briefly put, it records the inventories. It deals with the question: What is located where? This is to ensure that the IT system is always up to date. And that our teams recognize possible deviations immediately.

Dexory therefore moves independently through the aisles and takes stock. It uses high-resolution cameras. And it can record thousands of storage positions per hour. It even works at great heights. Its tower can be extended to a height of about 15 meters.

Dexory also helps with safety. For example, it can see if a box has shifted and could fall down.

We have been using Dexory in three countries since last year. In the USA. In the United Kingdom. And in the Netherlands. Further European countries will be added over the course of this year.



Digitalization also helps us in direct contact with our customers.

One example is our new Poststation.

You are already familiar with its older sister, the Packstation. We now operate around 17,000 of these in Germany.

[→ Walk to the new Poststation on the stage]



We are now taking the next step with the new Poststation. It is basically a fully-fledged retail location.

You can not only pick up and drop off parcels there, but also purchase letter and parcel stamps, for example. You can post letters or book additional options such as registered mail.

All this can be done 24 hours a day, seven days a week.



The station has been very well received by our customers, partly because it is very easy to operate.

You might still need support sometime. In that case, you can speak to customer service via video. You'll be connected to a real, human representative.

[→ On-stage demo of an example, with a live call to a customer service representative.]

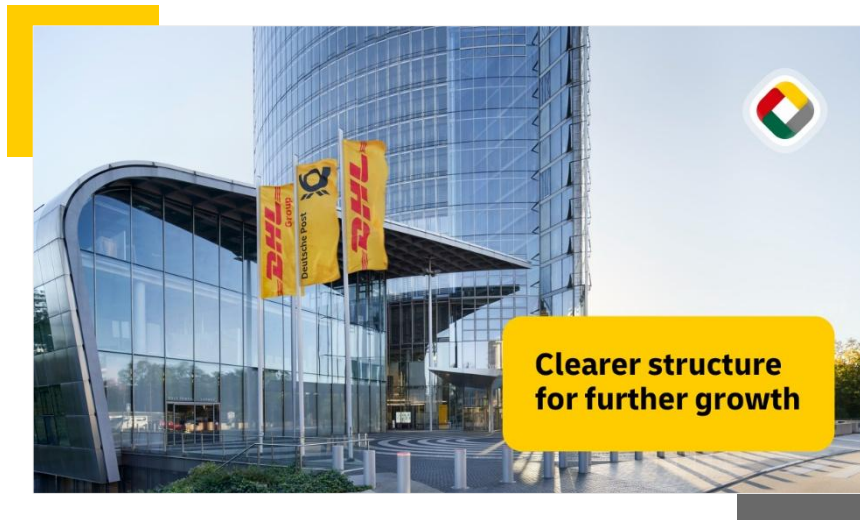
Ladies and gentlemen,

Why is the new Poststation important? Because more and more stores are closing, especially in rural areas. As a result, we then frequently lose our local retail partners. And then we often can't find a substitute despite an intensive search.

With the Poststation, we can still supply every location in an efficient and customer-friendly way.

What's important here is that the Poststation should be accessible to the entire population. This is why the latest generation of the station is consistently barrier-free.

We currently operate over a thousand Poststations throughout Germany. This, too, is an example of digitalization with real benefits in everyday life.



Ladies and gentlemen,

We also want to adjust our Group structure as part of Strategy 2030 to ensure that the legal structure corresponds in the future to the way we have been running the company for years: as a Group with five divisions, plus Finance, Human Resources and other overarching functions.

What does that mean?

Our listed umbrella company will be called DHL AG in the future. Below that, our five divisions are each responsible for their own day-to-day business.

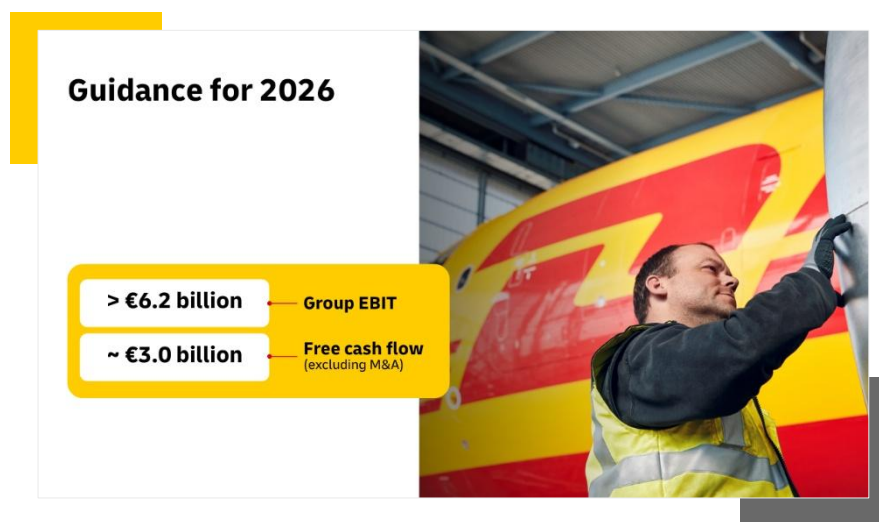
And we also want to turn Post & Parcel Germany into a separate legal entity. That would be in line with the other divisions. It is to bear the proven name Deutsche Post AG.

What's important here is that this will not result in any disadvantages for our employees.

- Your rights and interests are fully protected. Including wages, working hours and protection rules.
- The management will not change either. In operational terms, Post & Parcel Germany is already an independent division of the company.

- And the German postal and parcel business will remain an important part of the company.

I will provide more details on this later in the Annual General Meeting. Then you will be able to decide on the spin-off today. I would be delighted if you consent to it.



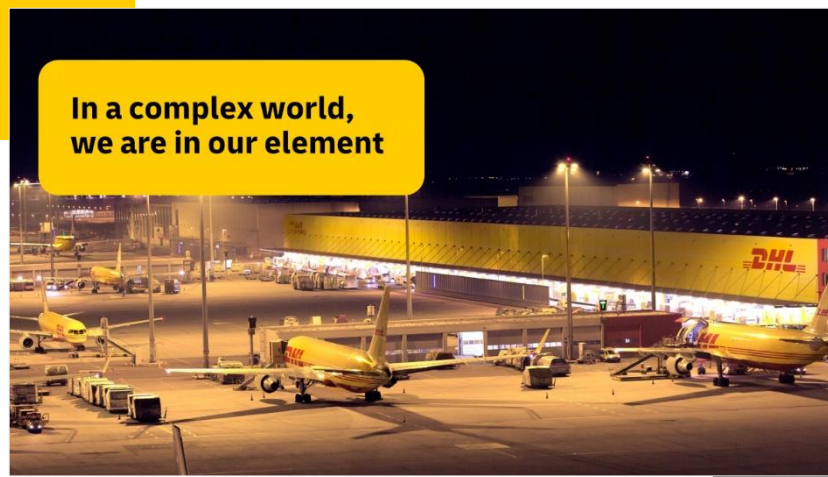
Let me conclude by once again addressing our day-to-day business and giving you the forecast for the 2026 financial year.

We assume that geopolitical tensions and trade conflicts will continue to accompany us. And that we can continue to deal with it well.

We expect EBIT to exceed €6.2 billion. That would be above the previous year's level. And we continue to expect free cash flow excluding acquisitions of around €3 billion.

We announced the results for the first quarter of 2026 on Thursday last week. Our EBIT grew significantly compared to the same quarter of the previous year. The margin and

free cash flow also improved further compared to the first three months of last year. So we have got off to a successful start to the year.



Ladies and gentlemen,
Dear guests,

We all want a more stable world. More predictability. Fewer conflicts. Less pressure to change.

But we can't count on that for the time being. We are living in more stressful times again. Our employees are not the only ones who are feeling this. All of us as citizens are feeling it.

We are rightly concerned about many developments. But DHL Group has deep roots. Leading expertise. And a highly flexible global network. This enables us to grow even in a difficult environment.



We continue to support our customers in global trade. And keep their supply chains stable. Even if the world is becoming more complex.

We continue to transport things from A to B. This business model has worked for centuries. That will not change.

Technologies come and technologies go. Transportation remains. Because transportation is not a trend. Transportation is a basic need. The foundation for prosperity, participation and progress.

As DHL Group, we want to remain the best in this business.

Thank you for the trust you have placed in us.

