

2025 BUSINESS PROFILE

INVESTOR RELATIONS
MARCH 2025





DHL Group Equity Story

World's leading logistics portfolio with strong market positions



GDP+ Growth
>5% Revenue CAGR 2023-30e

- #1 Global TDI Express
- #2 Airfreight
- #2 Oceanfreight
- #1 Contract Logistics
- #1 Parcel Germany



Strong Cashflow, Returns & Balance Sheet

- ~**€3bn** FCF excl. Net M&A (FY2024)
- 13.7%** ROIC (FY2024)
- A-** Fitch Rating
- A2** Moody's



Attractive Shareholder Returns

- >4%** dividend yield*
- up to **€6bn** 2022-'26 share buyback program




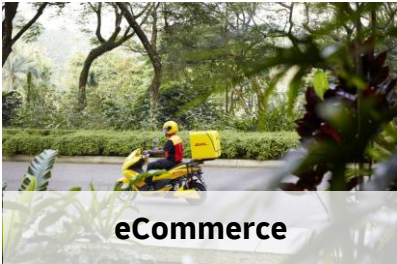



Sustainable Investments

- Frontrunner in low carbon logistics**
- Best green commercial offering in the industry**
- ESG targets integrated in management remuneration**

*based on closing share price on March 5th, 2025

DHL Group at a glance (FY 2024)

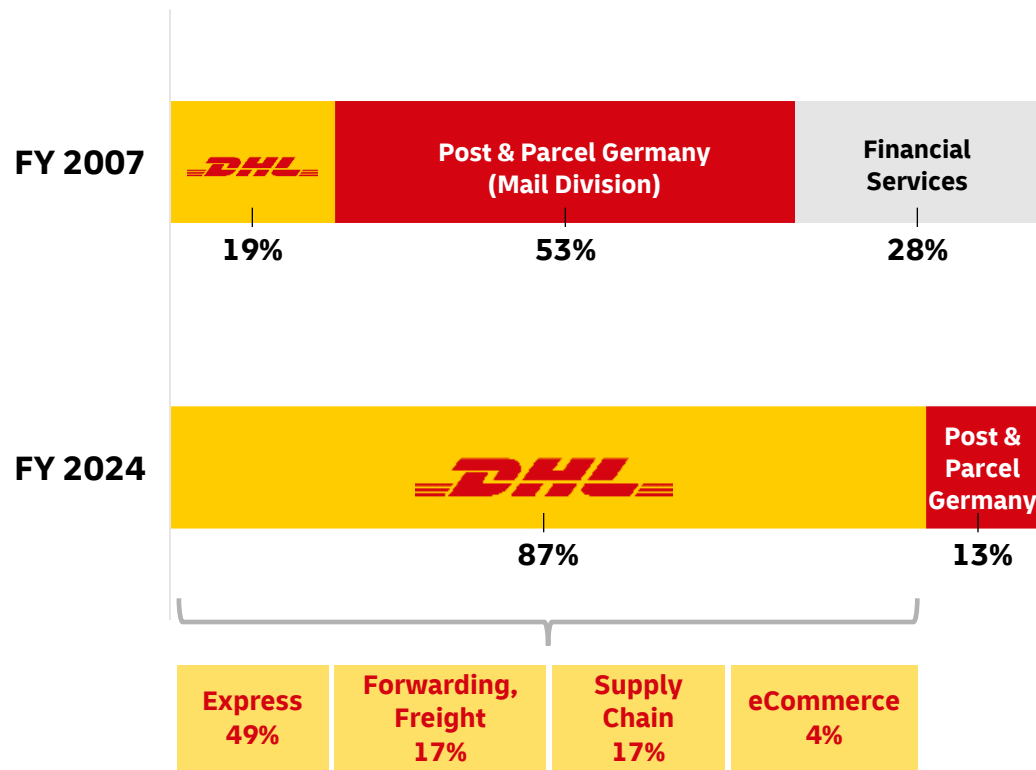
GROUP	 Express	 Global Forwarding, Freight	 Supply Chain	 eCommerce	 Post & Parcel Germany
Revenue					
€84,186m	€25,134m	€19,649m	€17,693m	€6,962m	€17,347m
EBIT					
€5,886m	€3,084m	€1,074m	€1,068m	€281m	€821m
EBIT Margin					
7.0%	12.3%	5.5%	6.0%	4.0%	4.7%
FTE*					
551,578	109,319	45,640	185,413	39,873	157,337

*average for the year

GDP+ growth profile supported by structural long-term trends

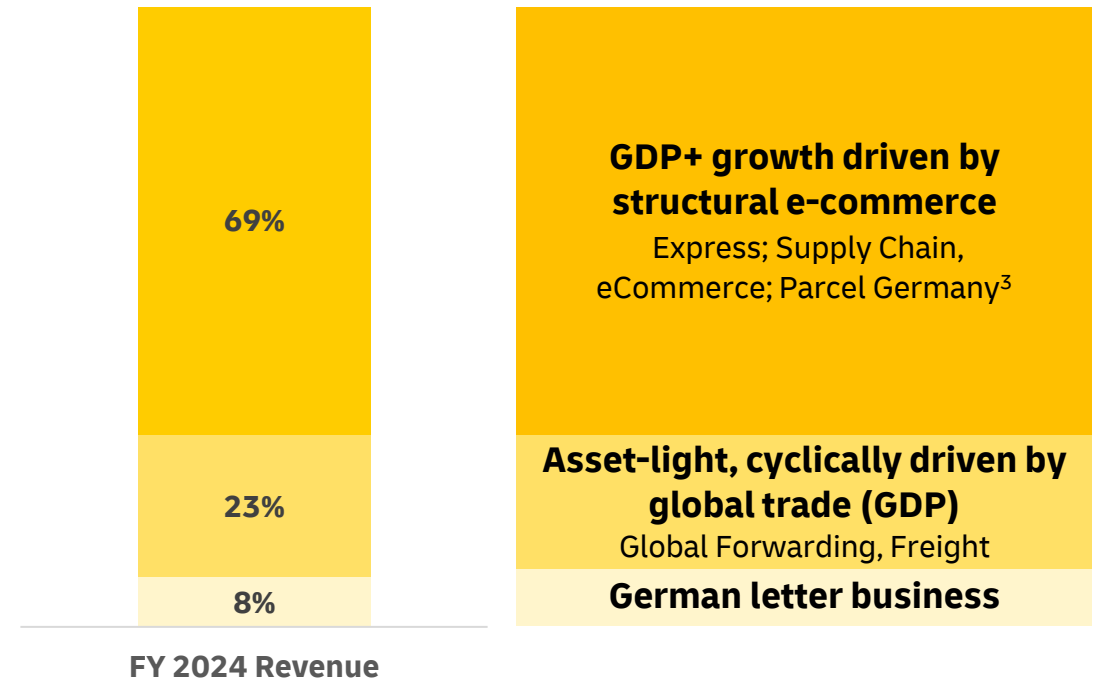
Transformation from German postal operator to global logistics market leader

Share of sum of divisional EBIT¹



Globally diversified portfolio with GDP+ growth exposure

Share of sum of divisional revenue²



¹Both years excl. Corp Center (2007) / Group Functions (2024) / Consolidation. ²Excl. P&P Others, Group Functions / Consolidation. ³Incl. International

DHL GROUP (FY 2024)

Group revenue: €84,186m
Employees: 601,723

AMERICAS

External Revenue: €18,328m
Employees: 127,369

EUROPE

External Revenue: €46,700m
Employees: 356,696

MIDDLE EAST & AFRICA

External Revenue: €4,426m
Employees: 28,219

ASIA PACIFIC

External Revenue: €14,732m
Employees: 89,439

Number of employees at year-end

DHL Group Board of Management



Dr. Tobias Meyer
Chairman of the Board (CEO), Global Business Services
Member since April 2019 | CEO from May 2023
Appointed until March 2027



Melanie Kreis
Finance
Member since Oct. 2014
Appointed until May 2027



Dr. Thomas Ogilvie
HR
Member since Sep. 2017
Appointed until Aug. 2030

CORPORATE DIVISIONS



John Pearson
Express
Member since Jan. 2019
Appointed until Dec. 2026



Oscar de Bok
Global Forwarding, Freight
Member since Oct. 2019
Appointed until Aug. 2030



Hendrik Venter
Supply Chain
Member since Aug. 2025
Appointed until Aug. 2028



Pablo Ciano
eCommerce
Member since Aug. 2022
Appointed until July 2030



Nikola Hagleitner
Post & Parcel Germany
Member since July 2022
Appointed until June 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

FINANCE STRATEGY

Disciplined capital allocation with clear key priorities

Business Growth

Shareholder Return

Core

Organic Growth

Boosted by Strategy 2030

- Targeted investments into logistics core with strong focus on trade flow shifts, GoGreen+, e-commerce and further fast-growing sectors
- Focus on efficient capital allocation to support consistent Return on Invested Capital increase

Regular Dividend

Core shareholder return instrument

- 40-60% dividend pay-out ratio from adjusted net profit
- Reliable, proven dividend continuity

Ongoing balance

Inorganic Growth

Value-accretive & targeted

M&A to supplement organic growth; subject to strategic, financial & integration criteria

Financing

Combine strong cash generation with balance sheet strength if needed, in accordance with rating target range

Share Buyback Policy

Additional measure to offer attractive shareholder returns

- Use Free Cash Flow and balance sheet strength as appropriate, relevant M&A spending taken into consideration

RATING TARGET RANGE: BBB+ TO A-

DHL Group's Sustainability Performance

Clean operations for climate protection

Reduce logistics-related GHG emissions to

<29m

metric tons CO₂e by 2030 (SBT)
No offsetting included

Net Zero

GHG Emissions by 2050

>30%

share of
sustainable fuels
by 2030

66%

e-vehicles used in
pick-ups and
deliveries by 2030

All new owned buildings to be **carbon-neutral**

Great company to work for all

≥80%

Group-wide Employee Engagement
(aggregated & weighted result of 5
statements in Employee Opinion Survey)

Increase share of women in middle and
upper management to

≥34%

by 2030

Reduce accident rate (LTIFR)* to

≤10.8 per 1m working hours

by 2030

*LTIFR: Lost Time Injury Frequency Rate

Highly trusted company

30%

ESG-related targets in bonus calculation
for the Board of Management as of 2022

≥98%

share of valid compliance training
certificates in middle and upper
management (FY 2025 target)

≥710 out of achievable 820 points

Cyber security rating (FY 2024 target);
equals top quartile in our reference
group

DHL Group ESG measures

Decarbonization measures

Measures	2024 Results	2030 Targets
Realized Decarbonization Effects	1,584 metric kilotons of CO ₂ e (2025 Target: 2,000 metric kilotons of CO ₂ e)	Reduce GHG emissions to <29m metric tons of CO ₂ e
Increase use of sustainable fuels in air, ocean & road freight	Share of sustainable fuels amounts to 3.0%	>30% share of sustainable fuels in air, ocean and road freight
Increase electrification of the fleets in pick-up & delivery	~ 39,100 e-vehicles used in pick-ups and deliveries (41.4%)	Ambition 2030: 66 % e-vehicles used in pick-ups and deliveries
Climate-neutral building design		All our own new buildings are climate neutral

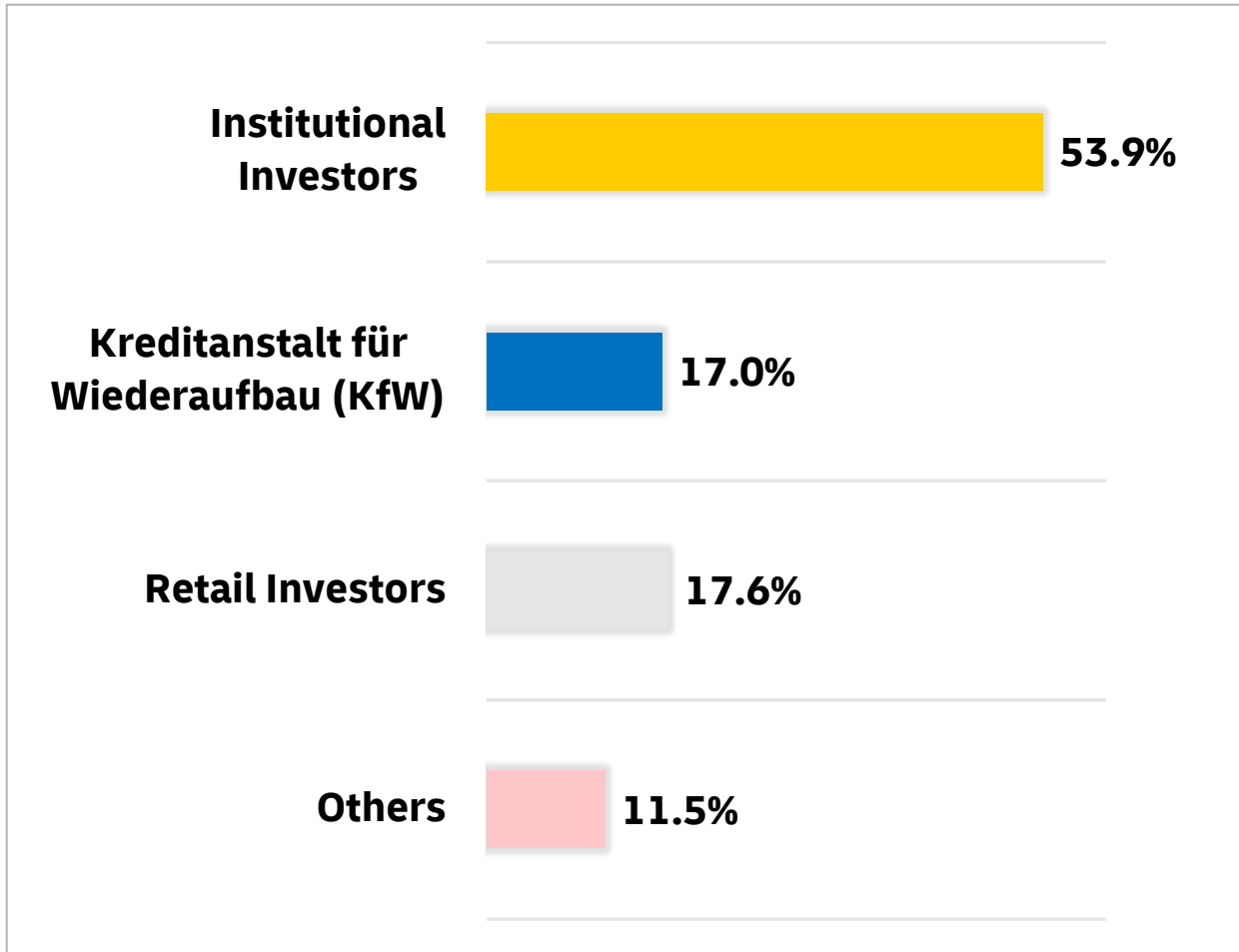
Employee matters

Measure	2024 Results	2025 Targets	2030 Targets
Employee Engagement	82%	≥80%	≥80%
Share of women in middle and upper-management	28.4%	≥30%	≥34%
Accident rate (LTIFR) per 1m working hours	14.5	≤15.5	≤10.8

Corporate governance

Measure	2024 Results	2025 Targets
Valid certifications of compliance relevant trainings in middle- and upper-level management	99.1%	≥98%
Cybersecurity rating	750 points	≥710 points of 820 achievable points

DHL Group Shareholders' structure



As of Dec 31st, 2024

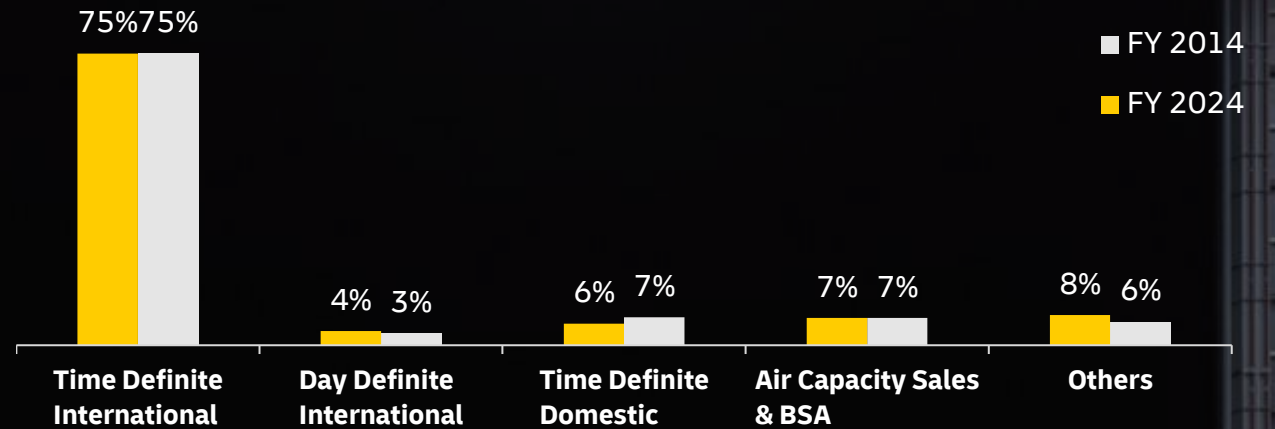
EXPRESS

Global market leader in Time Definite International (TDI)

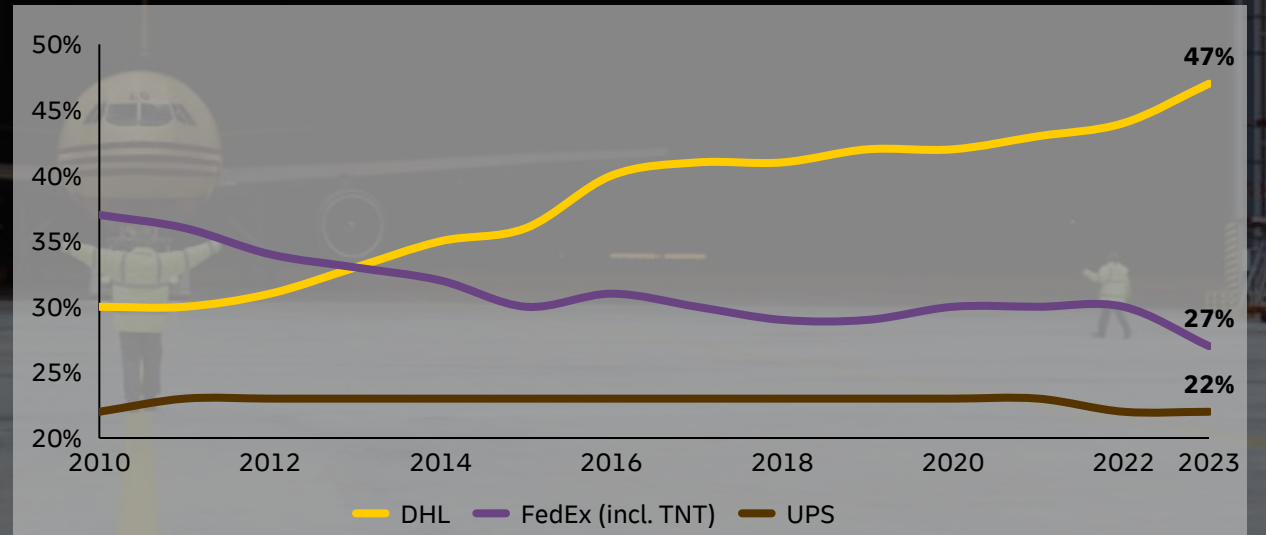
Investment Summary:

- Voted among the top 3 World's Best Workplace for the 5th year running
- Premium logistics segment offers above-GDP growth driven by global trade (B2B) as well as international e-commerce (B2C+B2B)
- Leading integrated global network with long standing local presence in 220+ countries & territories
- Proven ability to flex network to adapt to changing market circumstances

Revenue Mix

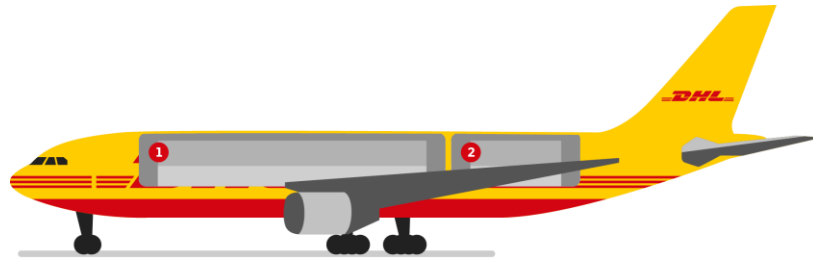


Global TDI revenue market share evolution¹



¹Source: MI studies and extrapolation based on quarterly releases

Express Core Products



1 TDI (Core)

Express TDI core product – capacity based upon average utilization, adjusted on a daily basis.

2 General Cargo

Average spare capacity that is sold as General Cargo to maximize utilisation.

Time Definite International (TDI) The premium segment within the express industry
Time Definite = dedicated delivery at a scheduled time of day
International = cross-border shipment (intra- or between continents)

Time Definite Domestic (TDD)

Domestic door-to-door delivery by a specific time, or by the end of the next possible business day

Day Definite International (DDI) and Day Definite Domestic (DDD)

Door-to-door delivery within a certain number of business days for less urgent and heavier shipments

TDI shipment example: Hanoi, Vietnam to Rome, Italy



Express

To serve our global network, we run more than just an airline

Dedicated Air (year-end 2024)

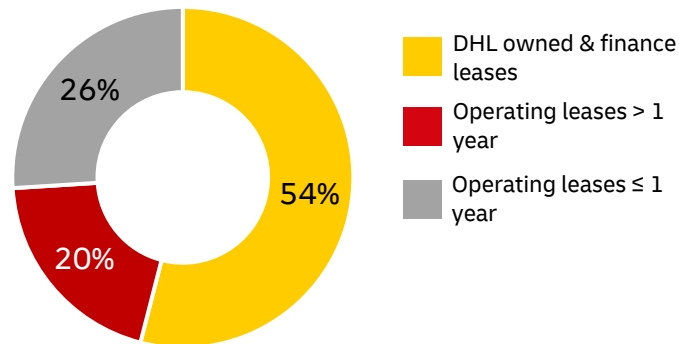
>295 aircraft

>75 Intercontinental →

>220 Regional →

18 partner airlines

Network Flexibility



Purchased Air

>200 commercial air carriers

Global Network

>2300 daily flights

>500 airports

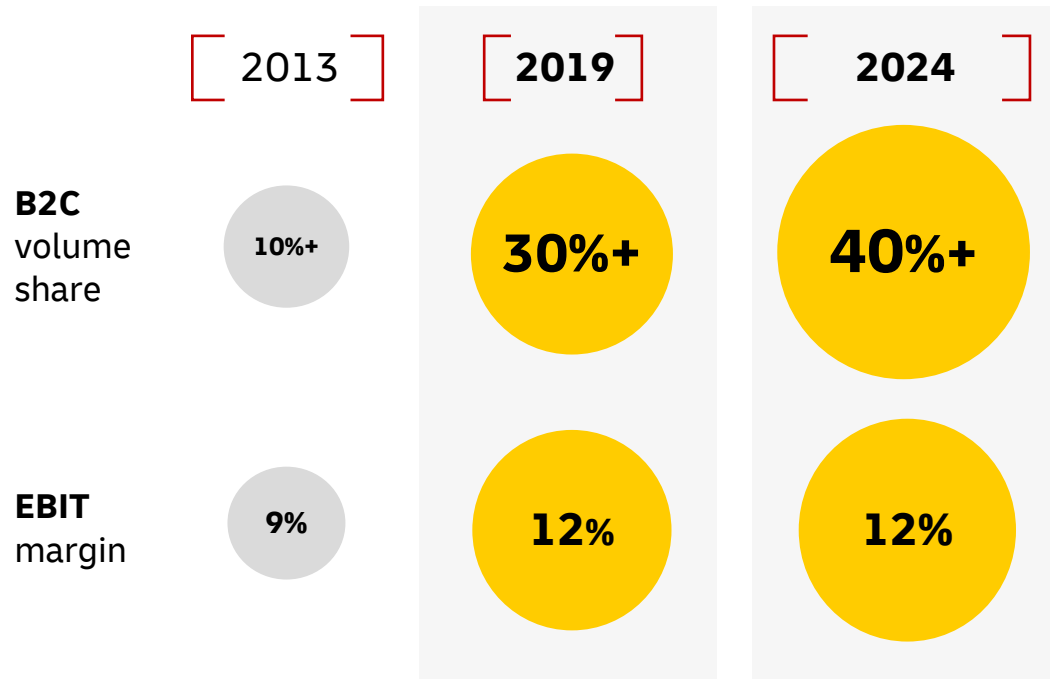
22 air hubs

3 global

19 regional

As of year-end 2024

E-commerce is a profitable growth driver for Express

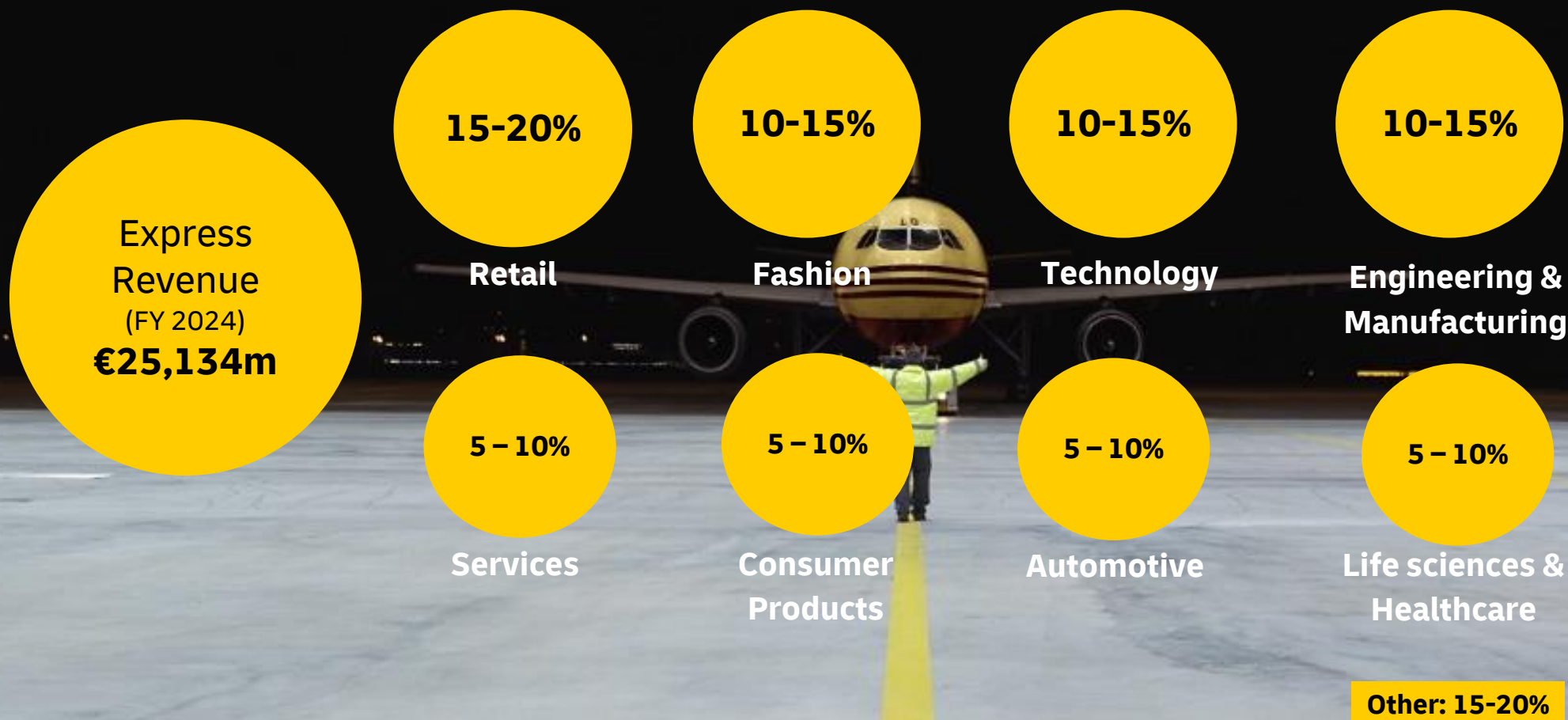


Network Characteristics	B2C Characteristics	Profitability Impact
Shipments per Day	Volume growth drives better utilization of existing network	↑
Weight per Shipment	Lower weight per shipment	→
Revenue per Kilo	Higher RpK related to lower WpS	↑
First mile	More pieces per stop at pickup	↑
Hub sort	Better utilization of existing infrastructure, with high degree	↑
Airlift	Better utilization of existing capacity, with lower WpS being advantageous	↑
Last Mile	Optimize residential delivery via On Demand Delivery & Drop Off Locations and increased delivery density due to B2C Growth	→

Express

Well-diversified vertical exposure

TDI Revenue share by sector (FY 2024):



Unchanged strong focus on yield management based on well established toolset



Express pricing components

Base shipment price

- According to customer shipment profile (volume, weight, trade lanes)
- Subject to annual **General Price Increase (GPI)**

Fuel surcharge

- Moves up and down with fuel price movements
- Transparently based on external fuel price indices

Potential other surcharges

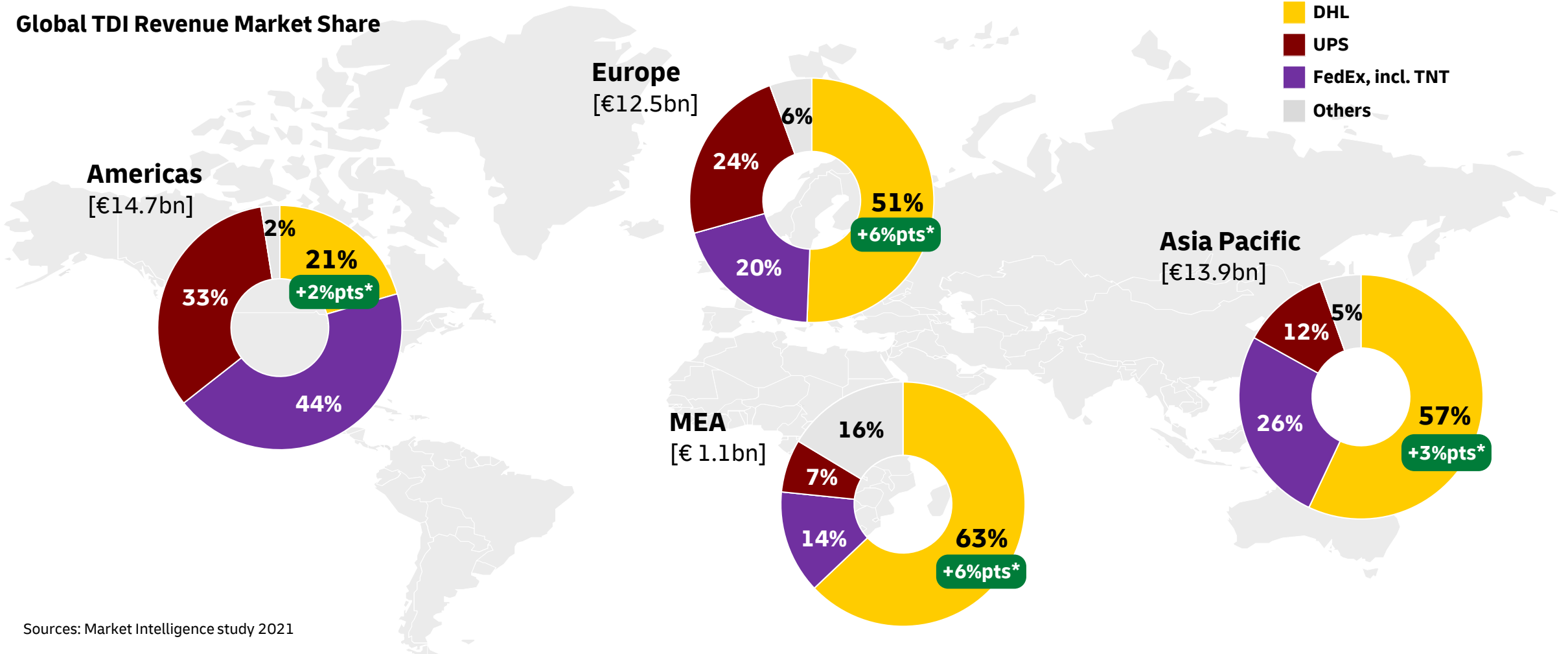
- Subject to specific shipment profile or services requested (e.g. Customs, delivery preferences etc.)
- Demand Surcharge

Constantly tracked and revised through established mechanisms:

- Ship-to-Profile
- Tender review Board
- Red / Yellow Card
- Net Price Change

Express Market share by geography (2021)

Global TDI Revenue Market Share



Sources: Market Intelligence study 2021

*) vs 2016 including 53 countries

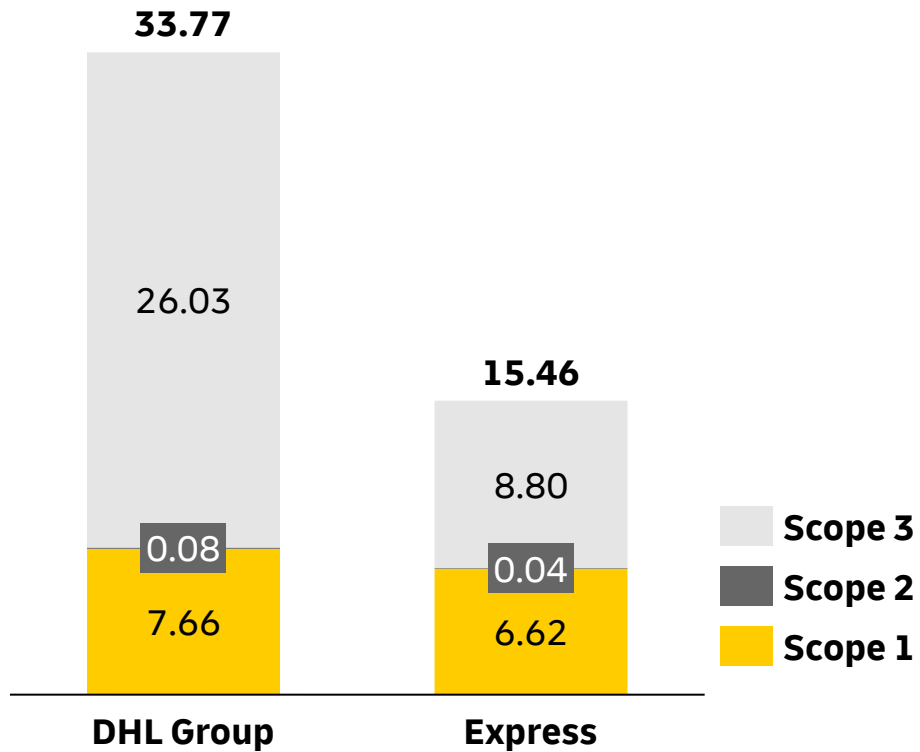
Express

Path to climate neutral operations



Logistics-related GHG Emissions 2024

m metric tons CO₂e



DHL Express GoGreen Plus

This innovative service empowers customers to **seamlessly reduce the carbon footprint associated with their shipments** by utilizing Sustainable Aviation Fuel (SAF)

- ✓ Use of sustainable aviation fuel (SAF)
- ✓ Carbon **insetting**: carbon emissions are directly reduced within the supply chain
- ✓ Available for all core products with air transport
- ✓ Supporting customers across all industries and all company sizes

The pioneering low-emission transport solution for Global Express shipping

Holding a leading position: DHL purchased 14.5% of the global supply of SAF in 2024

The front-runner choice and the right choice for our customers: Elevate their impact with SAF

Helping customers that choose reduced CO₂E Express shipping via GoGreen Plus to actively reduce their Scope 3

GLOBAL FORWARDING, FREIGHT

International transportation of Air Freight, Ocean Freight and Road Freight including Customs Clearance and related value-added services like warehousing, cargo insurance, etc.

Investment Summary:

- Asset-light business model: Global presence in >115 countries with ~47,000 highly qualified employees
- Investments into state-of-the-art IT systems are driving increased operational efficiency and enhanced customer experience
- On this basis, targeting high GP/EBIT conversion and EBIT margin levels
- Sustainable solutions available for all transportation modes

Revenue Mix (FY 2024)



Market Position (2023)

Air Freight	#2
Ocean Freight	#2
Road Freight (EU)	Leading position in a highly fragmented market

Global Forwarding, Freight

Global presence



EUROPE
~35 Countries

AMERICAS
~25 Countries

MIDDLE EAST & AFRICA
~35 Countries

ASIA PACIFIC
~20 Countries



Present in
~115 countries



**~47,000 highly
qualified employees**



**~1.8m AFR export
tons transported**



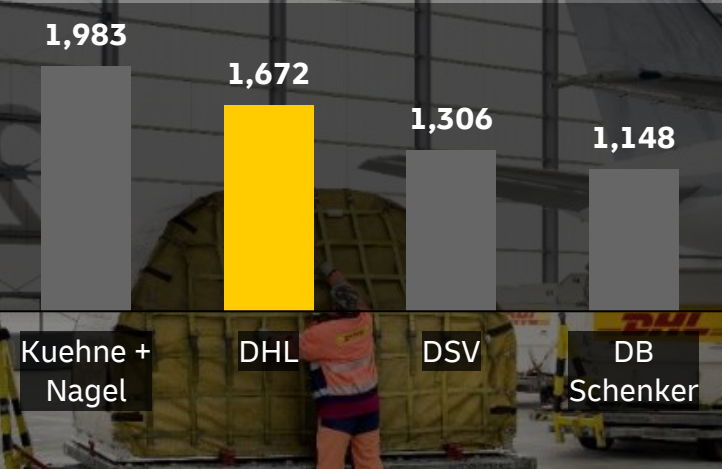
**~3.3m TEUs
transported**



**~58m shipments
transported**

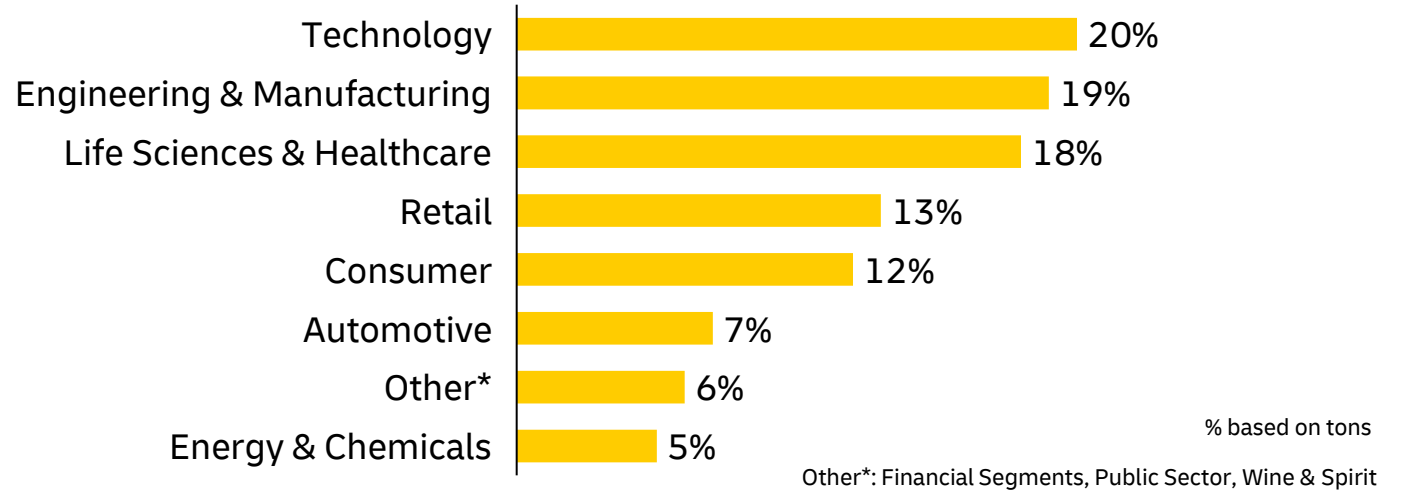
GLOBAL FORWARDING AIR FREIGHT

Market position 2023
(based on 000 tonnes, export only)

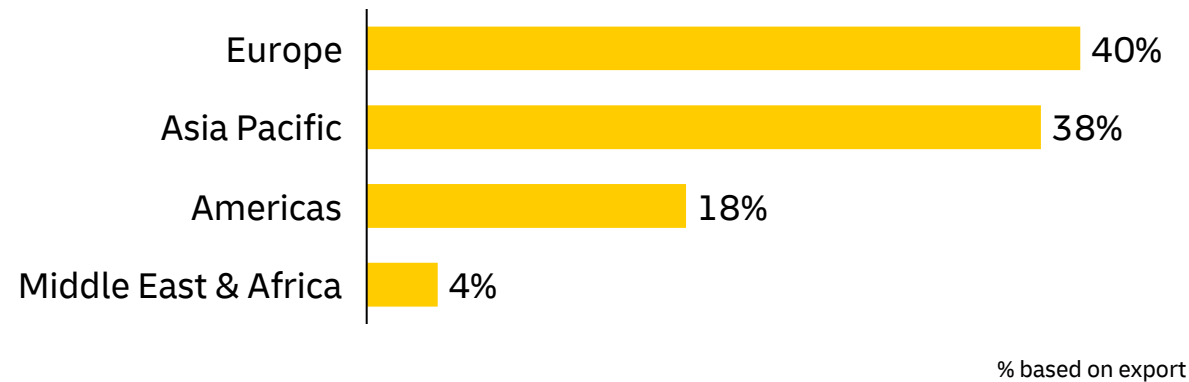


Source: Global Insight, annual reports / other publications, company estimates

Volume mix by sector (FY 2024)

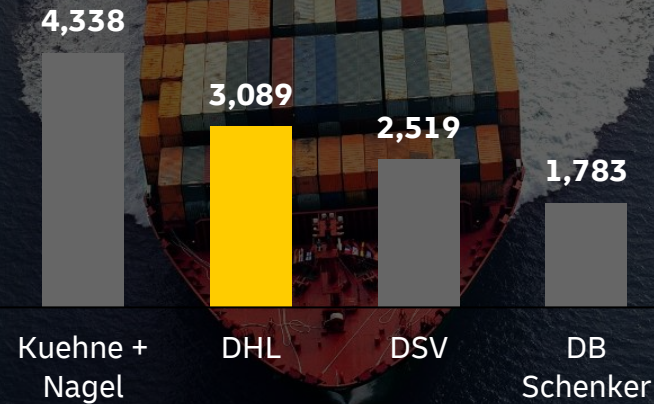


Volume mix by region (FY 2024)



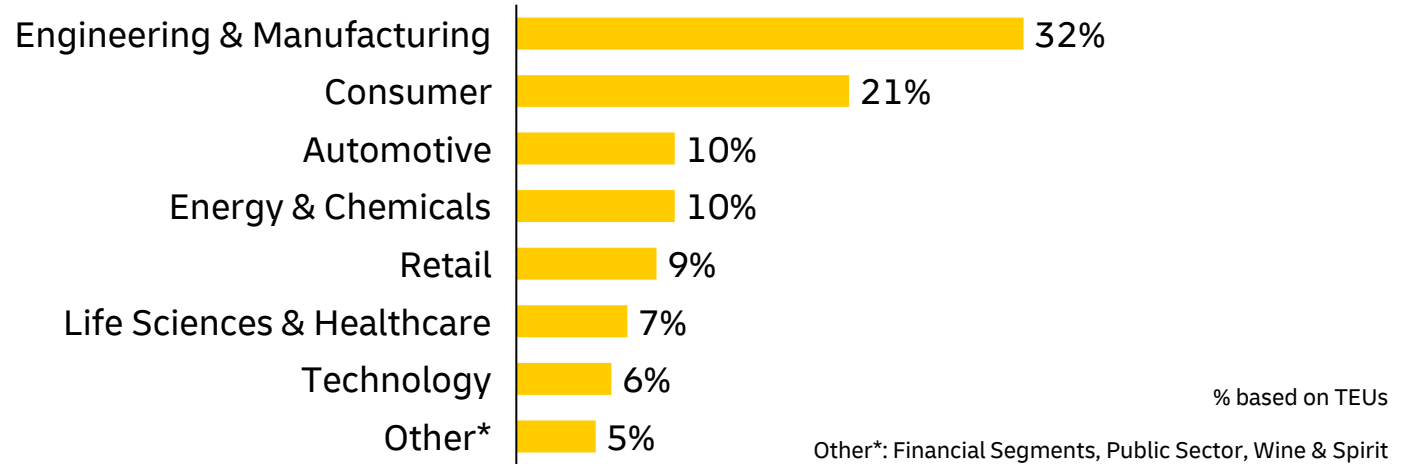
GLOBAL FORWARDING OCEAN FREIGHT

Market position 2023
(based on 000s of TEUs, export only)

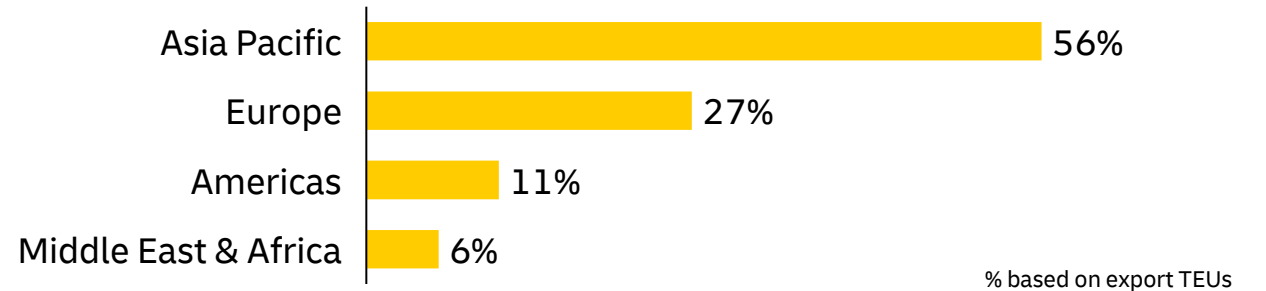


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Volume mix by sector (FY 2024)



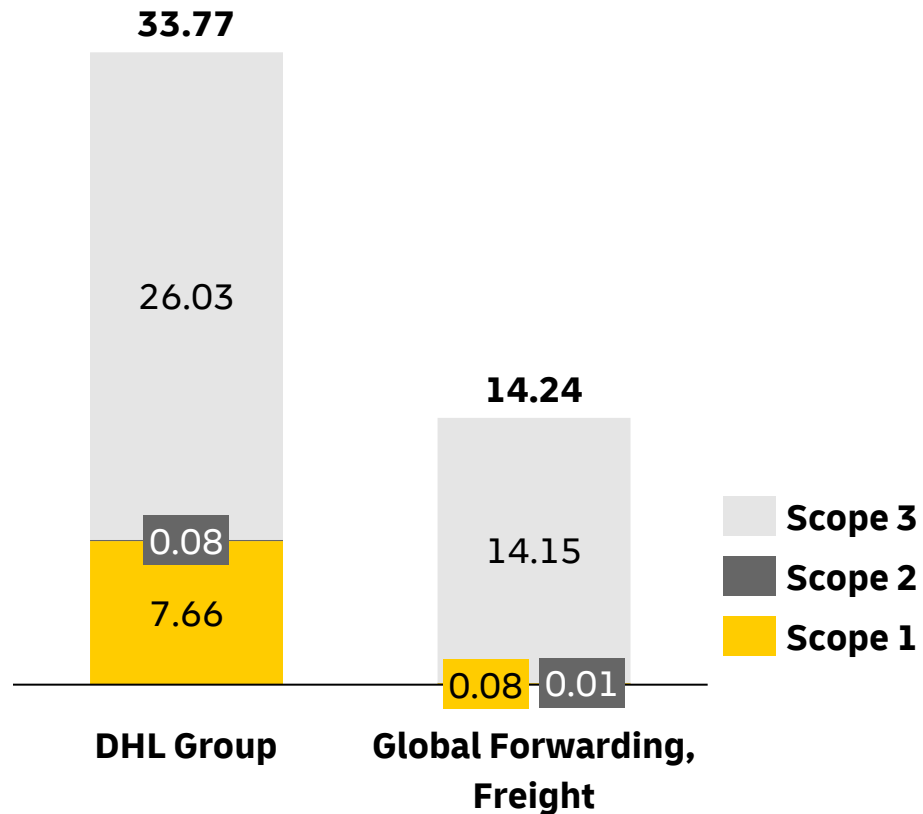
Volume mix by region (FY 2024)



Global Forwarding, Freight Path to climate neutral operations

Logistics-related GHG Emissions 2024

m metric tons CO₂e



GoGreen Plus available for all core products



Ocean Freight

Reduction of main haul Greenhouse Gas (GHG) emissions through an indirect sustainable fuel switch: Fossil fuels are switched with Sustainable Aviation and Marine Fuels by leveraging a book and claim mechanism. This is executed by a carrier on DHL's behalf. Available on all trade lanes globally.



Air Freight



Road Freight

Available in all DHL Freight countries with dedicated service options varying in inseting degrees, such as GoGreen Plus Premium, GoGreen Plus Smart and GoGreen Plus Base.

Rail Freight



DHL Railnet

Offered for rail & intermodal shipping across Europe

Collaborate with like-minded industry partners

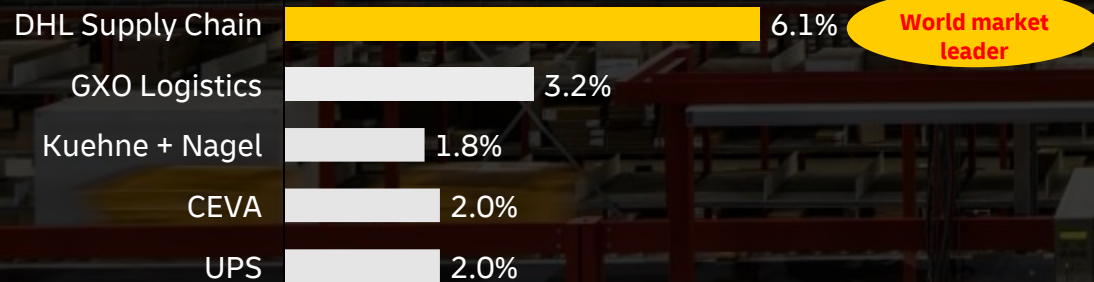
- Strong industry partnerships
- Annual carrier certification

SUPPLY CHAIN

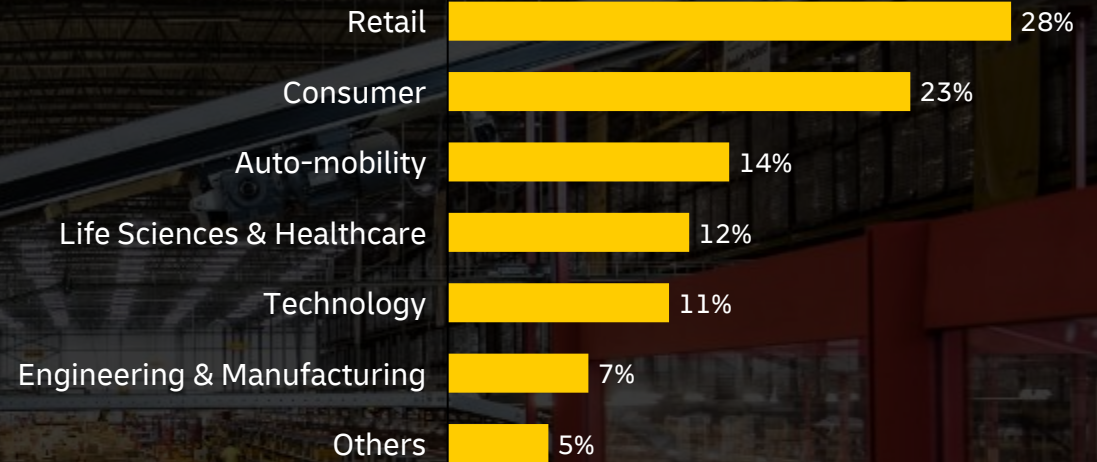
Investment Summary:

- Continuous improvement of industry-leading profitability to EBIT margin of 6% supported by sector focus, digitalization and process optimization
- Focus on advanced robotics technologies in scale, orchestration platform and industry-leading Master Service Agreements
- 97% of employees in "Great Place to Work" certified environments, ensuring talent retention and engagement amid labor shortages.
- Commercializing our GoGreen efforts with carbon-efficient transport and green warehousing, aiming for carbon neutrality by 2050

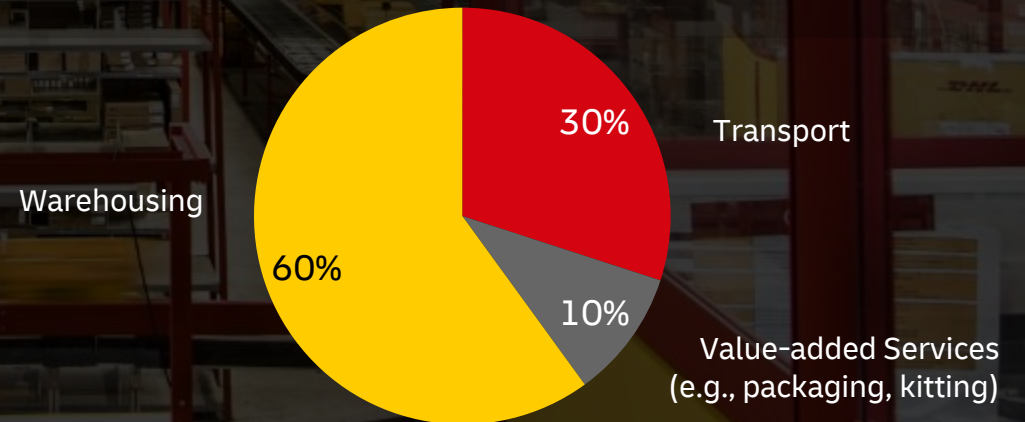
Market Share (2023)



Revenue Mix, FY 2024










Core Service Mix, FY 2024


















Our Core Services, Accelerated Growth Solutions, and Value Creators are key components of our portfolio to accelerate growth

Market CAGR
2023-2030

Global Customer Supply Chains								Value Creators			Customer Focus			
	Plan	Source	Make	Store	Customize	Deliver	Maintain & Return	GoGreen	Data & Robotics	RES	Small	Medium	Large	
Accelerated Growth Solutions	Inbound to Manufacturing +6%¹													
				eCommerce & Omni-channel +13%										
							Returns & Circularity +8%							
							Service Logistics +4%							
							DHL Fulfillment Networks +10%							
							Pharma Network +13%							
							DigiHaul +15%							
							LLP & Supply Chain Orchestration +11%							
Core Services		Transport												
				Warehousing										
		Specialized Services (VAS)												

1) Market CAGR unavailable; therefore, 6% is the approximate size of DSC business in 12M

We are uniquely positioned to cater for structural growth of e-commerce and omni-channel fulfillment demand across all customer segments globally

Customer Segment	SMALL	MEDIUM	LARGE
Customer Segment	Fast growing customers	Sized multi-country customers, internationalizing further	Established multi-national customers
Customer Examples	    	    	    
Solution portfolio		E-commerce and Omni-channel	DHL Fulfillment Networks
		Returns and Circularity	













 <p>~€3bn revenue in e-commerce*</p>	 <p>+220 dedicated ecommerce and omnichannel operations</p>	 <p>Strong customer sign up on Fulfillment networks</p>	 <p>17% of DSC's revenue from e-commerce*</p>	 <p>~250 Sites processing returns</p>
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*includes e-commerce and Omni-channel, DHL Fulfillment Network and Returns and Circularity revenue

DSC's digitalization agenda is processing fast while the unique ecosystem of integrated solutions, robotics and analytics maximize value

Focus technologies identified along entire logistics process

12 Accelerated Digitalization

Assisted Picking Robots 	(un)Loading Technologies 	Intelligent Process Automation 	Packing Technologies 	Smart Operations 	Supporting Robots 
Goods-to-Person Robots 	AI & Data Analytics 	Sortation Technologies 	Indoor Robotic Transport 	Wearable Devices 	Asset Tracking & Monitoring 

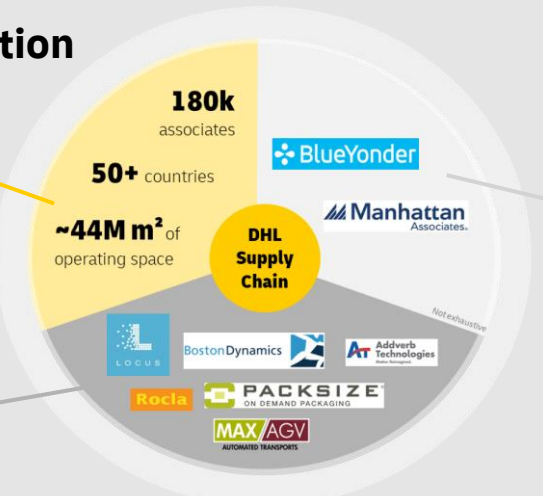
6 Mechanized Automation

Automated Order Picking 	Automated Storage & Retrieval System 	Packing/Labeling automation 	Mechanized Sortation 	Mechanized (Un)Loading 	Powered conveyors 
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Vendor orchestration

Logistics assets and expertise

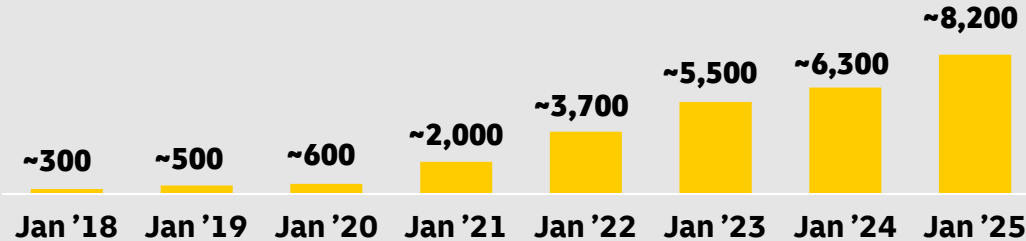
Robotics vendors for solutions and analytics



Strategic software vendors for integration and analytics

92% of sites with Accelerated Digitalization technology deployed

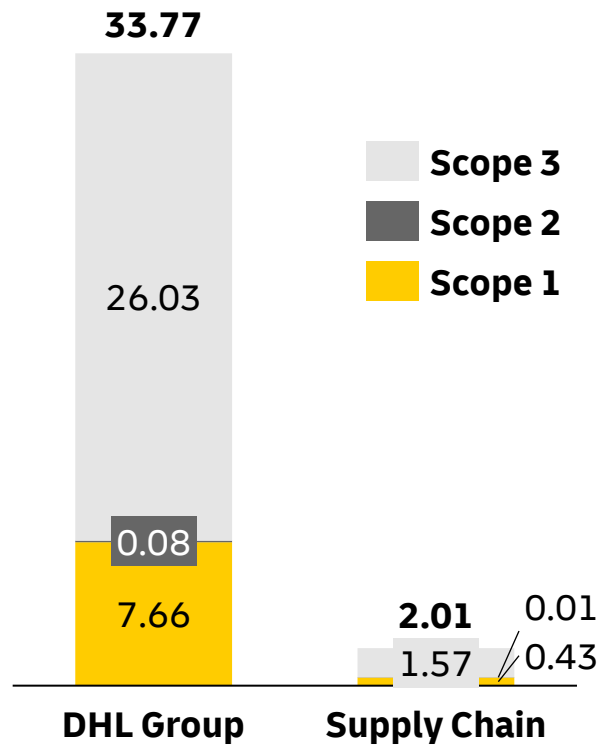
of digitalization projects live



Go Green to offer path to carbon neutral operations and commercialize industry-leading green solutions for decarbonization

Logistics-related GHG Emissions 2024

m metric tons CO₂e



BEST GREEN COMMERCIAL OFFERING IN THE INDUSTRY

With GoGreen Plus and dedicated solutions for **direct decarbonization**, we support our customers in their decarbonization journey.

TRUSTED AND EQUITABLE GREEN SOLUTIONS

We offer transparency with **best-in-class carbon reports** and provide **certified and claimable CO₂e reductions** for our customers.

Warehousing

1 Carbon neutral operated buildings: Zero operational carbon achieved through renewable energy via on-site generation, direct purchase or renewable fuel certificates (up to 25% offsetting)

Transportation

2 Direct decarbonization: Zero or low carbon solutions where **diesel is directly replaced with sustainable technologies or fuels** (e.g. HVO) within customer dedicated & network operations.

3 Insetting decarbonization: Book & Claim solution enables customers to **compensate for emissions** where access to sustainable fuels or technologies is not possible, or for subcontracted transport.

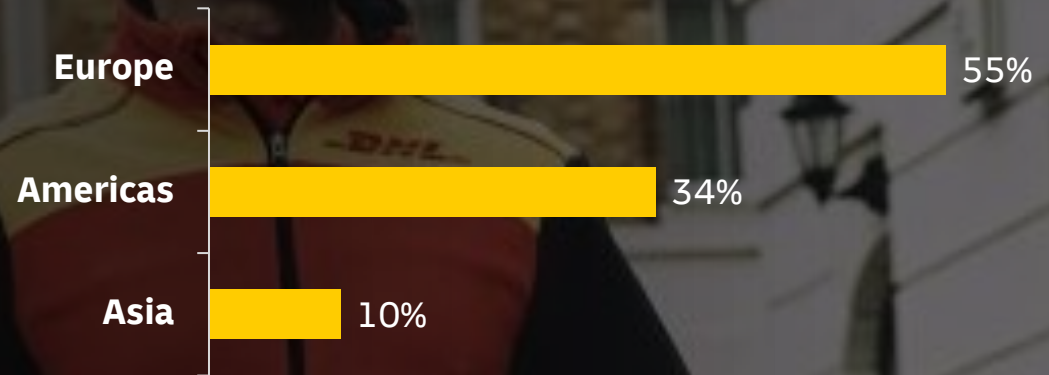
ECOMMERCE

Domestic parcel delivery in selected countries in Europe, in the United States, in specific markets in Asia, in particular in India, and deferred cross-border services primarily to, from and within Europe, as well as to and from the United States.

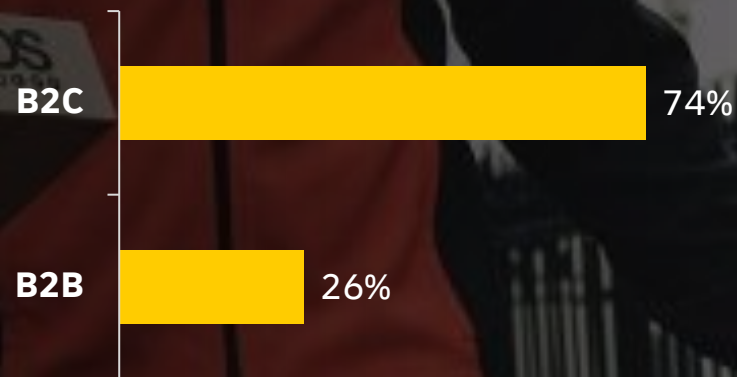
Investment Summary:

- Strong organic growth driven by domestic and cross-border e-commerce in all selected markets we operate in
- Sustainably increased EBIT, well above the level from before the pandemic in 2019, thanks to economies of scale, yield management and service performance
- Expansion of our domestic footprint by acquiring 100% of MNG Kargo in Turkey
- Investments in network capacity & automation, sustainable last-mile capabilities and technology

Revenue Mix by Geography, FY 2024



Parcel Revenue Mix, FY 2024



eCommerce

Key stats at a glance



1.8 billion

parcels delivered each year



>20

Offices



~34,000

Vehicles



2,900

Facilities



>58,000

Employees



>145,000

Access Points



8

Dedicated Aircraft

Data as of Dec 31st, 2024



Evolution of DHL eCommerce in DHL Group

PORTFOLIO BUILD-UP

- Expansion geographically, into fulfillment and e-com orchestration
- Optimized set-up in DHL Group structure

CLEAN UP AND COVID

- Restructuring and focus on domestic and deferred cross-border within DHL eCommerce
- Indirect cost optimization and simplification
- Exploiting tailwind of the pandemic

INVESTING FOR GROWTH

- Building foundations for growth by investing in network infrastructure: hubs, facilities, fleet, lockers

MARGIN EXPANSION

- Productivity enhancements and increased utilization of assets
- Leverage volume growth and yield management

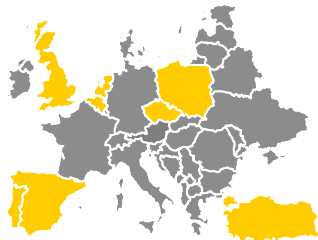


Our offer is focused on Europe, US and India

 Volume share

8 DOMESTIC CLUSTERS

EUROPE
B2C and B2B offering



48%

US
B2C offering



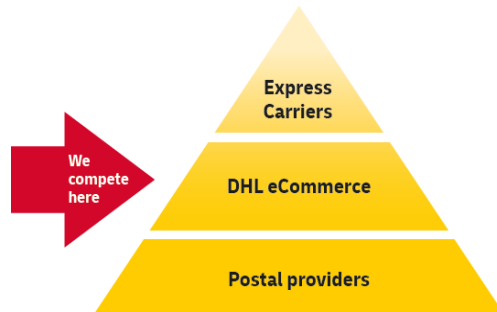
30%

INDIA
B2C and B2B offering



22%

CROSS-BORDER COVERAGE



CROSS-ATLANTIC AND INTO CANADA
Cross-border B2C offering



INTRA-EUROPE
Cross-border B2C and B2B offering

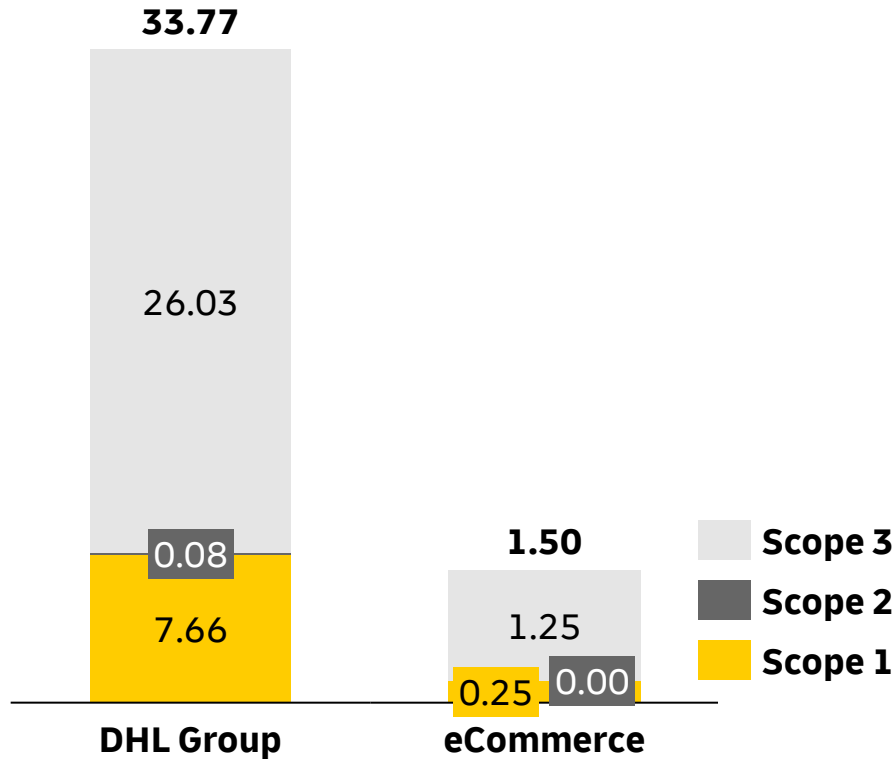


eCommerce

Path to climate neutral operations

Logistics-related GHG Emissions 2024

m metric tons CO₂e



Increasing investments into **Clean Operations:**

- Purchase of **sustainable fuels** wherever accessible, especially HVO for last mile and line haul
- Sustained **increase in number of EVs** in last mile, continuous replacement of traditional vehicles wherever possible
- All new facilities are approved and being built with **carbon neutral design**
- **100%** of electricity is green electricity



3,700 EVs in use for delivery across DHL eCommerce

Our commercial offering got extended by **insetting option in Netherlands**

1. Next to **largest EV fleet in Netherlands**, we **further reduce carbon emissions by usage of HVO fuel** in last mile and line haul.
2. For the B2C customers that choose reduced CO₂e shipping via GoGreen Plus **we actively reduce their Scope 3.**

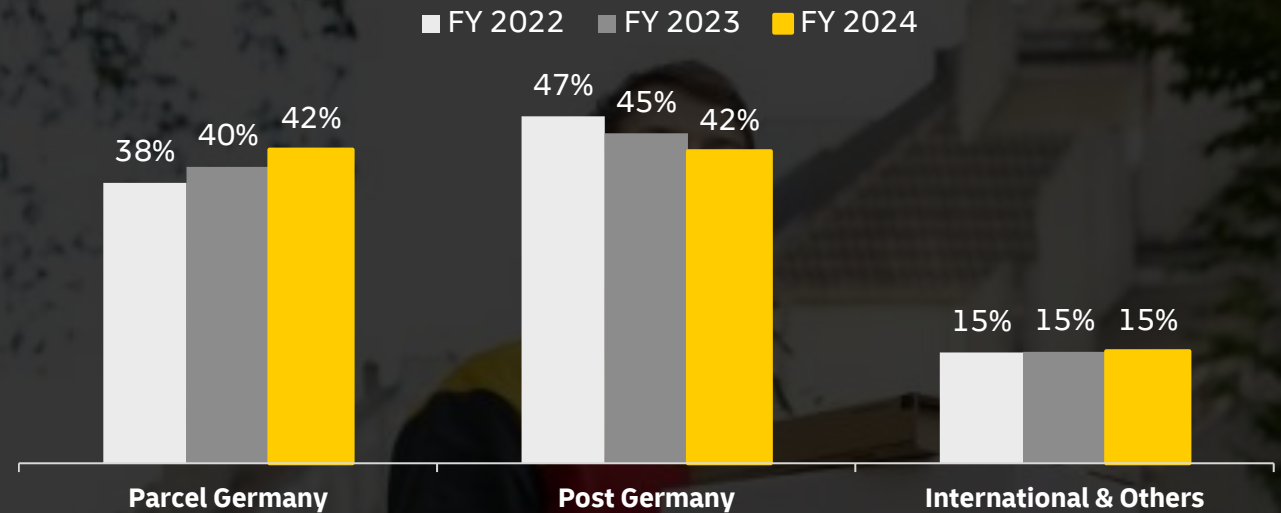
POST & PARCEL GERMANY

Transporting, sorting and delivering of documents and goods-carrying shipments in Germany and export.

Investment Summary:

- German parcel and mail service provider with leading market position
- Financial performance outlook: stable long-term EBIT with consistent FCF contribution
- Recognized Top Employer driving superior network and delivery quality
- Voted as the best postal service provider in the world
- First mover in green delivery: significantly lower CO₂e /parcel vs all delivery competitors in Germany
- Digitalization and automation: Highest productivity in the industry through scale, automation und digitalization

Revenue Mix



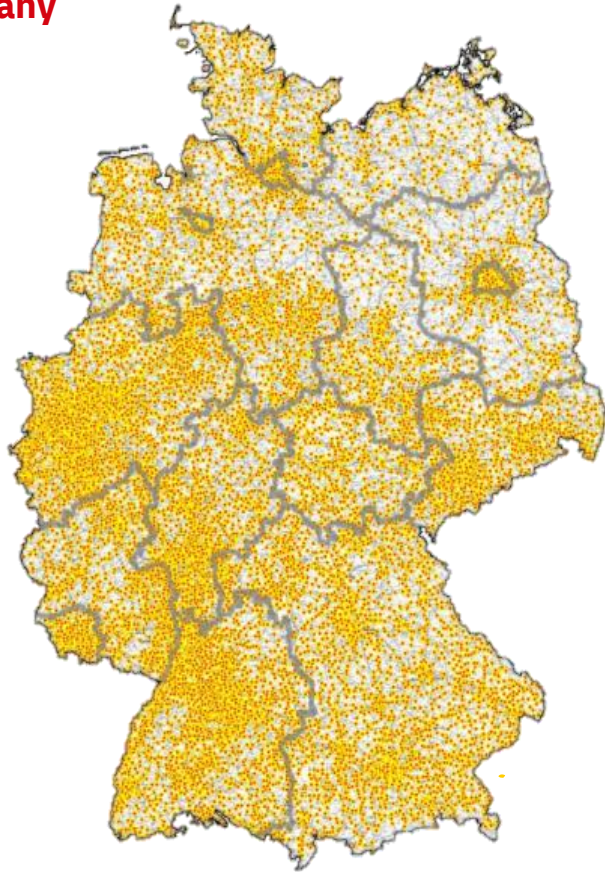
Market Position (2024)

>64% Market share **Mail Communication**
(business customers)

>40% Market share **Parcel**

Uniquely positioned to continue participating in the growth of the German parcel market

Largest network of customer touchpoints in Germany



*Map shows retail outlets, parcel shops, DHL parcel lockers and post stations

80% of German households with <1km distance to one of P&P touchpoints

8 million users of Post & DHL App

>55% CO₂e-free delivery tours

81 letter sorting centers

38 parcel sorting centers



~68% joint delivery of parcels and letters

>15,000 DHL Parcel lockers & Post stations

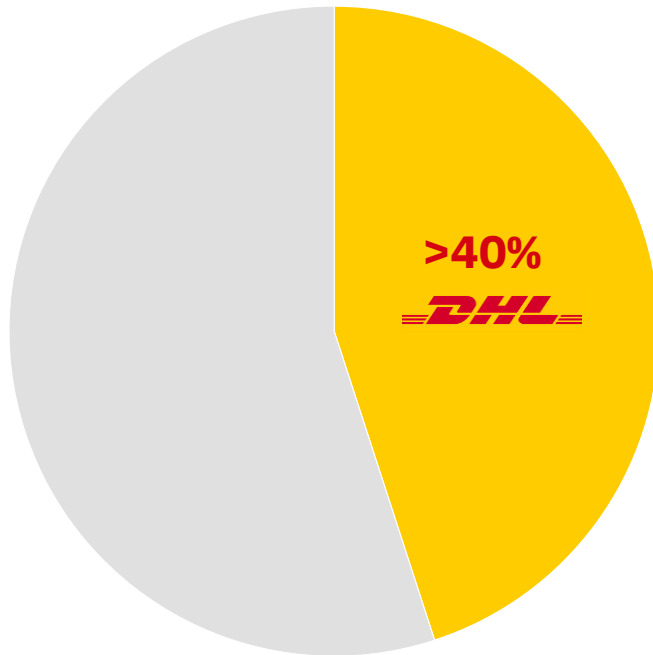
~ 187.000 employee with high customer orientation

Parcel Germany: Structural trend accelerated during pandemic, followed by normalization in 2022



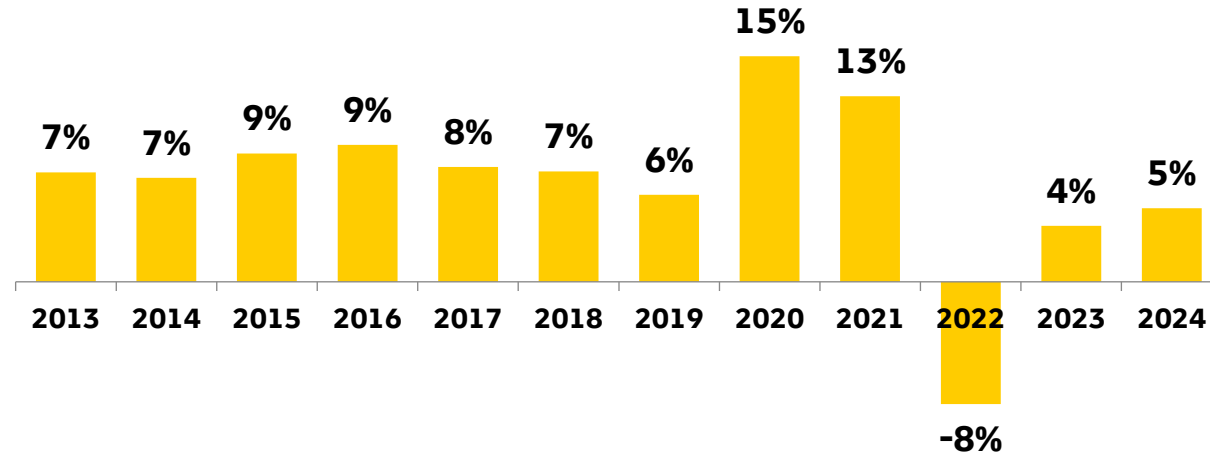
#1 Parcel player in Germany

Parcel market share 2024 in Germany



Source: Company estimates

Volume growth, yoy



1.8bn
Parcel Germany
Volumes (2024)

P&P Germany

Products and Pricing



~ €17.3bn Revenue FY24

Mail Communication ~ €5.0bn	Business customers	Single price letters - €1.2bn Partial services - €2.0bn	+10,48% starting Jan 1st 2025 for 2 years
	Private customers	Single price letters - €0.5bn	
	Other - €1.3bn*		Partial annual price adjustments
Dialogue Marketing ~ €1.6bn	Addressed and unaddressed advertisement mailings, campaigns (both digital & physical)		Price adjustment of all products & formats; increasing surcharges and simplification of discount structures
International ~ €2.5bn	In- and outbound Germany shipments		Partial annual price adjustments
Others/ Consolidation ~ €0.9bn	Press, pension services, retail		Introduction of new tariff system
Parcel Germany ~ €7.3bn	Business customers	No. of customers in segments Top ~0.5k Middle ~20k Small ~120k	Pricing varies by contracts. Regular general price increases combined with dynamic adjustments of services and surcharges +7,21% starting Jan 1st 2025 for 2 years
	Private customers		

* e.g. small items eCommerce, Philately, "Postzustellungsauftrag"

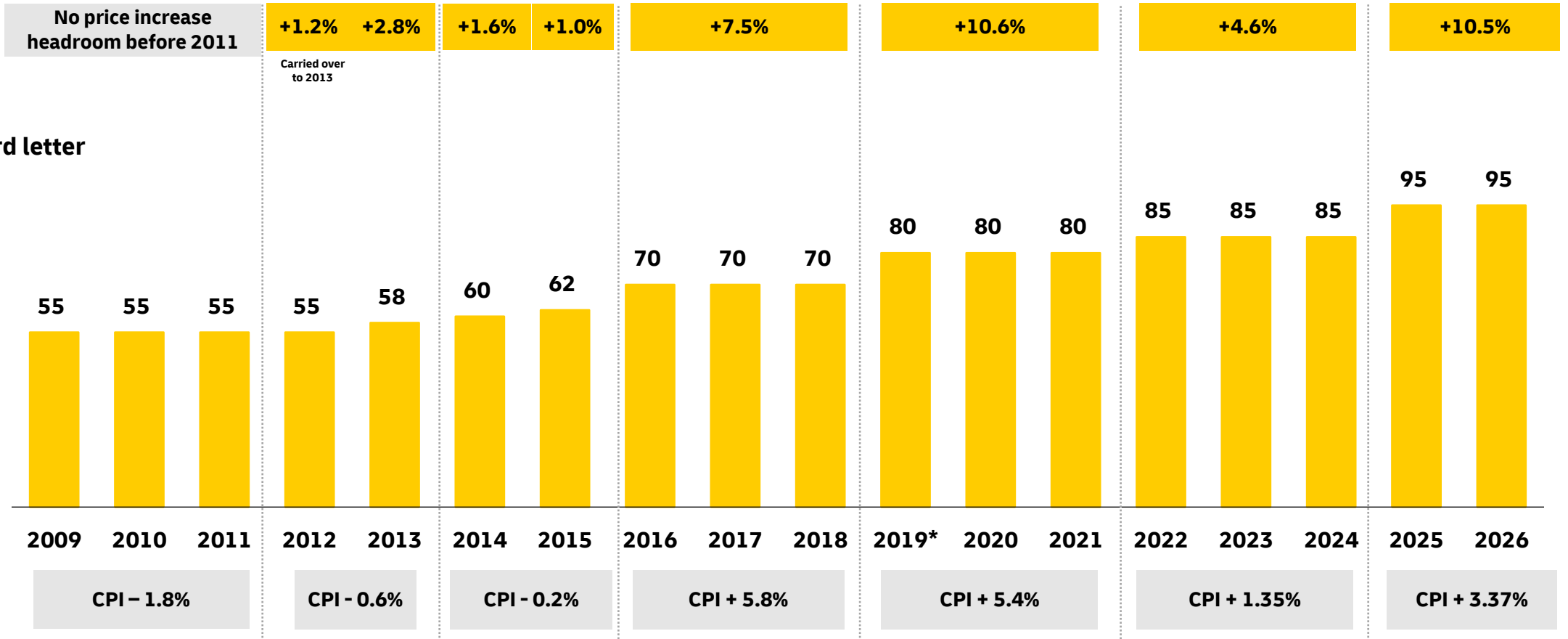
P&P Germany

Development of standard letter stamp price

Pricing headroom for basket of mail products under regulated price cap

German standard letter price, in € cents

Price cap regulation**



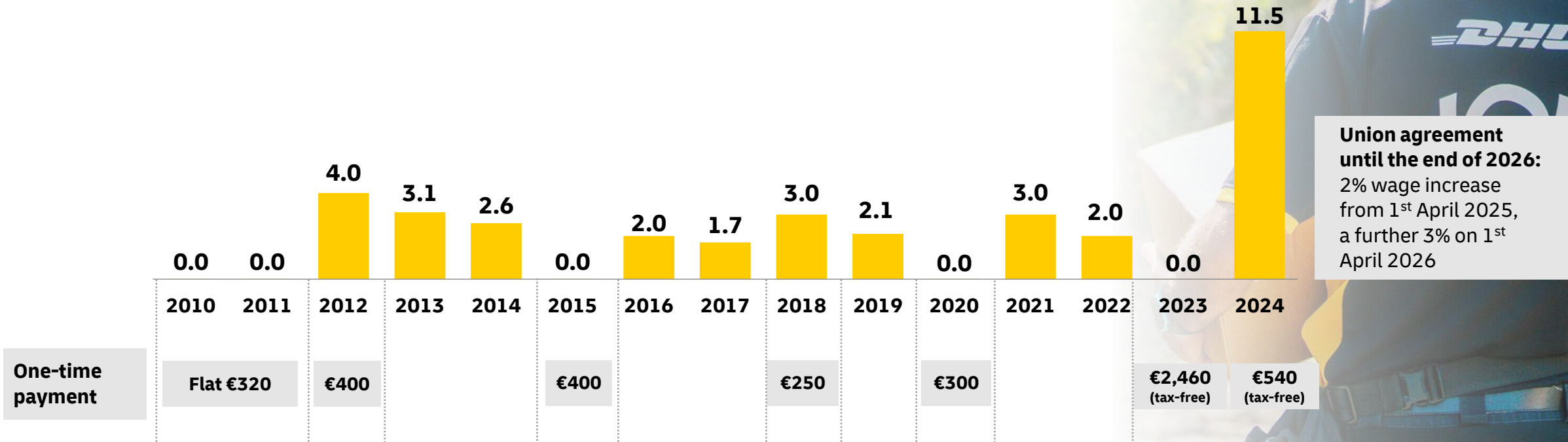
*implemented from July 1st 2019 onwards, taken into account in headroom calculation

**CPI: Consumer price index

P&P Germany

Wage agreements in Germany

Wage increases for P&P Germany employees*, yoy in %



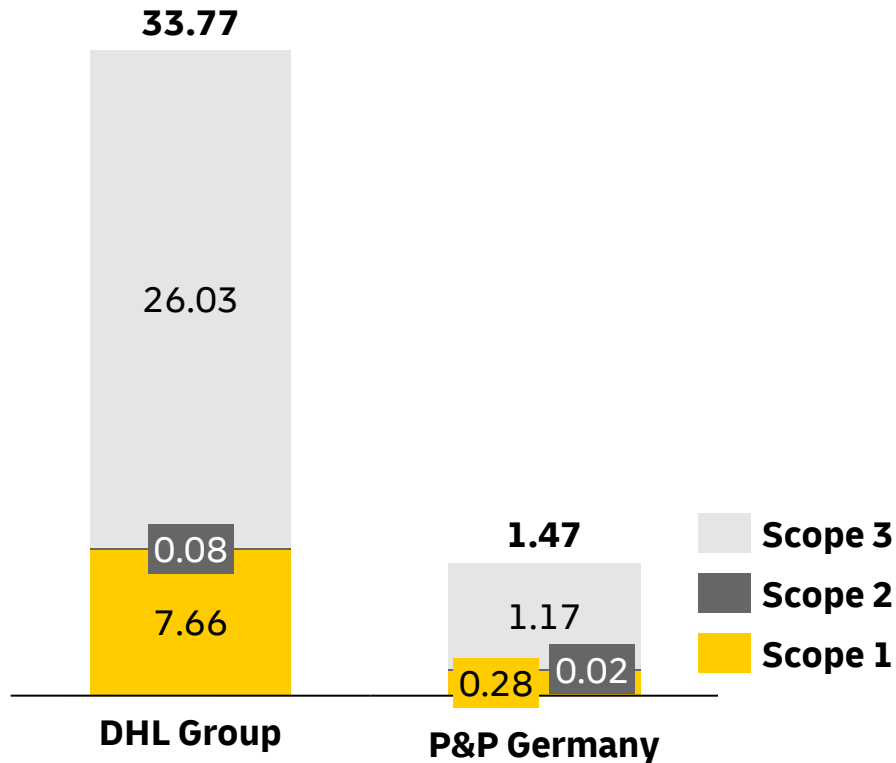
*applies to ~170,000 Deutsche Post AG tariff employees

P&P Germany

Path to climate neutral operations

Logistics-related GHG Emissions 2024

m metric tons CO₂e



is a service to reduce carbon emissions by shipping documents and goods available for...

Business customers

- “DHL Paket”, “DHL Retoure” and “DHL Kleinpaket”
- Dialogue Marketing and Press Services
- Included in certain Mail Communication products with a short runtime

Private customers

- Parcel transport by rail with the possible consequence of a longer runtime
- Recipient service to receive all parcel by DHL carbon reduced

Examples for carbon reduction measures

(certified by external Auditor SGS)



~ 32,400 electric vehicles



~ 450 biogas-powered trucks



Heat pumps in our ~150 carbon-neutral buildings

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