2023 BUSINESS PROFILE | DHL GROUP | JULY 2023

GDP+ GROWTH

#1 Global TDI Express

#2 Air Freight

#2 Ocean Freight

#1 Contract Logistics

#1 Parcel Germany

#1 World’s Best Workplaces

#1 Top Employer Europe

STRONG CASH FLOW & BALANCE SHEET

>€4bn
2022 FCF (excl. Net M&A)

BBB+
Fitch

A2
Moody’s

ATTRACTION RETURNS

>4%
dividend yield*

Strong commitment to dividend continuity

€3bn
2022-24 share buy-back program

First tranche of €800m executed in 2022
Second tranche of €500m completed in March 2023

*based on closing share price on May 2nd, 2023

First tranche of €800m executed in 2022
Second tranche of €500m completed in March 2023

*based on closing share price on May 2nd, 2023
## DHL Group at a glance

<table>
<thead>
<tr>
<th></th>
<th>Express</th>
<th>Global Forwarding, Freight</th>
<th>Supply Chain</th>
<th>eCommerce</th>
<th>Post &amp; Parcel Germany</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>€94,436m</td>
<td>€27,592m</td>
<td>€30,212m</td>
<td>€16,431m</td>
<td>€16,779m</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>€8,436m</td>
<td>€4,025m</td>
<td>€2,311m</td>
<td>€893m</td>
<td>€389m</td>
</tr>
<tr>
<td><strong>EBIT Margin</strong></td>
<td>8.9%</td>
<td>14.6%</td>
<td>7.6%</td>
<td>5.4%</td>
<td>6.3%</td>
</tr>
<tr>
<td><strong>FTE</strong></td>
<td>542,917</td>
<td>113,735</td>
<td>46,718</td>
<td>178,585</td>
<td>31,715</td>
</tr>
</tbody>
</table>

*average for the year

2023 BUSINESS PROFILE | DHL GROUP | JULY 2023
GDP+ growth profile supported by structural long-term trends

Unchanged fundamental key business drivers

- **GLOBALIZATION**
- **DIGITALIZATION**
- **E-COMMERCE**
- **SUSTAINABILITY**

Globally diversified portfolio with GDP+ growth exposure

<table>
<thead>
<tr>
<th>Share of sum of divisional revenue*</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDP+ growth driven by structural e-commerce</td>
</tr>
<tr>
<td>Express; Supply Chain, eCommerce; Parcel Germany**</td>
</tr>
<tr>
<td>61%</td>
</tr>
<tr>
<td>Asset-light, cyclically driven by global trade (GDP)</td>
</tr>
<tr>
<td>Global Forwarding, Freight</td>
</tr>
<tr>
<td>31%</td>
</tr>
<tr>
<td>German letter business</td>
</tr>
<tr>
<td>8%</td>
</tr>
</tbody>
</table>

FY 2022 Revenue

*Excl. P&P Others, Group Functions / Consolidation **Incl. International
DHL GROUP

Group revenue: €94,436m
Employees: 600,278

AMERICAS

External Revenue: €22,318m
Employees: 126,826

EUROPE

External Revenue: €49,574m
Employees: 362,404

ASIA PACIFIC

External Revenue: €18,383m
Employees: 90,481

MIDDLE EAST & AFRICA

External Revenue: €4,161m
Employees: 20,567

Number of employees at year-end
DHL Group Board of Management

Dr. Tobias Meyer
Group CEO
• Member since Apr 2019
• Group CEO since May 2023
• Appointed until Mar 2027

Melanie Kreis
Group CFO
• Member since Oct 2014
• Appointed until May 2027

Dr. Thomas Ogilvie
Human Resources
• Member since Sep 2017
• Appointed until Aug 2025

John Pearson
CEO Express
• Member since Jan 2019
• Appointed until Dec 2026

Tim Scharwath
CEO Global Forwarding, Freight
• Member since Jun 2017
• Appointed until May 2025

Oscar de Bok
CEO Supply Chain
• Member since Oct 2019
• Appointed until Sep 2027

Pablo Ciano
CEO eCommerce
• Member since Aug 2022
• Appointed until Jul 2025

Nikola Hagleitner
CEO Post & Parcel Germany
• Member since Jul 2022
• Appointed until Jun 2025
Clean operations for climate protection

Reduce emissions to <29 m tonnes CO₂e by 2030 (SBTi)
No offsetting included

Net Zero

GHG Emissions by 2050

>30% share of sustainable fuels by 2030
60% e-vehicles used in pick-ups and deliveries by 2030

All new buildings to be climate neutral

Great company to work for all

>80% Group-wide Employee Engagement approval rate in Employee Opinion Survey

Increase share of women in middle and upper management to >30% by 2025 (26.3% for 2022)

Reduce LTIFR* to <3.1 by 2025 (3.4 for 2022)

*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 2023 target)

710 out of 900 points 1) Cyber security rating (FY 2023 target); equals top quartile in our reference group

1) The rating agency, BitSight announced that it would be making changes to its method which will have an impact on the rating scale and could influence our results

2023 BUSINESS PROFILE | DHL GROUP | JULY 2023
## DHL Group ESG measures

### Decarbonization measures

<table>
<thead>
<tr>
<th>Measures</th>
<th>2022 Results</th>
<th>2030 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realized Decarbonization Effects</td>
<td>1,004 kilotonnes CO₂e (2023 Target: 1.3m tonnes CO₂e)</td>
<td>Reduce GHG emissions to &lt;29m tonnes CO₂e</td>
</tr>
<tr>
<td>Use sustainable fuels in air, ocean and road freight</td>
<td>Share of sustainable fuels amounts to 1.3 %</td>
<td>&gt;30% share of sustainable fuels in air, ocean and road freight</td>
</tr>
<tr>
<td>Increase electrification of the fleets</td>
<td>~ 27,800 e-vehicles used in pick-ups and deliveries</td>
<td>60 % e-vehicles used in pick-ups and deliveries</td>
</tr>
<tr>
<td>Climate-neutral building design</td>
<td></td>
<td>All our own new buildings are climate neutral</td>
</tr>
</tbody>
</table>

### Employee matters

<table>
<thead>
<tr>
<th>Measure</th>
<th>2022 Results</th>
<th>2023 Targets</th>
<th>2025 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Engagement score in Employee Opinion Survey</td>
<td>83%</td>
<td>&gt;80%</td>
<td>Maintain employee engagement at a high level</td>
</tr>
<tr>
<td>Share of women in middle and upper-management</td>
<td>26.3%</td>
<td>27.7%</td>
<td>at least 30%</td>
</tr>
<tr>
<td>Lost Time Injury Frequency Rate per 200,000 working hours</td>
<td>3.4</td>
<td>3.5</td>
<td>&lt;3.1</td>
</tr>
</tbody>
</table>

### Corporate governance

<table>
<thead>
<tr>
<th>Measure</th>
<th>2022 Results</th>
<th>2023 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation of executives in middle- and upper-level management in compliance training</td>
<td>98%</td>
<td>98% share of valid training certificates in middle and upper management</td>
</tr>
<tr>
<td>Cyber security rating (as of 2023)</td>
<td>700 points</td>
<td>710 points</td>
</tr>
</tbody>
</table>
# Board Remuneration

## Total compensation
(without fringe benefits and pension plan)

### Variable compensation
- Long-term component
- Medium-term component (deferral)
- Annual bonus

### Fix annual compensation
- Base salary

## Chairman of the Board

<table>
<thead>
<tr>
<th></th>
<th>Min.</th>
<th>Target</th>
<th>Max.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall cap</td>
<td>1x</td>
<td>2.8x</td>
<td>4.5x</td>
</tr>
<tr>
<td>Overall cap on</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>remuneration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>granted/received</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Other Board members

<table>
<thead>
<tr>
<th></th>
<th>Min.</th>
<th>Target</th>
<th>Max.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall cap</td>
<td>1x</td>
<td>2.8x</td>
<td>6x</td>
</tr>
<tr>
<td>Overall cap on</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>remuneration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>granted/received</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Total remuneration caps on the maximum annual payout:
- 2021: Remuneration granted in financial year capped to €8.15m for CEO, €5.15m for other Board members (incl. fringe benefits)
- 2022: Additional cap on remuneration received in a single financial year in the amount of €8.15m for CEO, €5.15m for other Board member (incl. fringe benefits)

## Overall cap on remuneration granted for 2022:
- Long-term incentive plan 2016/17/18 tranches (the time the tranches are paid depends on when they are exercised within the two-year exercise period), deferral from 2020 annual bonus, proportion of 2022 annual bonus for immediate payout, fringe benefits 2022, base salary 2022, pension expense 2022

---

1) From 2022, annual bonus including medium-term component can be decreased or increased by up to 20% (bonus/malus option) in extraordinary circumstances. Maximum remuneration in case of increase is 4.7 (CEO)/ 6.2 (other Board members)
ESG targets integrated in management remuneration

**Criteria for Annual Variable Pay for Board of Management**

- **10%**  
  - Environment
  - Social
  - Governance

- **10%**  
  - Free Cash Flow

- **10%**  
  - EAC Divisional*

- **10%**  
  - EAC Group**

- **50%**

**Payment schedule**
For medium-term component (deferral) and annual bonus

- 50% paid after financial year if bonus criteria achieved
- 50% payout of achieved bonus deferred by additional 2 years*

*Medium-term component will only be paid out if EAC target is reached during the sustainability phase, i.e. at least the cost of capital was covered

---

*Group EAC is weighted at 50% for Board of Management members responsible for the divisions and the EAC of the respective division for which they are responsible at 10%. For the other members of the Board of Management, Group EAC is weighted at 60%
DHL Group: Shareholders’ structure

- **Institutional Investors**: 50.5%
- **Kreditanstalt für Wiederaufbau (KfW)**: 20.5%
- **Retail Investors**: 17.6%
- **Others**: 11.4%

**Institutional Investors by country:**
- **17%**: United States
- **10%**: Germany
- **8%**: United Kingdom
- **13%**: Rest of Europe
- **3%**: Rest of World

*As of Dec 31st 2022*
EXPRESS
Global market leader in Time Definite International (TDI)

Investment Summary:
- #1 World’s Best Workplaces 2022 for the second year in a row
- 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

Global TDI revenue market share (2021) (€42.3bn)

Source: Market Intelligence 2021
EXPRESS: CORE PRODUCTS

**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)

**TDI shipment example: Hanoi, Vietnam to Rome, Italy**

1. **Order**
2. **19:00 ICT**
   - Export through Hanoi Gateway
   - from Hanoi
3. **23:00 ICT**
   - Sort in HK Hub
   - Hong Kong
4. **02:00 CET**
   - Sort in Leipzig Hub
   - Leipzig
5. **07:00 CET**
   - Import in Rome Gateway
   - Rome
6. **09:00 CET**
   - Courier tour preparation in Rome Service Center
7. **10:30 CET**
   - Delivery at consignee in Rome

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

**Dedicated Air (year-end 2022)**

- **>300** aircraft
- **>75** Intercontinental ➔
- **>225** Regional ➔
- **18** partner airlines

**Purchased Air**

- **>200** commercial air carriers

---

**Global Network**

- **>2400** daily flights
- **>500** airports
- **22** air hubs
  - 3 global
  - 19 regional

---

As of year-end 2022

Network Flexibility

- **30%** FLEX <1 year
- **70%** FIX ≥ 1 year

*Owned & long-term leases
E-commerce is a profitable growth driver for Express

### Network Characteristics

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

### B2C Characteristics

- **2013**
  - B2C volume share: 10%
  - EBIT margin: 9%

- **2019**
  - B2C volume share: 35%
  - EBIT margin: 12%

- **2022**
  - B2C volume share: 45%
  - EBIT margin: 15%
Express: Market share by geography (2021)

Global TDI Revenue Market Share

Europe
[€12.5bn]

- DHL: 51% (+6%pts*)
- UPS: 24%
- FedEx, incl. TNT: 6%
- Others: 20%

America
[€14.7bn]

- DHL: 33%
- UPS: 21% (+2%pts*)
- FedEx, incl. TNT: 7%
- Others: 44%

MEA
[€1.1bn]

- DHL: 63% (+6%pts*)
- UPS: 16%
- FedEx, incl. TNT: 14%
- Others: 7%

Asia Pacific
[€13.9bn]

- DHL: 26%
- UPS: 12%
- FedEx, incl. TNT: 5%
- Others: 57% (+3%pts*)

Sources: Market intelligence study 2021
*) vs 2016 including 53 countries
**Express**

**Path to climate neutral operations**

### CO₂ Emissions 2022

$m t CO₂e$

<table>
<thead>
<tr>
<th></th>
<th>DHL Group</th>
<th>Express</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>36.46</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>28.09</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>16.78</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>8.30</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2.72</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>0.07</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>9.65</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>0.02</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>7.11</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Scope 3**

**Scope 2**

**Scope 1**

---

**Sustainable Aviation Fuel (SAF)** supply at DHL Express.

In 2020 first **regular SAF supply** in Amsterdam and San Francisco Airport now expanded to **eight airports around the globe**.

**30kt neat SAF uplifted in 2022**

Express ordered ‘Alice’ **fully-electric cargo plane**, which had its **maiden flight in September 2022**

Decarbonisation of ground operations via **electric vans, trucks & mopeds** as well as **e-bikes** and **walking couriers**
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 >150 countries with ~49,000 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

Market Position (2021)
- Air Freight
- Ocean Freight
- Road Freight (EU)

Revenue Mix
- Ocean Freight 38%
- Air Freight 35%
- Road Freight (DHL Freight) 18%
- Others 9%

Leading position in a highly fragmented market
Global Forwarding, Freight: Global presence

- **EUROPE**
  - ~45 Countries
  - 390+ Locations

- **AMERICAS**
  - ~25 Countries
  - 100+ Locations

- **MIDDLE EAST & AFRICA**
  - ~65 Countries
  - 100+ Locations

- **ASIA PACIFIC**
  - ~30 Countries
  - 320+ Locations

- Present in more than 150 countries
- ~49,000 highly qualified employees
- ~1.9m AFR export tons transported
- ~3.3m TEUs transported
- ~60m shipments transported
GLOBAL FORWARDING
AIR FREIGHT

Market position 2021
(based on 000 tonnes, export only)

Kuehne + Nagel: 2,220
DHL: 2,096
DSV: 1,511
DB Schenker: 1,438

Volume mix by sector (FY 2022)

- Technology: 24%
- Engineering & Manufacturing: 21%
- Life Sciences & Healthcare: 17%
- Consumer: 10%
- Other*: 9%
- Energy & Chemicals: 7%
- Retail: 6%
- Automotive: 6%

*Other: Financial Segments, Public Sector, Wine & Spirit

Volume mix by region (FY 2022)

- Europe: 39%
- Asia Pacific: 37%
- Americas: 21%
- Middle East & Africa: 3%

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

% based on tons
% based on export tons
Volume mix by sector (FY 2022)

- Engineering & Manufacturing: 29%
- Retail: 15%
- Consumer: 14%
- Automotive: 12%
- Other*: 11%
- Technology: 8%
- Energy & Chemicals: 6%
- Life Sciences & Healthcare: 4%

Volume mix by region (FY 2022)

- Asia Pacific: 59%
- Europe: 25%
- Americas: 11%
- Middle East & Africa: 5%

* Other: Financial Segments, Public Sector, Wine & Spirit

Source: Global Insight, annual reports / other publications, company estimates
The lifecycle of a shipment is a complex process and technology investments are key to success.
Enhancing customer experience while increasing operational efficiency with new TMS and Digital Customer Interaction

Legacy back-end system replaced in record time setting the foundation to continuously optimize the business

- **2017**
  - Started Global TMS (CargoWise One) rollout for Ocean freight

- **2018**
  - Started rollout for Airfreight

- **2019**
  - Accelerated rollout by introducing an agile deployment approach

- **2020**
  - Completed rollout for Ocean freight

- **2021**
  - Completed rollout for Airfreight

myDHLi established as one-stop-portal for customers with continuous enhancements to offer innovative functionalities and features

2023 BUSINESS PROFILE | DHL GROUP | JULY 2023
Global Forwarding, Freight
Path to climate neutral operations

CO₂ Emissions 2022
\[mt\ CO_{2e}\]

<table>
<thead>
<tr>
<th></th>
<th>Scope 3</th>
<th>Scope 2</th>
<th>Scope 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>DHL Group</td>
<td>0.07</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Forwarding, Freight</td>
<td>15.67</td>
<td>0.08</td>
<td>0.02</td>
</tr>
<tr>
<td></td>
<td>36.46</td>
<td>28.09</td>
<td>8.30</td>
</tr>
</tbody>
</table>

GoGreen Plus available for all core products, insetting through:

- **Sustainable Marine Fuels**
  - For less-than-container load, launched in Jan. 2021
  - For full-container load, launched in Jun. 2021

- **Sustainable Aviation Fuels**
  - Launched in Feb. 2022

- **Sustainable Road Fuels**
  - Available across countries (branded Skicka Grönt in Sweden) – roll out ongoing in 2023

Green alternative: 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**

Manage supply chains to reduce complexity for our customers. Our profitable core includes warehousing, transportation as well as key solutions like e-Commerce (incl. returns management), Lead Logistics Partner (LLP), Service Logistics, Packaging and Real Estate Solutions.

**Investment Summary:**
- World market leader in Supply Chain Management with industry-leading EBIT margin at >5%
- Leading Omni-channel and e-commerce (incl. returns solutions) offering
- Scalable and flexible digital solutions embedded in our standard ways of working
- Strong focus on Employer of Choice attracting and retaining employees in times of critical labor shortages
- ESG roadmap and metrics fully integrated into strategic and operating framework

**Revenue Mix, FY 2022**

- Retail: 28%
- Consumer: 23%
- Auto-Mobility: 15%
- Technology: 12%
- Life Science & Healthcare: 12%
- Engineering & Manufacturing: 6%
- Others: 4%

**Market share (2021)**

- DHL: 6.0%
- GXO Logistics: 2.9%
- Kuehne + Nagel: 1.9%
- UPS: 1.7%
- Ceva: 1.6%
Our strategic solutions are targeted to our customer’s needs across all industry verticals and accelerate our top and bottom line growth.

<table>
<thead>
<tr>
<th>Industry Vertical</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>State of the Art omni-channel and efulfillment solutions incl. returns management</td>
</tr>
<tr>
<td>Consumer</td>
<td>Delivery within 2-4 hours in an unrivalled worldwide network for global aftermarket services of critical parts e.g. for medical devices</td>
</tr>
<tr>
<td>Auto-Mobility</td>
<td>Management and optimization of the entire or significant parts of customers’ supply chains</td>
</tr>
<tr>
<td>Life Science &amp; Healthcare</td>
<td>Tailored design and execution of packaging services</td>
</tr>
<tr>
<td>Technology</td>
<td>Design, development and management of logistics real estate in strategic locations</td>
</tr>
<tr>
<td>Engineering &amp; Manufacturing</td>
<td>Domestic distribution building upon the largest collection of domestic transport capabilities in the industry as well as x-border transport</td>
</tr>
<tr>
<td></td>
<td>Providing best-in-class dedicated or shared warehousing operations</td>
</tr>
</tbody>
</table>

**e-Commerce incl. returns**

**Service Logistics**

**Lead Logistics Provider**

**Packaging**

**Real Estate Solutions**

**Transport**

**Warehousing**
Supply Chain is uniquely positioned to cater for the structural growth of e-commerce and omni-channel demand globally.

- 2.2bn revenue in e-commerce (+15% vs 2021)
- Strong customer sign up on fulfillment networks
- >25% of DSC’s new business signings is from e-commerce
- >200 operations across all regions
- >50 returns operations centers globally

Customer Examples (not exhaustive)
Countries with DSC operations
SF Partnership
We have defined 12 focus technologies with clear benefits for our customers and DSC.

**Focus technologies identified along entire logistics process**

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

**Investment of choice**
Productivity and utilization increase, cost reduction

**Provider of choice**
Customer satisfaction increase

**Employer of choice**
Employee attraction and retention, overall satisfaction

80%+ of our facilities have active Accelerated Digitalization projects in place.

# of digitalization projects live

Jan’18 Jan’19 Jan’20 Jan’21 Jan’22 Jan’23
~300 ~500 ~600 ~2,000 ~3,700 ~5,300
Supply Chain
Path to climate neutral operations and transportation

Supply Chain is leveraging ESG offerings to create a clear value add for customers by driving decarbonization of their supply chains.

Our key offerings and commitments drive CO₂ reduction of our main CO₂ contributors:

**Transport**
Investments in sustainable fleet to reduce transport emissions and gain efficiencies

Examples:
- Upgrade own fleets to natural gas (LNG and CNG); already >100 LNG and CNG vehicles in operations
- Driving efficiencies, leveraging our transport data analytics projects to optimize backhaul loads and reduce empty runs

**Warehousing**
Key actions: Driving carbon neutral warehousing

Examples:
- All DSC new sites/operations will be fully carbon neutral; 43% of our sites are already carbon neutral
- Investments in solar PVs for all new buildings

CO₂ Emissions 2022
\[ \text{mt CO}_2 \text{e} \]

- DHL Group: 36.46
- Supply Chain: 28.09
  - Scope 1: 0.07
  - Scope 2: 0.50
  - Scope 3: 1.49

Supply Chain is leveraging ESG offerings to create a clear value add for customers by driving decarbonization of their supply chains.

Our key offerings and commitments drive CO₂ reduction of our main CO₂ contributors:

**Transport**
Investments in sustainable fleet to reduce transport emissions and gain efficiencies

Examples:
- Upgrade own fleets to natural gas (LNG and CNG); already >100 LNG and CNG vehicles in operations
- Driving efficiencies, leveraging our transport data analytics projects to optimize backhaul loads and reduce empty runs

**Warehousing**
Key actions: Driving carbon neutral warehousing

Examples:
- All DSC new sites/operations will be fully carbon neutral; 43% of our sites are already carbon neutral
- Investments in solar PVs for all new buildings
ECOMMERCE

Domestic last mile parcel delivery in selected countries outside of Germany (Europe, USA, India and selected Asian markets). Non-TDI cross-border services primarily to/from and within Europe.

Investment Summary:
- Strong structural growth driven by e-commerce as well as B2B exposure in all selected markets we operate in
- Sustainably increased EBIT from economies of scale, yield management and service performance
- Expansion of our pan-European Parcel Connect delivery platform
- Investments in network capacity & automation, clean-last mile capabilities and technology

Revenue Mix, FY 2022

- Europe: 53%
- Americas: 35%
- Asia: 12%
Our profitable core: Focus on domestic and non-TDI* parcel delivery

### Core business

<table>
<thead>
<tr>
<th>Domestic Last Mile</th>
<th>Non-TDI Cross-border</th>
</tr>
</thead>
</table>
| • In **selected countries outside of Germany**  
  • This includes **Europe, US** and selected markets in **Asia Pacific**, incl. India | • **Commercial capabilities** – primarily to/from and **intra-Europe**  
• Parcel Connect in Europe a **strong and growing platform** as basis for future growth |

**Parcel Connect**
Parcel Connect is our **optimizable delivery and returns solution** developed especially for e-commerce in Europe, catering to both B2B and B2C.
• Customers benefit from a single DHL point of contact for **seamless access** to 28 European countries.  
• Brands establish trust and loyalty with customers thanks to fast, flexible, hassle-free delivery and returns.

*non-Time Definite International Parcel delivery*
eCommerce: Key stats at a glance

- 1.5 billion parcels delivered each year
- >20 Offices
- ~25,000 Vehicles
- 2,500 Facilities
- >48,000 Employees
- >90,000 Access Points
- 8 Dedicated Aircraft

Data as of Dec 31st, 2022
eCommerce: Regions and service portfolio

We focus on domestic last-mile parcel delivery in selected countries in Europe, U.S., India and selected Asian markets. Our non-TDI cross-border services are primarily to, from and within Europe, as well as outbound from U.S. and Australia.

**Americas**
- B2C domestic delivery (U.S.)
- Outbound cross-border (U.S.)
- Direct shipping (Canada to U.S.)

**Europe**
- Selected B2C and B2B domestic delivery in 8 countries: UK, NL, BE, SE, PL, CZ, ES, PT
- Pan-European cross-border offering

**Asia/Pacific**
- B2C domestic delivery in key markets of Thailand and Malaysia
- Cross-border shipping from Australia

**India (Blue Dart)**
- Premier domestic courier and integrated express package distribution
eCommerce
Path to climate neutral operations

CO₂ Emissions 2022
m t CO₂e

36.46

28.09

8.30

0.07

1.23 0.98 0.25 0.00

DHL Group  eCommerce

- Offer climate neutral solutions to our customers
- Increasing investments into **Clean Operations** e.g. last-mile fleet, sustainable aviation fuel (SAF)
  - Purchase of **sustainable fuels** wherever accessible, especially HVO for line haul and SAF for air activities
  - Sustained *increase in number of EVs* in last mile, continuous replacement of traditional vehicles wherever possible

> 1,350 EVs in use*

Largest **electric delivery fleet** in Netherlands

BlueDart moved from 100% grey electricity to 100% green electricity

Poland increased share of green electricity to 100%

* Own vehicles only and excluding 3rd party owned vehicles.
POST & PARCEL
GERMANY

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

Investment Summary:
- German parcel and mail incumbent with leading market positions
- Financial performance outlook: stable long-term EBIT with consistent FCF contribution
- Recognized Top Employer driving superior network and delivery quality
- 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 and digitalization

Market Position (2022)

~62% Market share Mail Communication (business customers)

>40% Market share Parcel
German Post and Parcel Network

82 Mail sorting centers

38 Parcel sorting centers

Delivery

~64.5% – and growing – of Parcel deliveries done through joint delivery with mail

- 32k parcels/hour
- 40k/50k parcels/hour
Parcel Germany: Structural trend accelerated during pandemic, followed by normalization in 2022

Parcel Germany, volume growth, yoy

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>10%</td>
</tr>
<tr>
<td>2013</td>
<td>7%</td>
</tr>
<tr>
<td>2014</td>
<td>7%</td>
</tr>
<tr>
<td>2015</td>
<td>9%</td>
</tr>
<tr>
<td>2016</td>
<td>9%</td>
</tr>
<tr>
<td>2017</td>
<td>8%</td>
</tr>
<tr>
<td>2018</td>
<td>7%</td>
</tr>
<tr>
<td>2019</td>
<td>6%</td>
</tr>
<tr>
<td>2020</td>
<td>15%</td>
</tr>
<tr>
<td>2021</td>
<td>13%</td>
</tr>
<tr>
<td>2022</td>
<td>-8%</td>
</tr>
</tbody>
</table>

- Parcel Market Share: >40%
- Parcel Business customers: >130k
- Parcel Lockers (Packstation): ~11,300
- Parcels per working day (2022): 6.2m
## P&P Germany: Products and Pricing

<table>
<thead>
<tr>
<th>P&amp;P revenue FY22: €16.8bn</th>
<th>Pricing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mail Communication</strong> €5.4bn</td>
<td>Ex-ante products</td>
</tr>
<tr>
<td>- private customers (€0.8bn)</td>
<td></td>
</tr>
<tr>
<td>- business customers (€1.5bn)</td>
<td></td>
</tr>
<tr>
<td>Partial services</td>
<td></td>
</tr>
<tr>
<td>- business customers (€1.9bn)</td>
<td></td>
</tr>
<tr>
<td>Other (€1.0bn)*</td>
<td></td>
</tr>
<tr>
<td><strong>Dialogue Marketing</strong> €1.8bn</td>
<td>Addressed and unaddressed advertisement mailings, campaigns (both digital &amp; physical)</td>
</tr>
<tr>
<td><strong>International</strong> €2.4bn</td>
<td>In- and outbound Germany shipments</td>
</tr>
<tr>
<td><strong>Others/Consolidation</strong> €0.8bn</td>
<td>Press, pension services, retail</td>
</tr>
<tr>
<td><strong>Parcel Germany</strong> €6.4bn</td>
<td>Business customers</td>
</tr>
<tr>
<td>- Top accounts (~0.5k customers)</td>
<td></td>
</tr>
<tr>
<td>- Middle accounts (~19k customers)</td>
<td></td>
</tr>
<tr>
<td>- Small accounts (~111k customers)</td>
<td></td>
</tr>
<tr>
<td>Private customers</td>
<td></td>
</tr>
</tbody>
</table>

### Pricing
- 4.6% increase starting Jan 1st 2022 for 3 years (incl. international)
- 2023: Adjustment of discount structure
- Partial annual price adjustments
- 2023: Cross-format increase in unit prices & pallet prices
- Partial annual price adjustments
- Partial annual price adjustments & reduction of discounts
- Pricing varies by contracts. 2023: General price measure combined with the introduction of surcharges (peak & energy)
- Last increase July 1st 2022: Listed prices in retail outlets and online

* e.g. small items eCommerce, Philately, “Postzustellungsauftrag”
Standard letter stamp price development is based on regulated price cap

### Pricing headroom for basket of mail products under regulated price cap

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Price cap regulation**</td>
<td>CPI - 1.8%</td>
<td>CPI - 0.6%</td>
<td>CPI - 0.2%</td>
<td>CPI + 5.8%</td>
<td>CPI + 5.4%</td>
<td>CPI + 1.35%</td>
<td>CPI + 1.2%</td>
<td>CPI + 2.8%</td>
<td>CPI + 1.6%</td>
<td>CPI + 1.0%</td>
<td>CPI + 7.5%</td>
<td>CPI + 10.6%</td>
<td>CPI + 4.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### No price increase headroom before 2011

- +1.2%
- +2.8%
- +1.6%
- +1.0%

### Carried over to 2013

- +1.2%
- +2.8%
- +1.6%
- +1.0%

### CPI

- CPI - 1.8%

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

**CPI: Consumer price index

2023 BUSINESS PROFILE | DHL GROUP | JULY 2023
**P&P Germany: Wage agreements in Germany**

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wage Increase</td>
<td>0.0</td>
<td>0.0</td>
<td>4.0</td>
<td>3.1</td>
<td>2.6</td>
<td>0.0</td>
<td>2.0</td>
<td>1.7</td>
<td>3.0</td>
<td>2.1</td>
<td>0.0</td>
<td>3.0</td>
<td>2.0</td>
</tr>
</tbody>
</table>

*applies to ~140,000 Deutsche Post AG tariff employees

Union agreement until end 2024: €3,000 tax-free one-time payment per FTE spread monthly from April 2023 to March 2024; average 11.5% wage increase in April 2024
P&P Germany
Path to climate neutral operations

CO₂ Emissions 2022
m t CO₂e

36.46
28.09
8.30
0.07
1.59
1.23
0.35
0.01

DHL Group
P&P Germany

~50% of P&P delivery districts are green with zero carbon emissions

Currently ~23,000 electric vehicles and ~13,500 e-trikes in daily operations

Currently ~11,300 Packstations (parcel lockers) available in Germany; to be expanded to ~15,000 in the next few years
Investor Relations Contact

Martin Ziegenbalg
+49 228 189 63000
m.ziegenbalg@dhl.com

Robert Schneider
+49 228 189 63201
robert.schneider1@dhl.com

Sebastian Slania
+49 228 189 63203
sebastian.slania@dhl.com

Agnes Putri
+1 954 651 7399
a.putri@dhl.com

Sebastian Horn
+49 228 189 63206
s.horn@dhl.com
Disclaimer

This presentation contains certain statements that are neither reported results nor other historical information. These forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those expressed in the forward-looking statements. Many of these risks and uncertainties relate to factors that are beyond Deutsche Post AG’s ability to control or estimate precisely, such as future market and economic conditions, the behavior of other market participants, the ability to successfully integrate acquired businesses and achieve anticipated synergies and the actions of government regulators. Readers are cautioned not to place undue reliance on these forward-looking statements, which apply only as of the date of this presentation. Deutsche Post AG does not undertake any obligation to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of this presentation.

This presentation does not constitute an offer to sell or the solicitation of an offer to subscribe for or buy any security, nor shall there be any sale, issuance or transfer of the securities referred to in this presentation in any jurisdiction in contravention of applicable law.

Copies of this presentation and any documentation relating to the Offer are not being, and must not be, directly or indirectly, mailed or otherwise forwarded, distributed or sent in or into or from Australia, Canada or Japan or any other jurisdiction where to do so would be unlawful.

This document represents the Company’s judgment as of date of this presentation.