DHL SUPPLY CHAIN – ON A NEW LEVEL
MANAGEMENT UPDATE & SITE VISIT

Florstadt, 13 May 2022

DHL Supply Chain – Excellence. Simply delivered.
Your hosts today

Oscar de Bok  
CEO DHL Supply Chain

Dietrich Franz  
CFO DHL Supply Chain

Martin Ziegenbalg  
EVP Head of Investor Relations DPDHL
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30 – 12:00</td>
<td>Welcome &amp; Introduction to DHL Supply Chain</td>
</tr>
<tr>
<td>12:00 – 13:20</td>
<td>Site Tour</td>
</tr>
<tr>
<td>13:20 – 13:50</td>
<td>Networking Break &amp; Lunch</td>
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<tr>
<td>13:50 – 14:35</td>
<td>Best positioned to win in the future</td>
</tr>
<tr>
<td>14:35 – 15:00</td>
<td>Q&amp;A</td>
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</table>
AGENDA

- DHL Supply Chain – Leader in contract logistics
- Site Tour
- DHL Supply Chain – Best positioned to win in the future
- Q&A
DHL Supply Chain investment summary

- Industry-leading EBIT margin of >5% and attractive top line growth of 10%
- Leading in Omni-channel and e-Commerce incl. returns solutions
- Proactive real estate strategy in tier 1 locations enables fast growth in times of capacity constraints
- Scalable and flexible digital solutions embedded in our standard ways of working driving efficiency
- Strong Employer of Choice focus with 100k+ employees working in GPTW* environment, thus attract and retain employees in times of labor shortage
- Business provides the largest supply chain data pool and we leverage data analytics to drive value
EMPLOYER OF CHOICE

- +18.3k more employees (vs. 2019), proving our recruiting and retention approach in times of labor shortages
- +7pp. Employee Engagement score of Employee Opinion Survey (EOS) (vs. 2019)

PROVIDER OF CHOICE

- +13 pt. of Net Promoter Score (NPS) increase from 2019 to 2021
- >€5bn new sales in 2021 (total contract value, +20% vs. 2019)

SUSTAINABLE DEVELOPMENT

- Industry leading safety with 66% lower Lost Time Injury Frequency Rate compared to industry average
- >43% of our facilities are already carbon neutral

INVESTMENT OF CHOICE

- EBIT margin at industry leading >5.0% and EBITDA margin of 10.5%
- >75% of employees working in digitalized environment

DHL SUPPLY CHAIN IS THE MOST INNOVATIVE LOGISTICS PROVIDER, DELIVERING CONSISTENTLY ACROSS ALL BOTTOM LINES

1) FTEs at year-end: FY 2021 vs. 2019
2) 0.54 Lost Time Injury Frequency Rate (LTI FR) for DSC vs. Industry average of 1.6
3) Employees on locations which have at least one active project of our 12 focus technologies
Contract logistics players
(Revenue 2020 in €B)

1. Market shares only refer to the company's respective contract logistics segment. Source: DPDHL Market Intelligence, Transport Intelligence. Market share is presented on the basis of divisional revenue.
DSC is the only truly global player capable of managing supply chains across all continents.

We drive growth from a diversified customer base.

We ensure resilience by serving diversified strategic sectors.

+50 countries with own operations
+1500 operations in strategic locations globally

15% of revenue from top 10 customers
80% of revenue from top 200 customers

Revenue Mix, FY 2021:

- Retail: 29%
- Consumer: 22%
- Auto-Mobility: 14%
- Technology: 13%
- Life Science & Healthcare: 12%
- Engineering & Manufacturing: 5%
- Others: 5%
Our strategic solutions are targeted to our customer’s needs across all industry verticals and accelerate our top and bottom line growth.

- **Retail**: State of the Art omni-channel and e-fulfillment solutions incl. returns management.
- **Consumer**: Delivery within 2-4 hours in an unrivalled worldwide network for global aftermarket services of critical parts e.g. for medical devices.
- **Auto-Mobility**: Management and optimization of the entire or significant parts of customers’ supply chain.
- **Life Science & Healthcare**: Tailored design and execution of packaging services.
- **Technology**: Design, development and management of logistics real estate in strategic locations.
- **Engineering & Manufacturing**: Domestic distribution building upon the largest collection of domestic transport capabilities in the industry as well as x-border transport.
- **e-Commerce incl. returns**: Providing best-in-class dedicated or shared warehousing operations.
Our strategic solutions are accelerating growth

Service Portfolio Mix

- Transport Solutions: 32%
- Lead Logistics Provider, Service Logistics & Packaging: 13%
- e-Commerce & returns: 14%
- Warehousing & value added services: 41%

2021 vs. 2020 Revenue Growth

<table>
<thead>
<tr>
<th>Service</th>
<th>2021 Revenue Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-Commerce incl. returns</td>
<td>+25%</td>
</tr>
<tr>
<td>Service Logistics</td>
<td>+17%</td>
</tr>
<tr>
<td>LLP</td>
<td>+11%</td>
</tr>
<tr>
<td>Packaging</td>
<td>+23%</td>
</tr>
<tr>
<td>Transport</td>
<td>+13%</td>
</tr>
</tbody>
</table>
A strong financial profile on a profitable growth trajectory

**Topline growth in 2021 driven by**
- New business signings
- Great contract retention performance
- Strong demand for e-Commerce and strategic products

1) adjusted for divested businesses

**Leading EBIT margins driven by**
- Growth in strategic products with higher margins
- Productivity gains from digitalization

2) adjusted for Greater China divestment gain and restructuring one-offs
Digitalization and Automation drive profitable growth

**CapEx 2021 vs. 2019 (€m)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>324</td>
<td>483</td>
</tr>
</tbody>
</table>

>50% of CapEx in 2021 is Automation & Digitalization

**Return on Capital Employed**

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>23%</td>
<td>24%</td>
</tr>
</tbody>
</table>

1) excl. Goodwill, incl. leases
2) EBIT adjusted for Greater China divestment gain and restructuring one-offs

Generating higher returns on more digitalized asset base
Focus on Net Working Capital drives strong EBITDA to Cash Conversion

**Operating Cash Flow (€m)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (€m)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1,337</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>1,582</td>
<td>+18%</td>
</tr>
</tbody>
</table>

**Operating Cash flow as % of EBITDA**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>74%</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>108%</td>
<td>+34 ppt.</td>
</tr>
</tbody>
</table>
Q1 2022 top and bottom line growth remains strong

Q1 Revenue (€m)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (€m)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>3,241</td>
<td>+18%</td>
</tr>
<tr>
<td>2022</td>
<td>3,815</td>
<td></td>
</tr>
</tbody>
</table>

Q1 EBIT (€m)

<table>
<thead>
<tr>
<th>Year</th>
<th>EBIT (€m)</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>167</td>
<td>5.2%</td>
</tr>
<tr>
<td>2022</td>
<td>205</td>
<td>5.4%</td>
</tr>
</tbody>
</table>
Financial Outlook

Market & Revenue

Topline growth above market, while maintaining selective business approach

4 – 6% Market Growth

Capex

Increasing from FY2021 levels driving growth, digitalization & decarbonization

500+€m CapEx

EBIT

Continuous improvement of industry-leading profitability with EBIT margin of 5-6%

5 – 6% EBIT Margin

Return on Capital Employed\(^1\)

Improving mid-term from FY2021 levels while continuing to invest into automation and digitalization

25%+ ROCE

\(^1\) excl. Goodwill, incl. leases
AGENDA

- DHL Supply Chain today – Leader in contract logistics
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Significant acceleration in global mega trends and changing customer needs increase complexity of Supply Chains

Global Mega Trends...

- Globalization
- E-Commerce
- Digitalization
- Sustainability

...shape rising Customer needs

- Flexibility & Agility
- Speed
- ESG
- Resilience
- Cost
We target to continue to outgrow ~4-6% market growth

Outsourced market development\(^1\) (in €B)

- **Growing GDP**
- **Increasing complexity in customers supply chains and outsourcing shares**
- **Rising in e-Commerce and circular economy**

Source: DPDHL Market Intelligence, Statista, Passport/Euromonitor, EvaluatePharma, APQC, Armstrong & Associates, Inc., Mordor Intelligence

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1. Excludes Real Estate Solutions and Packaging

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E-COMMERCE AND OMNI-CHANNEL DEMANDS CONTINUE TO INCREASE AND WE ARE BEST SUITED TO CATER TO THEM

- €1.8bn revenue in e-commerce (+51% vs 2019)
- 189 operations across all regions
- ~50 returns operations centers globally
- More than 25% of DSC’s in new business signings is from e-commerce in 2021
- Strong customer sign up on Fulfillment networks

Customer Examples (not exhaustive)
- Countries with DSC operations
- Partnership
We deliver State of the Art fulfillment and returns solutions catering to specific customer needs and exceeding growth plans

<table>
<thead>
<tr>
<th>Dedicated Fulfillment and Omni-channel solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tailored solutions building on DSC’s extensive experience incl. automation solutions</td>
</tr>
<tr>
<td>Best in class operations to deliver on customer promise</td>
</tr>
<tr>
<td>Fit for purpose automation solutions</td>
</tr>
<tr>
<td>Full end to end visibility via MySupplyChain</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fulfillment Networks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy fulfillment - close to your customers on a click</td>
</tr>
<tr>
<td>Multi-customer sites offering e-Commerce sellers quicker market access</td>
</tr>
<tr>
<td>+30 locations in Europe and India live and growing</td>
</tr>
<tr>
<td>Fast set up easily integrating via API and key web-shops</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Returns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full breadth of returns handling services</td>
</tr>
<tr>
<td>Returns shipping</td>
</tr>
<tr>
<td>Returns Fulfillment</td>
</tr>
<tr>
<td>Returns Management</td>
</tr>
</tbody>
</table>
We are leading the industry’s ESG standards to offer a future-proof product portfolio to our customers.

<table>
<thead>
<tr>
<th>Environment</th>
<th>Social</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean operations for climate protection</td>
<td>Great company to work for</td>
<td>Highly trusted company</td>
</tr>
<tr>
<td>Net-Zero carbon warehouses</td>
<td>Industry-leading OHS(^1) standards</td>
<td>Data protection and IT-security</td>
</tr>
<tr>
<td>Reducing transport emissions</td>
<td>Diversity and inclusion</td>
<td>Zero-tolerance to corruptive behavior</td>
</tr>
<tr>
<td>GoGreen sustainable customer solutions</td>
<td>CSR / Corporate Citizenship</td>
<td>Trade compliance</td>
</tr>
</tbody>
</table>

- **Example initiatives**
  - Net-Zero carbon warehouses
  - Reducing transport emissions
  - GoGreen sustainable customer solutions
  - Industry-leading OHS\(^1\) standards
  - Diversity and inclusion
  - CSR / Corporate Citizenship
  - Data protection and IT-security
  - Zero-tolerance to corruptive behavior
  - Trade compliance

- **Performance Metrics**
  - **>43%** Carbon neutral warehouses
  - **~66%** Lower Lost Time Injury Frequency Rate compared to industry average\(^2\)
  - **96%** compliance training completion

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1. Occupational Health and Safety
2. 0.5 accidents / 200k work hours for DHL Supply Chain compared to 1.6 industry average, FY 2021

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DSC’s strong green solutions portfolio is a differentiator as customer’s CO₂ reduction commitments increase

Examples of decarbonization measures

**Warehousing**
- Building decarbonization: New build of >400,000 sqm. of carbon neutral warehouse space through our Real Estate Solutions product in 2022.

**Transport**
- CO₂ reduction within own fleet: Deployment of >520 gas vehicles in UK (until 2025)
- Securing bio gas supply: Closing long term biogas supply deals e.g. Ireland saving >15,000t CO₂ per year
- Third party transport: Green Carrier Certification

**Packaging**
- Focus renewable packaging: replacing conventional stretch wrap with fully fiber film (60% reduction in the amount of film used, compared to standard stretch wrap)

2/3 of our customers have signed off for Science Based Targets increasing their CO₂ reduction commitments

1) Share of DHL Supply Chain’s Global Account Managed customers signed up for Science based Targets
SCALING DIGITALIZATION TECHNOLOGIES ON THE BASIS OF OUR MODULAR, STANDARDIZED BACK END TO MITIGATE LABOR SHORTAGE AND INCREASE PRODUCTIVITY

Standardization
Globally consistent operating standards via our Operations Management System First Choice

Automation and Digitalization
4,000+ digitalization projects live to date, focused on 12 core technologies for our customers
Our unique ecosystem of integrated IT solutions, robotics and data analytics applications maximize value for us & our customers.

**End to End Supply Chain visibility & Orchestration**

### Focus Technologies

<table>
<thead>
<tr>
<th>12 Focus Technologies</th>
<th>Robotics &amp; Automation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assisted Picking Robots</td>
<td>Inventory Management Robots</td>
</tr>
<tr>
<td>Goods-to-Person Technologies</td>
<td>Robotic Arms</td>
</tr>
<tr>
<td>Packing Technologies</td>
<td>Smart Operations</td>
</tr>
<tr>
<td>Indoor Robotic Transport</td>
<td>Wearable Devices</td>
</tr>
</tbody>
</table>

**Data Analytics & Analytics based optimization**

- ~300
- ~500
- ~600
- ~2,000
- ~4,000

# of digitalization projects of our 12 focus technologies live

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Assisted Picking Robots

- Transport cartons and picked goods through the warehouse - minimizes non-value-adding walking
- Calculates optimal order-picking route within the warehouse
- Supports with inventory replenishment
- Primarily used in piece-picking operations, such as eCommerce and Retail

<table>
<thead>
<tr>
<th># of robots live &amp; planned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bots deployed</td>
</tr>
<tr>
<td>2017-19: 108</td>
</tr>
<tr>
<td>2020: 451</td>
</tr>
<tr>
<td>2021: 1,691</td>
</tr>
<tr>
<td>2022E: 1,708</td>
</tr>
<tr>
<td>Bots planned</td>
</tr>
<tr>
<td>2021: 1,691</td>
</tr>
<tr>
<td>2022E: 2,000+</td>
</tr>
</tbody>
</table>
DHL Robotics Hub

- Cloud based ‘plug & play’ integration of robotics into our IT landscape
- 60% reduction in implementation time to deploy robotics solutions

WE COMBINE FLEXIBLE AUTOMATION AND ANALYTICS TO INCREASE SPEED TO DEPLOY AND OPTIMIZE THE RESOURCE MIX INCREASING BOTTOM LINE RESULTS

- Optimal real time resource allocation between people and all integrated robotics for maximum efficiency and flexibility
Transport optimization as example how to leverage digital analytics capabilities

**Transport Analytics**

- Uses central data layer to consistently **optimize transport networks**
- Identifies backhaul opportunity for trucks to **increase network utilization**
- Optimizes lane combinations for international shipments to **reduce costs and emissions**

**CASE STUDY**

+5.4 million km

distance savings in EMEA alone in the first 6 month of deployment; combining ~21,000 shipments.
Leading Digital Freight Platform UKI

- **Analytics enhanced** Digital Freight Platform increasing efficiency of freight transportation.
- **Real time instant visibility** for carriers and shippers
- **Algorithms based matching of loads**
- **Easy and fast carrier onboarding**
- **Optimizing capacity** for customers in times of driver shortage

<table>
<thead>
<tr>
<th>Transactions per day</th>
<th>~ 307</th>
<th>Avg. this month</th>
</tr>
</thead>
<tbody>
<tr>
<td>~ 1452</td>
<td>Peak</td>
<td></td>
</tr>
</tbody>
</table>

| Carriers on the platform | 775 |

| Live customers | >70 |

>110,000 Transactions completed year to date.
We are uniquely positioned to integrate physical and digital supply chain solutions

We are >2x the size of our closest competitors seen as the most innovative 3PL provider by Gartner ranking...

#1 In global reach
We operate 1,500 locations in 50 countries

#1 In capacity
>40 Mio square meters of warehouse space

#1 In vehicles operated
>10,000 own vehicles in addition to managed transportation

...and we are leading in digital capabilities

#1 Logistic data pool globally
Our global reach and scale gives us unmatched access to data

#1 In workforce digitalization
>75% of our employees operate in sites with focus technologies deployed

#1 Leading technology ecosystem
100+ strong partnerships to ensure speed and drive innovations
New global realities are changing Supply Chain requirements rapidly and further increasing the complexity of Supply Chains.
DSC’s capability to manage inflation impact and capitalize on scarcities is a clear competitive advantage

<table>
<thead>
<tr>
<th>Capacity constraints</th>
<th>Driver / Transport capacity shortage</th>
<th>Labor shortage</th>
<th>Inflation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capacity to grow</strong> in all Tier 1 locations globally</td>
<td>Leverage <strong>digitalization</strong> and <strong>data analytics</strong></td>
<td><strong>Best talent approach</strong> as competitive advantage</td>
<td>Protected in all types of contract</td>
</tr>
<tr>
<td>• ~1.2m sqm. of prime real estate in strategic locations developed per year</td>
<td>• &gt;5.4 million km saved with analytics based optimization and AI</td>
<td>• 1.4m applications screened for hiring &amp; onboarding of &gt;75k employees in 2021</td>
<td>• Contractually agreed inflation recovery and pass through</td>
</tr>
<tr>
<td>• Long term pre-defined rental development</td>
<td>• Training &gt;1,500 truck drivers in own driving schools</td>
<td>• 100k+ employees covered by GPTW</td>
<td>• Effective labor management e.g. sharing across sites to mitigate impact</td>
</tr>
</tbody>
</table>
WHY DHL SUPPLY CHAIN?

1. Only player with true global scale and global customer access, serving all channels

2. We have access to the largest amount of supply chain data and drive value from it

3. We are best positioned to benefit from market scarcities
AGENDA

➢ DHL Supply Chain today – Leader in contract logistics
➢ Site Tour
➢ DHL Supply Chain – Best positioned to win in the future
➢ Q&A
Q&A