



STRATEGY 2025  
**Delivering excellence  
in a digital world**

# **DEUTSCHE POST DHL GROUP**

## **TAX STRATEGY 2025**

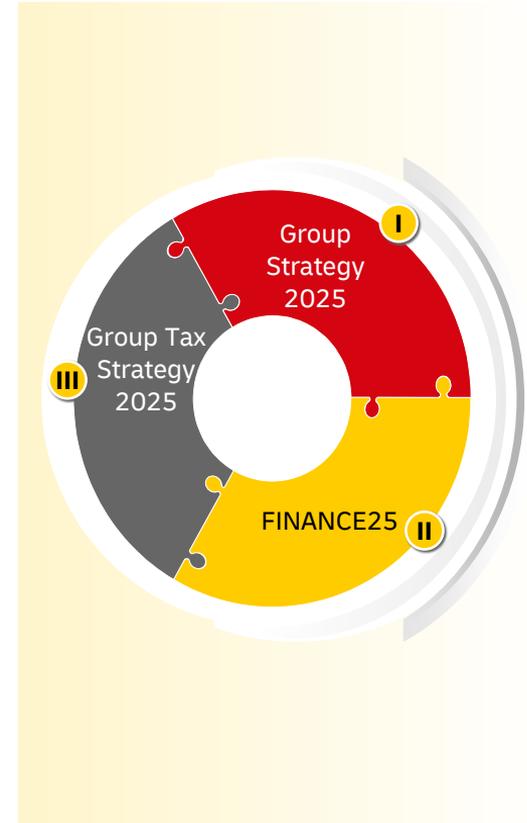
Bonn, July 2021

**Corporate Tax**

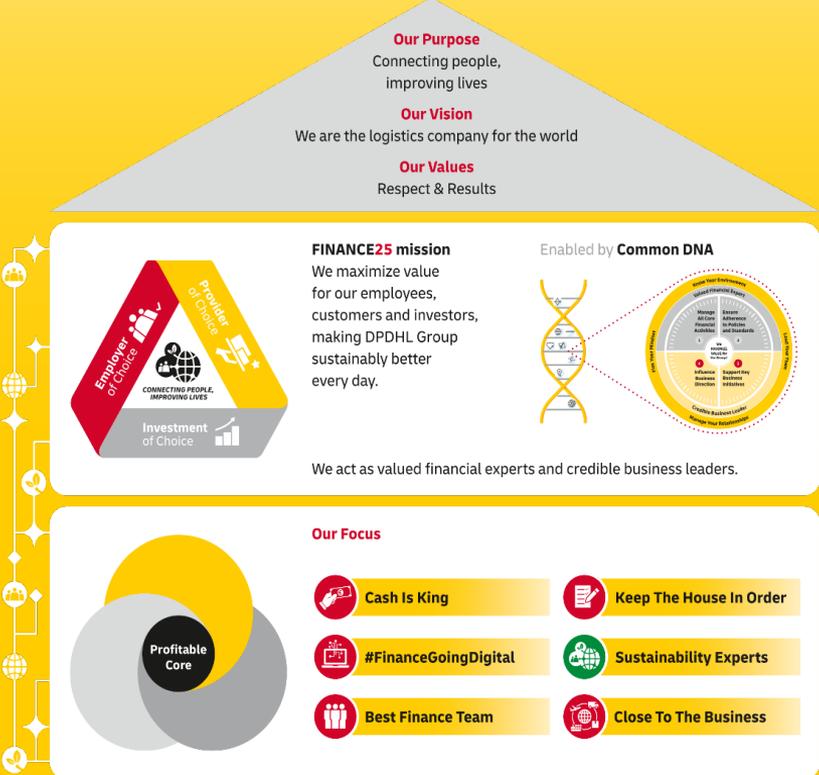
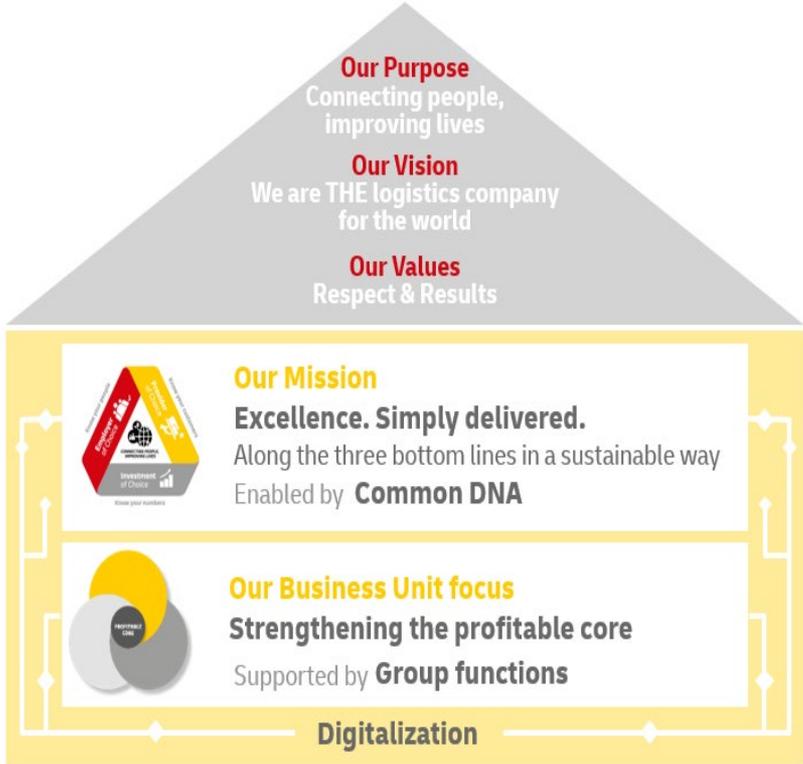
**Deutsche Post DHL  
Group**

# Introduction

- The **purpose** of this document is to provide a basis for presenting our Group Tax Strategy to members of the DPDHL Tax community and interested stakeholders, both internal and external
- The Group Tax strategy is derived from the Group Strategy 2025 and the Group Finance Strategy 2025 (FINANCE25)
- Our Tax Strategy defines our **strategic goals** and **objectives** and guides us how we as a group deal with tax-related aspects and challenges all around the world



# DPDHL Group Strategy and Group Finance Strategy 2025 set the strategic framework for the definition of the DPDHL Group Tax Strategy 2025



# The key elements are captured in the “Tax Strategy House”





## ...how do the Group's Purpose, Vision and Values translate to Tax?



### **PURPOSE**

We act as a strategic corporate partner for DPDHL in order to ensure tax compliance of the organization by connecting our tax experts around the globe, allowing us to provide excellent tax support & tax governance.



### **VISION**

We are the best tax experts for our group, meaning we leverage on our understanding of DPDHL's business and therefore are able to provide pro-active and tailor-made tax support.



### **VALUES**

We work with members of the tax department and our stakeholders in a respectful, results-oriented, straightforward and pragmatic manner.

# Our Mission: Tax Excellence. Simply delivered.

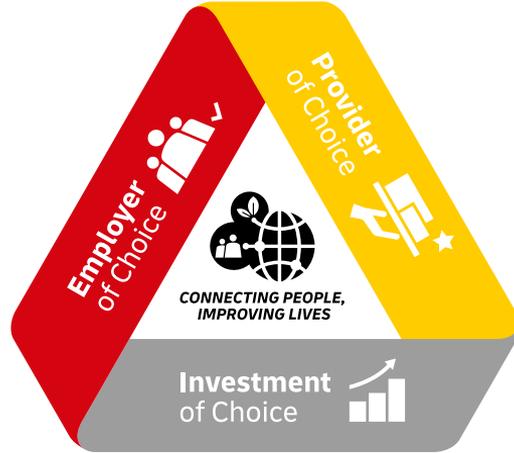


Our mission is to deliver excellent tax support and exercise our tax governance function as a reliable partner to the business.

We do so in a simple, easily understandable and result-oriented way, closing the gap between complex tax law and business need.



# To live up to our Vision and Purpose, we follow our Mission “Tax Excellence. Simply delivered.”



**Employer of Choice**

**Know your people**

Engaged employees bring passion and commitment to work and deliver exceptional quality



**Provider of Choice**

**Know your customers**

Exceptional quality delights our business partners and leads to loyalty



**Investment of Choice**

**Know your numbers**

Business partners' loyalty leads to increased appreciation and involvement of Tax



Business partners' increased appreciation will result in further improved employee engagement

# Finance Focus Topics are set by the Finance Board and are applicable to Tax as being part of FINANCE

	<b>Cash Is King</b>	Ensure improved cash generation
	<b>Keep The House In Order</b>	Enhance group-wide ICS, compliance and risk management
	<b>#FinanceGoingDigital</b>	Leverage digital opportunities for greater effectiveness and efficiencies
	<b>Sustainability Experts</b>	Control and drive our ESG roadmap
	<b>Best Finance Team</b>	Develop a leading and diverse Finance organization
	<b>Close To The Business</b>	Support divisional improvement agendas



For the detailed Finance Focus Topics roadmap  [click here](#) or [scan the QR code](#).

Source: FINANCE25 Brochure



**What do  
these mean  
for TAX?**

 **Deep dive  
on next slides!**

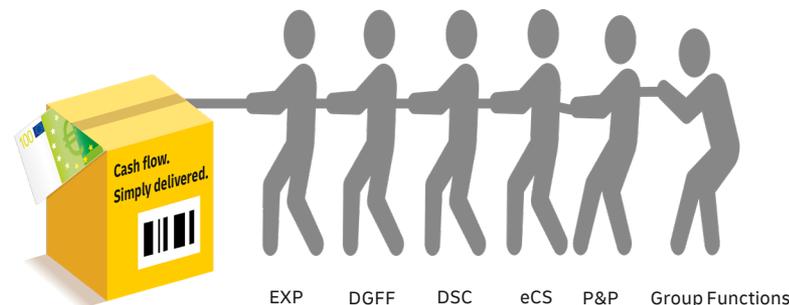


## CASH IS KING

### WHAT DOES THIS MEAN FOR US?



- We **pay our correct share of taxes** on a timely basis
- We make use of tax benefits where acceptable
- We cooperate with business units and group functions to support cash generation
- We ensure efficient budget and resources balance for all tax-related activities, actively performing cost-benefit analyses



**We have transparency and can reliably forecast the correct amount  
and time of tax payments**



## KEEP THE HOUSE IN ORDER WHAT DOES THIS MEAN FOR US?



- We actively manage our competitive and targeted Effective Tax Rate with improved and accurate Effective Tax Rate forecast
- We take adequate measures within our tax compliance framework to **ensure that the Group is compliant with tax regulations and disclosure requirements** while at the same time offering viable solutions for the business
- We proactively identify, manage and control tax risks and opportunities based on Business Units' activities and seek to prevent unnecessary tax disputes and tax surprises
- We strive for Tax to be involved in important topics, tax relevant processes and transactions and clearly address respective tax risks as well as potential mitigation measures
- We proactively develop and offer tailored solutions to issues we identify



**We fulfill our governance function to ensure tax compliance and protect our organization from legal and reputational risks**



## #FINANCEGOINGDIGITAL

### WHAT DOES THIS MEAN FOR US?



- We efficiently **improve tax compliance and transparency** by supporting the Finance ERP Strategy
- We meet stakeholders' requests for more detailed, timely and to-the-point information, ideally at the “push of a button” to enable better decision making
- We apply appropriate tax technology to further improve and streamline our tax processes
- We enhance our people's digital skillset
- By leveraging on digital means, we use resources in a dedicated and sustainable way



**Speed, quality  
and usability**



**Business  
insights**



**Cost  
improvement  
& extra value**



**We use digitalization as a key lever to optimize our tax core capabilities**



# SUSTAINABILITY EXPERTS

## WHAT DOES THIS MEAN FOR US?



- We ensure adherence to our tax strategy on a world-wide basis
- We **pay taxes where we do business** and where we create value
- We are a responsible tax payer
- Risk appetite - we do not enter into artificial tax structures
- We **follow the letter of the tax law** and its intended purpose
- We use the possibility to align with tax authorities and tax advisors to reduce uncertainty



### ENVIRONMENTAL

climate change • emissions • waste • green products • resource scarcity • climate risk disclosure • energy consumption



### SOCIAL

employee engagement • skills and training • diversity and inclusion • human rights • equal opportunity • health and safety management



### GOVERNANCE

compliance • ethical behavior • data privacy management • information security • code of conduct • supplier management



**We act as an enabler for jurisdictions to achieve the UN sustainable development goals**





## BEST FINANCE TEAM

### WHAT DOES THIS MEAN FOR US?



- We practice active leadership, giving feedback & guidance, **showing appreciation and embracing diversity without discrimination**
- Our communication is based on honesty and transparency, with the main goal of sharing knowledge and best practices across the tax community
- We ensure people development including upskilling, talent management, coaching and training, to develop and maintain our business capabilities as well as front-line leaders
- We hire tax experts, continue professional education and practice effective employee retention
- We **foster a “one team” mentality** and work together across divisions, departments, and different management levels



**We leverage on our experienced, knowledgeable and professional worldwide tax network**



## CLOSE TO THE BUSINESS

### WHAT DOES THIS MEAN FOR US?



- We live up to our purpose of **delivering excellent tax support and providing governance** as a reliable partner to the business
- By knowing our company inside and out, we are able to provide clear, timely, relevant and business-tailored tax support
- We communicate effectively, clearly, pro-actively and regularly with colleagues and key stakeholders, thus ensuring our message is heard
- We think globally, but act locally
- We act as though it was our own company



**We foster relationships and cooperation with Business Units**

# Group Tax Strategy 2025 – Target Aspiration

## Finance Focus Topics 2025

## What it means for TAX

## Target Aspirations for 2025



**THANK YOU**