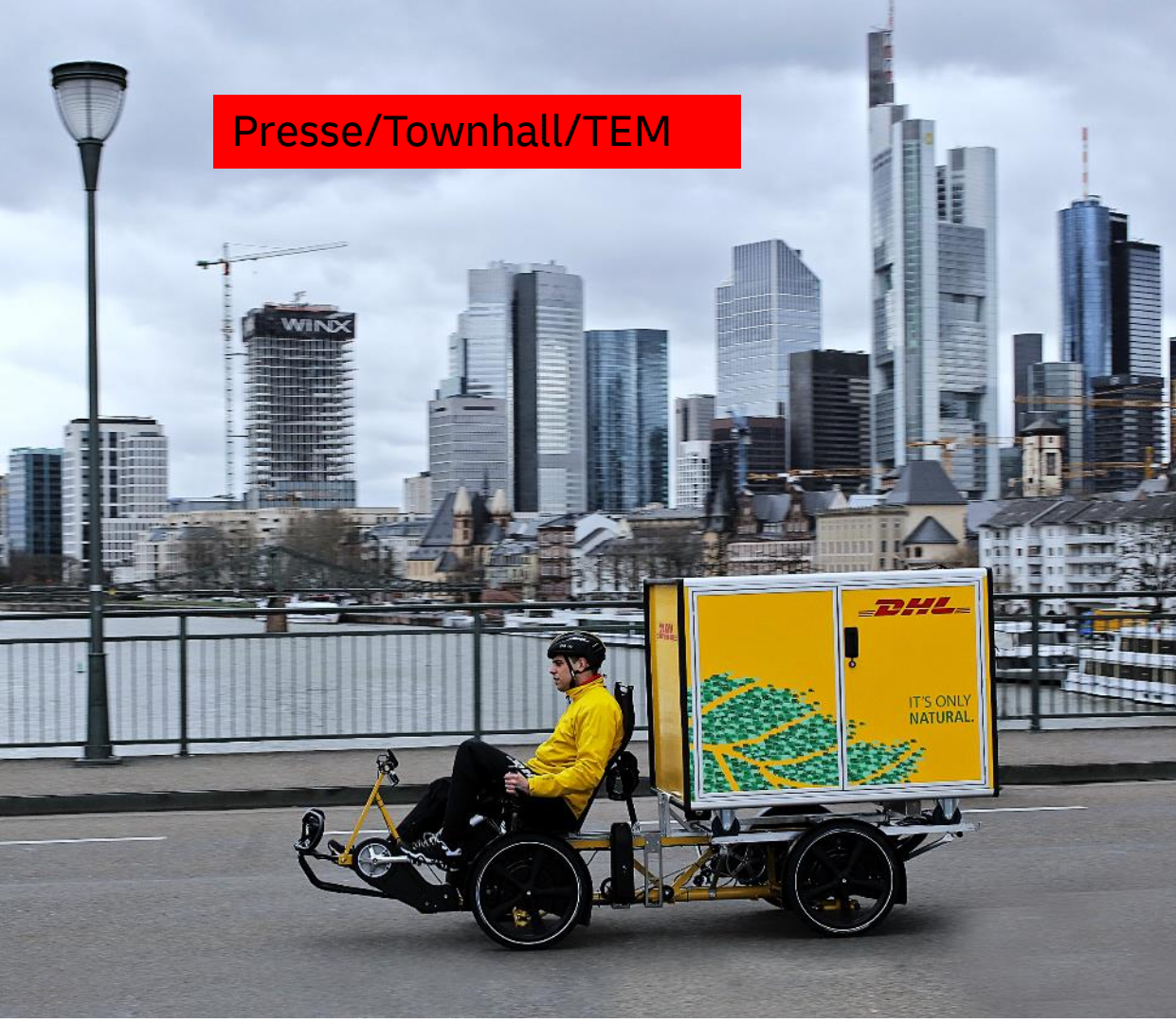


Presse/Townhall/TEM

Q4/FY 2019 RESULTS

Frank Appel, Group CEO
Melanie Kreis, Group CFO

10 March 2020



Agenda

2019 Highlights

2019 Financials

Strategy and Outlook

DPDHL Group: Where we stand today

- DPDHL Group is in the best shape ever, as confirmed by record 2019 numbers
- 2020 uncertainties have been taken into account in guidance update (Feb 28th)
- Clearly defined strategic (Strategy 2025) and financial targets (FY2022)



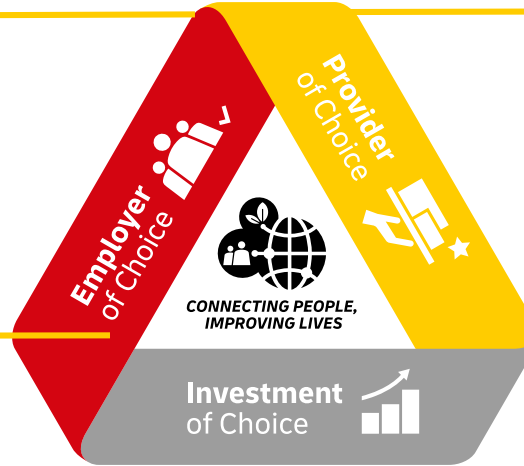
2019 summary: Significant progress along all 3 bottom lines, as well as on sustainability targets

EMPLOYER OF CHOICE

Employee satisfaction has further increased on all 10 dimensions

SUSTAINABLE DEVELOPMENT

CO2 efficiency improved by 2 points in 2019
35% increase vs. 2007 base level



PROVIDER OF CHOICE

DHL: Increase in customer satisfaction
P&P: Complaints declined in Post & Parcel

INVESTMENT OF CHOICE

Record Group EBIT of €4.1bn
Dividend proposal of €1.25 (>4% yield)

EMPLOYER OF CHOICE

Employee feedback improved on all dimensions

EMPLOYER OF CHOICE

Employee satisfaction has further increased on all 10 dimensions



EOS Results on Group level (% approval) Δ vs 2018

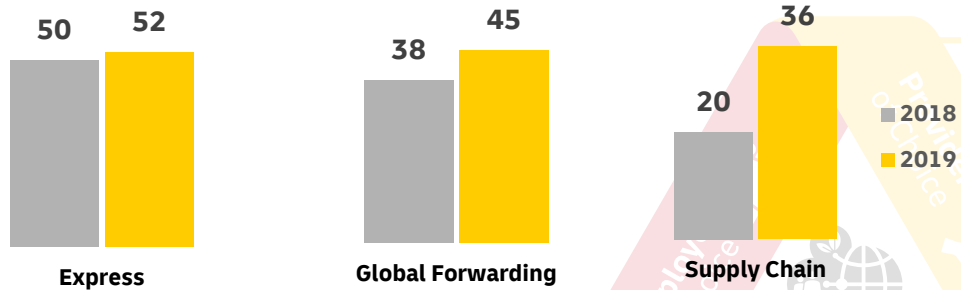


Employee Opinion Survey (EOS) participation rate: 77% (+1 vs 2018)

PROVIDER OF CHOICE

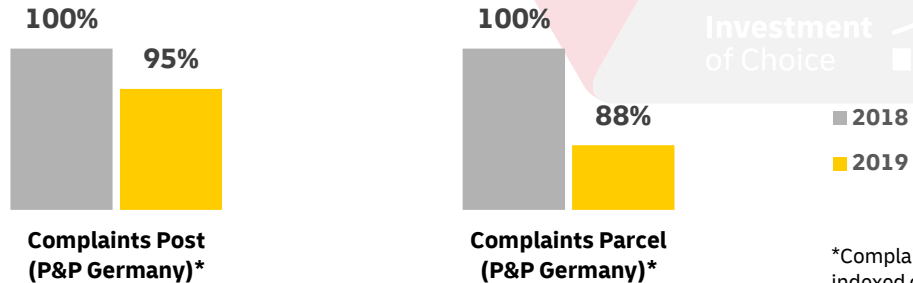
Customer satisfaction increasing, P&P complaints declining

Development of customer satisfaction metrics (NPS)



NPS: Net Promoter Score; Scale from -100 to +100

Development of complaints*



*Complaints per 1m pieces, indexed on 2018=100%

PROVIDER OF CHOICE

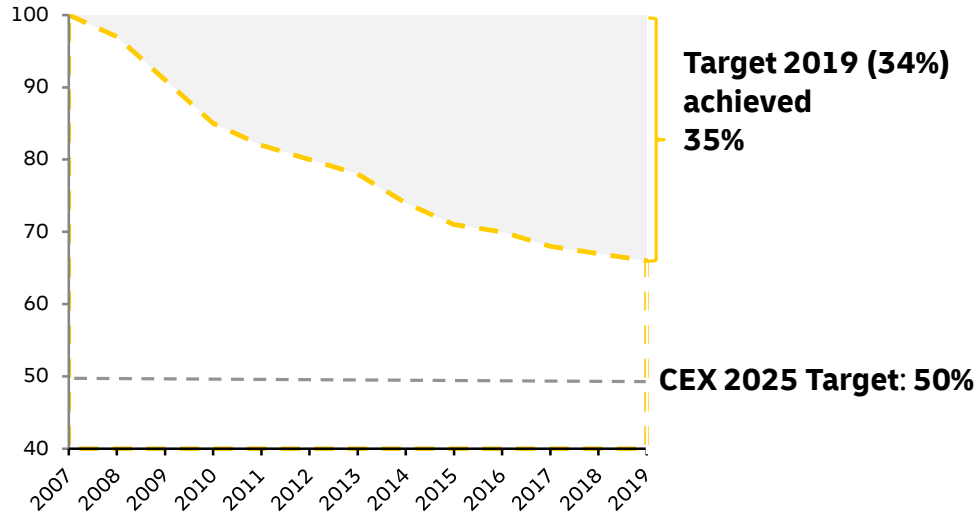
DHL: increase in customer satisfaction

P&P: complaints declined in Post & Parcel

SUSTAINABLE DEVELOPMENT

CO2 efficiency improved by 2 further index points

CEX* measures efficiency of greenhouse gas emissions



*CEX: Carbon Efficiency Index

Long-term target: Zero CO2 emissions by 2050

Measures to reduce emissions – examples

- Leader in electric mobility: ~11,000 Streetscooter in delivery operations; >30% of deliveries are emission-free
- >80% of group electricity from renewable sources
- >3m trees planted since 2017



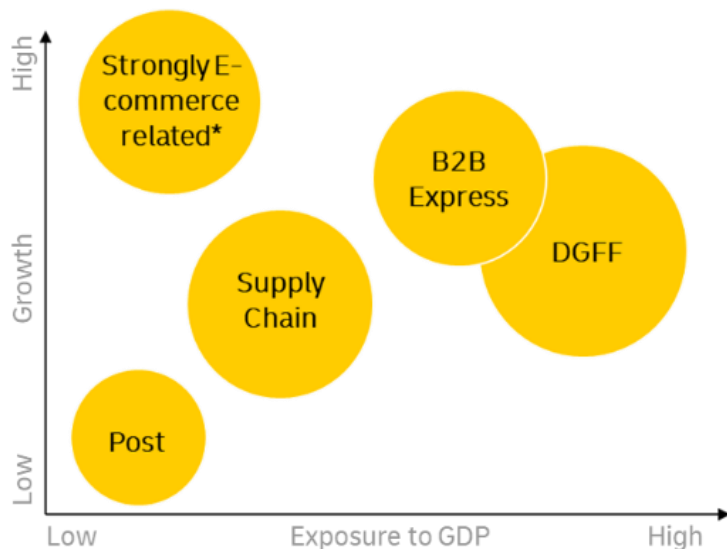
INVESTMENT OF CHOICE

Delivering on 2019 financial guidance

<i>in €bn</i>	2019 Guidance	2019 Actuals	
Group EBIT	4.0-4.3	4.128	✓
P&P Germany	1.1-1.3	1.230	✓
DHL	3.4-3.5	3.420	✓
Corporate Functions/ Consolidation	-0.5	-0.523	✓
Group FCF	>0.5	0.867	✓

2019 performance again shows benefit of resilient Group footprint & further progress on self-help measures

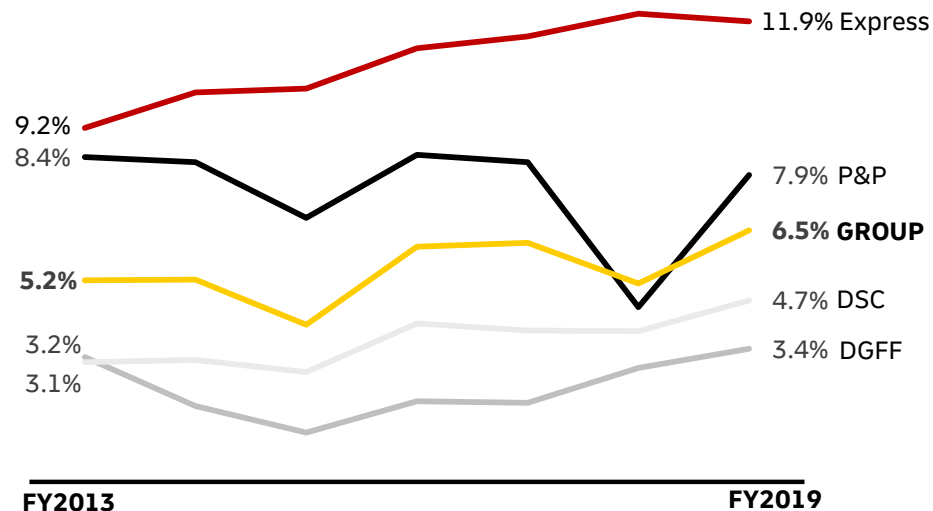
+2.3% organic revenue growth



● 2019 revenue

*B2C Express, Parcel Germany and DHL eCommerce Solutions

Group EBIT margin +140bps in 2019

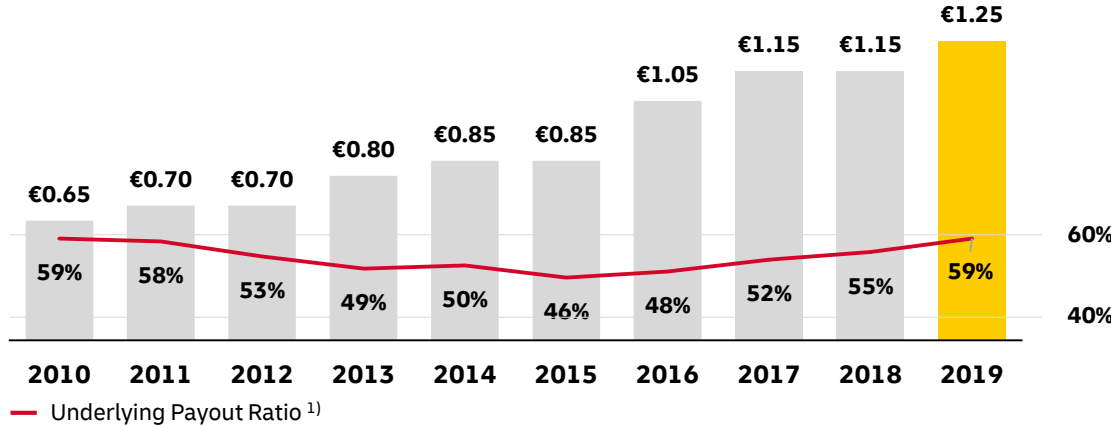


EBIT Margin: DSC adjusted for 2019 one-offs, DGFF for NFE write-down in 2015

INVESTMENT OF CHOICE

€1.25 dividend proposal in line with Finance Policy

Dividend proposal of €1.25 for FY2019



Expected dividend payments of ~€1.5bn to DPDHL shareholders on May 18th, 2020

FINANCE POLICY

- Target / maintain rating BBB+
- **Dividend payout** ratio to remain between **40-60% of net profit** (continuity and Cash Flow performance considered)
- **Excess liquidity** will be used for **share buybacks** and/or **extraordinary dividends**

1) Adjusted for Postbank effects as well as non-recurring items when applicable

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2019 Group P&L

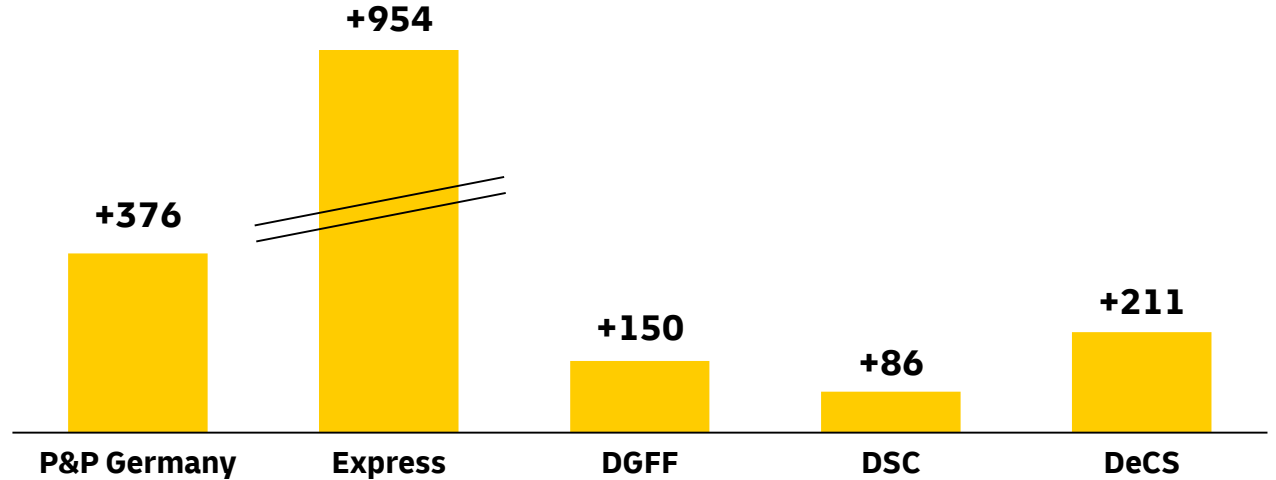
in €m	FY 2018	FY 2019	vs. LY
Revenue	61,550	63,341	+2.9%
EBIT	3,162	4,128	+30.6%
Financial result	-576	-654	-13.5%
Taxes	-362	-698	-92.8%
Consolidated net profit*	2,075	2,623	+26.4%
Earnings Per Share (in €)	1.69	2.13	+26.0%

*after minority interest

FY 2019 Group Revenue

GROUP
€63,341m
€+1,791m
(+2.9%)

Revenue growth yoy
 All in €m



Organic Growth	Group: +2.3%	+2.5%	+4.2%	+0.2%	+1.5%	+3.5%
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FY 2019 Group EBIT

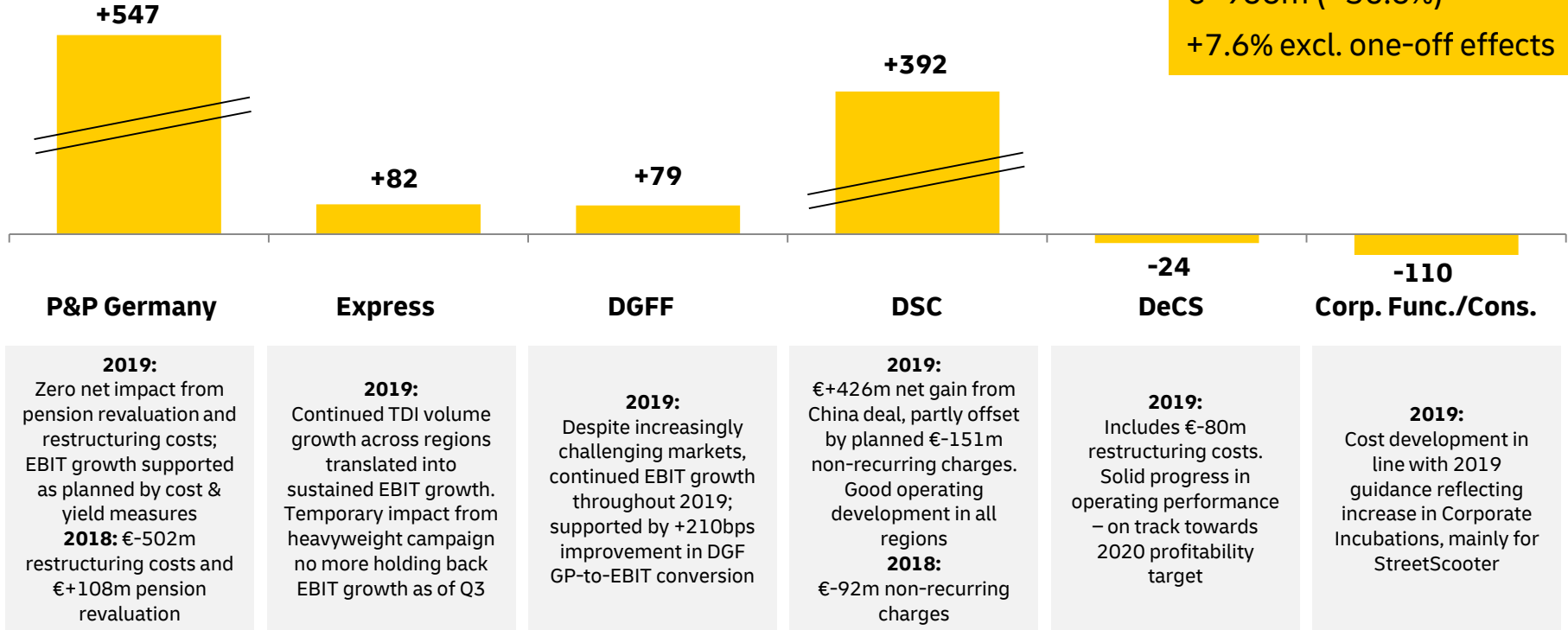
Reported EBIT growth yoy

All in €m

GROUP €4,128m

€+966m (+30.6%)

+7.6% excl. one-off effects



P&P Germany: 2019 revenue development supported by yield measures in Post and Parcel

Q4 2019 yoy	Volume	Revenue
Mail*	-3.1%	-1.8%
Parcel Germany	+3.9%	+7.7%

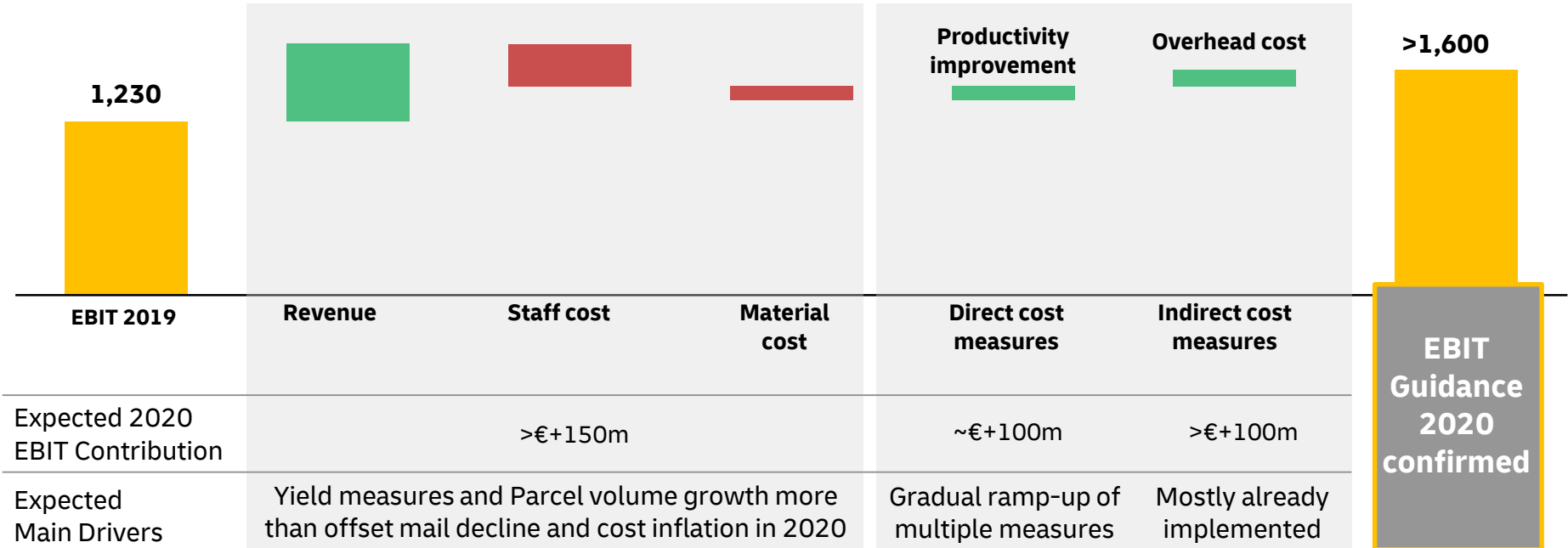
*Mail Communication & Dialogue Marketing

- Mail volume decline (MC + DM) in line with long term trend with -3.0% decline in FY19 (Q4: -3.1%)
- Significant positive effect from Parcel yield measures continues: FY19 Parcel revenue up 9% on 6% volume growth



P&P 2020 EBIT Bridge to be supported by increasing contribution from all three key levers

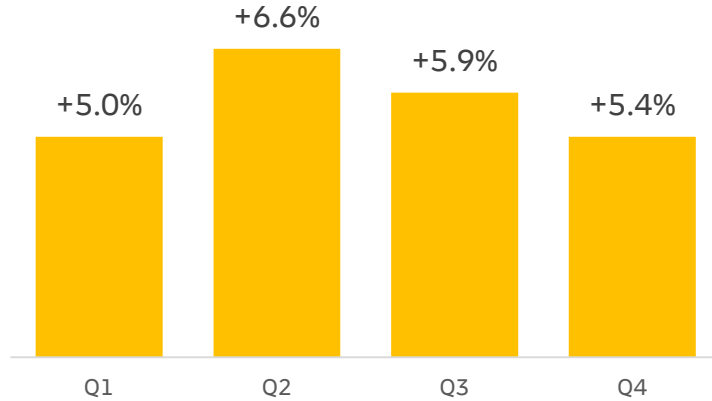
EBIT contribution, in €m
2020e vs 2019



DHL Express: EBIT growth momentum recovered in second half of 2019

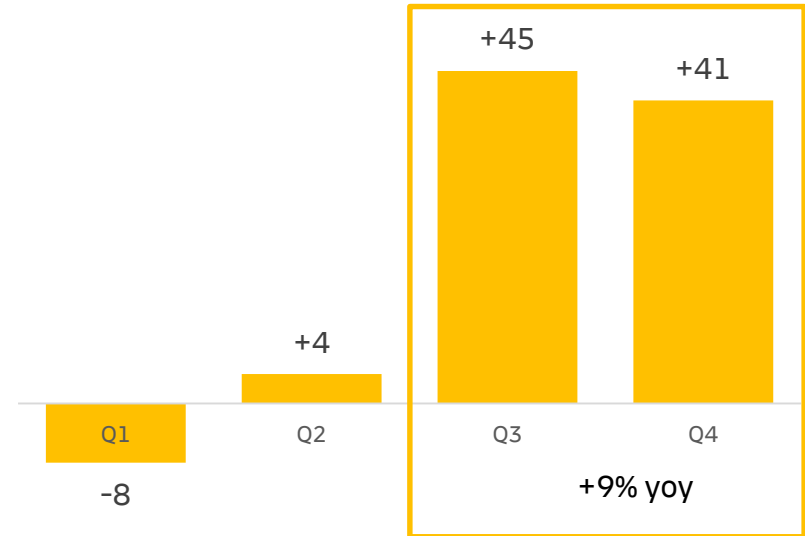
Solid TDI volume growth in 2019

DHL Express, TDI volume growth, yoy



EBIT growth re-accelerating in H2

DHL Express, EBIT increase, yoy in € m



DGFF: Weakening momentum across major markets

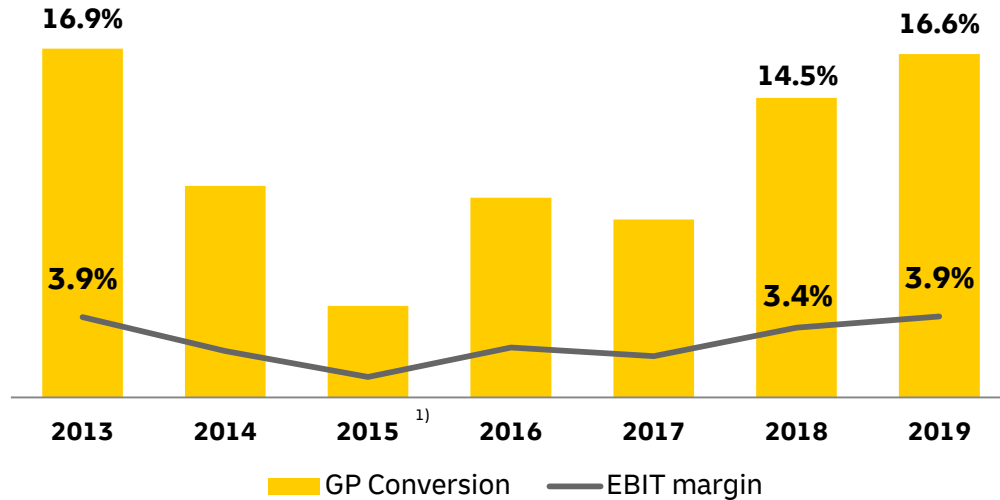
Q4 2019 yoy	Air Freight	Ocean Freight
Volumes	-3.3%	-3.5%
Gross Profit	-6.7%	-5.2%
GP/EXP t ; GP/TEU	-3.5%	-1.8%

- Overall slowdown in the market due to macro and trade tensions
- Overall DGF Gross Profit down 2.8% yoy reflecting market conditions
- Internal measures allowed to turn GP decline into further EBIT increase through incremental GP/EBIT conversion improvement



DGF: EBIT growth supported by further GP-to-EBIT conversion improvement

DGF EBIT margin and Gross Profit/EBIT conversion

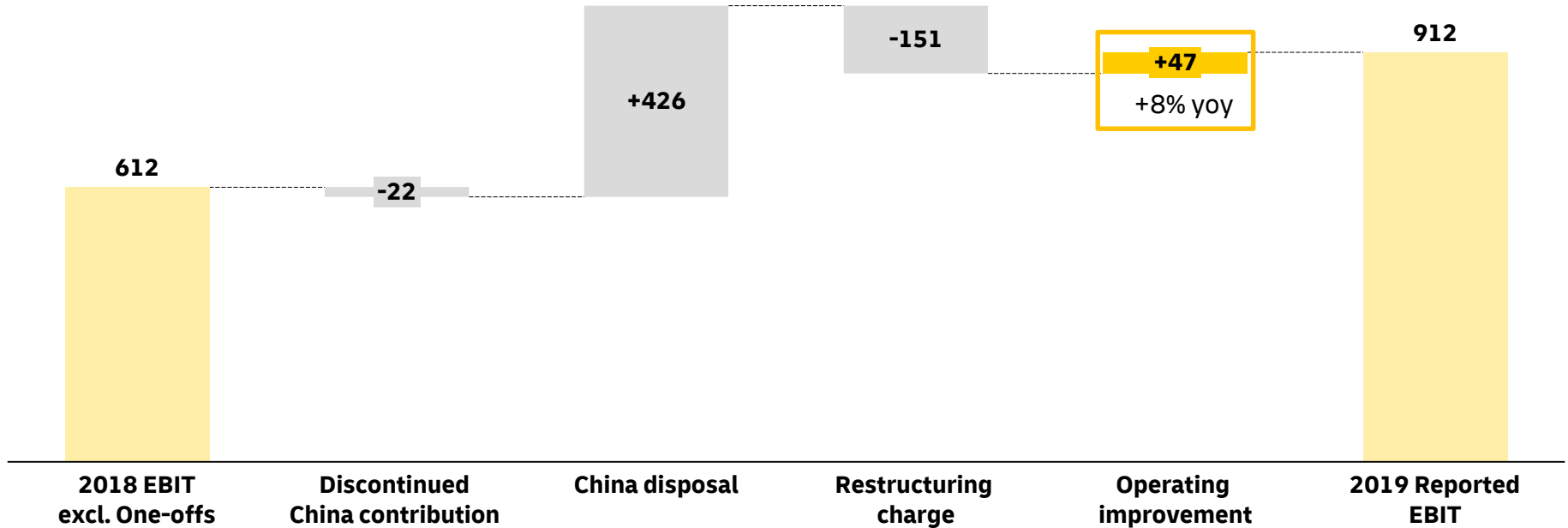


- Increase in 2019 DGFF Gross Profit driven by improved GP margin in AFR, Other and Freight
- Continued GP-EBIT conversion improvement reflecting successful execution on internal self-help measures
- DGFF EBIT: +17.9% in FY19, +7.5% in Q4
- CargoWise-Update: >95% of Ocean Freight volumes and ~15% of Air Freight volumes rolled out

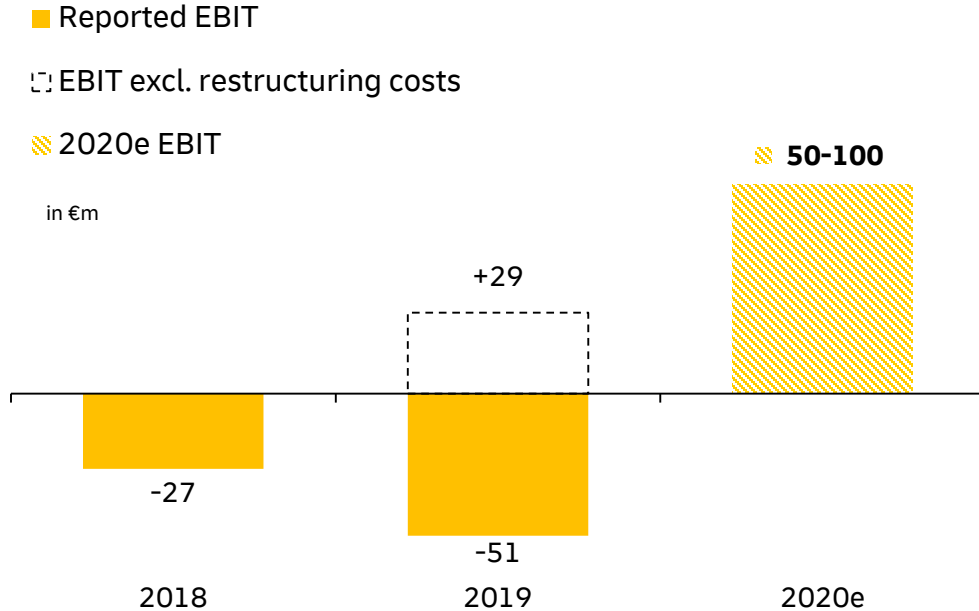
1) Adjusted for NFE one-off

DSC: Contributing to Group EBIT growth with industry-leading margins

in €m



DHL eCommerce Solutions: on track for the first year of profit contribution in 2020



- 2019 EBIT development marked by planned restructuring measures across DeCS portfolio (€ - 80m)
- Significant performance improvement initiated and showing benefits:
 - Operational efficiency
 - Reduction of overhead cost
 - Service portfolio adaptation

2019 Free Cash Flow

in €m	2018	2019	vs. LY
OCF	5,796	6,049	253
Net capex	-2,498	-3,474	-976
Net cash from leases	-2,081	-2,278	-197
Net M&A	-60	680	740
Net interest	-98	-110	-12
Free Cash Flow	1,059	867	-192
Free Cash Flow excl. China SC disposal and B777 capex	1,239	1,314	75

2020 EBIT Guidance subject to Corona and StreetScooter effects

in € bn	2020
Group EBIT	>5.0
P&P Germany	>1.6
DHL	>3.7
Corporate Functions	-0.35

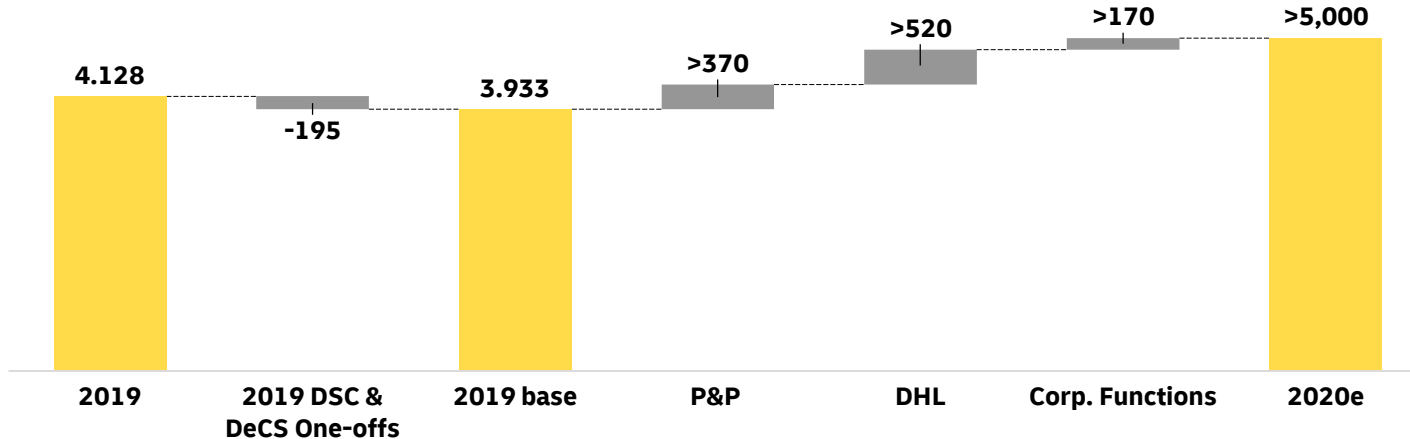
Not considered:

- **Corona** effect: too early to quantify, negative effects likely to be (at least partly) offset by recovery benefits
- One-time costs related to non-core business (**StreetScooter**)

Significant step up in EBIT expected in 2020, mainly driven by self-help measures

2020 guidance: growth assumptions vs 2019 base

in €m



- P&P: 2020 EBIT supported by increasing contribution from all three key levers (yield, productivity, overhead)
- DHL: €>520m increase to be supported by contributions from all 4 DHL divisions
- Corporate Functions costs will fall back to the normal, historic Corporate Centre run rate of €-350m

2020 Guidance: additional metrics

		Effects considered:
FCF	~€1.4bn incl. €500m for Express intercontinental fleet renewal	<ul style="list-style-type: none"> - Includes StreetScooter - Excludes Corona
Gross Capex (excl. Leases)	~€2.6bn plus €500m for Express intercontinental fleet renewal	<ul style="list-style-type: none"> - Includes StreetScooter and Corona
Tax Rate	22% to 24%	<ul style="list-style-type: none"> - Includes StreetScooter and Corona

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Strategy 2025 has defined profitable core focus & key action fields, like digitalization



Deep-dive: Digitalization in P&P Germany

Postage

Simply use your mobile phone to add postage



End 2020

Mobile stamps



Notification

Always know which shipment is on the way...



Summer 2020

Notification and copy

Tracking

... and where it currently is



Starting in 2021

Letter tracking

Receiving/sending

Receiving and sending around the clock



Until 2021



Starting in 2021

Packstation expansion

7,000 Packstations through 2021

and the new self-service kiosk solution **Post & Paket 24/7** that will offer basic mail and parcel services starting in 2021



Now available



Mobile parcel stamps and returns

Fall 2020



15-minute notification

Ramp-up 2020



Live parcel tracking

Rolling 2022 financial targets, EBIT confirmed, increase on FCF

All targets to be rolled
forward annually

In € bn	2022
Group EBIT	>5.3
Capex (2020-2022) cumulative	8.5-9.5
FCF (2020-2022) cumulative	5.0-6.0 (from 4.5-5.5)

2022 minimum EBIT guidance
based on cautious macro scenario

Capex guidance includes ~€800m
for Boeing 777 order in 2020/21

Divisional EBIT growth remains
key driver of OCF and FCF growth

DPDHL Group in best shape ever

Significant progress achieved in 2019

- ✓ All divisions executing on growth and cost agendas
- ✓ Record Group EBIT; dividend proposal: €1.25
- ✓ All while investing in sustainable strategic way forward

Priorities for further path clearly laid out

- Significant EBIT increase to be achieved in 2020
- Strategy 2025 has defined profitable core focus & key action fields, like digitalization
- Clear objectives for sustainable strategic development, incl. achievable 2022 financial targets

