

# 2022 BUSINESS PROFILE

**Investor Relations**

March 2022



# ON A NEW LEVEL



Resilient e-commerce driven  
GDP+ growth at **sustainably  
higher earnings level**








Significantly increased &  
sustainable **free cash flow  
generation**, supporting  
attractive shareholder return



Industry-leadership cemented  
by strong strategic focus on  
**digitalization and ESG**



# Deutsche Post DHL Group at a glance

GROUP	 DHL Express	 DHL Global Forwarding, Freight	 DHL Supply Chain	 DHL eCommerce Solutions	 Post & Parcel Germany
Revenue					
€81,747m	€24,217m	€22,833m	€13,864m	€5,928m	€17,445m
EBIT					
€7,978m	€4,220m	€1,303m	€705m	€417m	€1,747
EBIT Margin					
9.8%	17.4%	5.7%	5.1%	7.0%	10.0%
FTE*					
528,079	108,896	42,348	167,666	32,099	164,429

\*average for the year

**DEUTSCHE POST DHL GROUP**

Group revenue: €81,747m  
Employees: 592,263

**AMERICAS**

External Revenue: €17,487m  
Employees: 123.680

**EUROPE**

External Revenue: €45,294m  
Employees: 363,550

**MIDDLE EAST &  
AFRICA**

External Revenue: €3,230m  
Employees: 20,170

**ASIA PACIFIC**

External Revenue: €15,736m  
Employees: 84,850

*Number of employees at year-end*

# DPDHL Group Board of Management




**Melanie Kreis**

GROUP CFO

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- Member since Oct 2014
- Appointed until May 2027



**Dr. Frank Appel**

GROUP CEO

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- Member since Nov 2002
- CEO since Feb 2008
- Appointed until May 2023



**Dr. Thomas Ogilvie**

HUMAN RESOURCES

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- Member since Sep 2017
- Appointed until Aug 2025



**John Pearson**

CEO  
DHL EXPRESS

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- Member since Jan 2019
- Appointed until Dec 2026



**Tim Scharwath**

CEO DHL GLOBAL  
FORWARDING, FREIGHT

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- Member since Jun 2017
- Appointed until May 2025



**Oscar de Bok**

CEO  
DHL SUPPLY CHAIN

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- Member since Oct 2019
- Appointed until Sep 2027




**Ken Allen**

CEO  
DHL ECOMMERCE SOLUTIONS

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- Member since Feb 2009
- Appointed until Jul 2022



**Dr. Tobias Meyer**

CEO  
POST & PARCEL GERMANY

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- Member since Apr 2019
- Group CEO from May 2023
- Appointed until Mar 2027

Tobias Meyer, will take over responsibility for the Group Function Global Business Services from July 2022 and become Group CEO in May 2023.  
Nikola Hagleitner, currently Chief Sales Officer at P&P Germany, will take over as CEO P&P Germany in July 2022 and become a member of the Management Board.  
Pablo Ciano, currently EVP of Corporate Development, will take over as CEO DHL eCommerce Solutions on Aug 1<sup>st</sup> 2022 and will become a member of the Management Board.

# DPDHL Group ESG Roadmap

**CONNECTING  
PEOPLE.  
IMPROVING  
LIVES.**

## Clean operations for climate protection

Reduce emissions to

**<29m**

tonnes CO<sub>2</sub>e 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 (25.9% for 2022)

Reduce LTIFR\* to

**<3.1**

by 2025 (3.7 for 2022)

\*LTIFR: Lost Time Injury Frequency Rate

## Highly trusted company

**>97%**

share of valid compliance training  
certificates in middle and upper  
management

**30%**

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

External reporting in line with

**GRI SASB TCFD WEF**

disclosure standards indices



# DPDHL Group ESG measures

## Decarbonization measures

Measures	2021 Results	2030 Targets
Realized Decarbonization Effects	728 kilotonnes CO <sub>2</sub> e (2022 Target: 969 kilotonnes CO <sub>2</sub> e)	Reduce GHG emissions to <29m tonnes CO <sub>2</sub> e
Use sustainable fuels in air, ocean and road freight	Share of sustainable fuels amounts to 1.3 %	>30% share of sustainable fuels in air, ocean and road freight
Increase electrification of the fleets	Some 20,700 e-vehicles used in pick-ups and deliveries	60 % e-vehicles used in pick-ups and deliveries
Climate-neutral building design		All our own new buildings are climate neutral

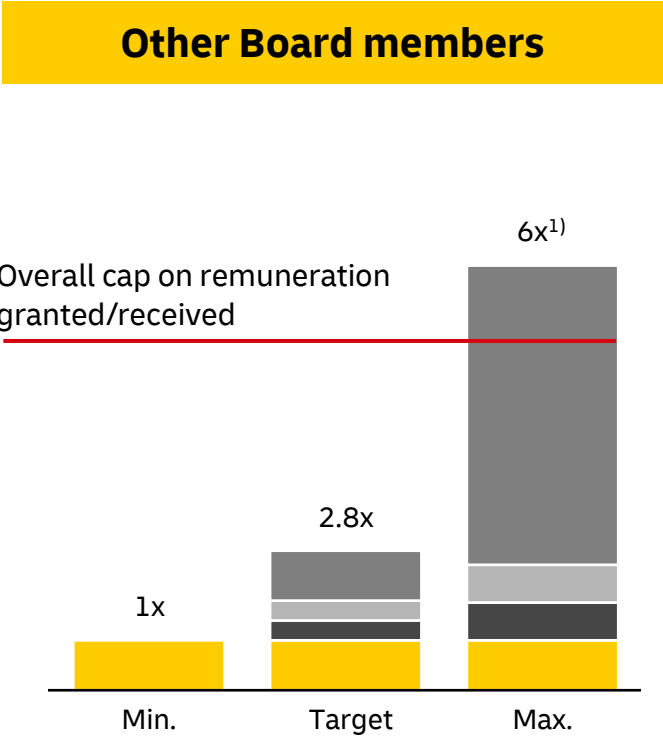
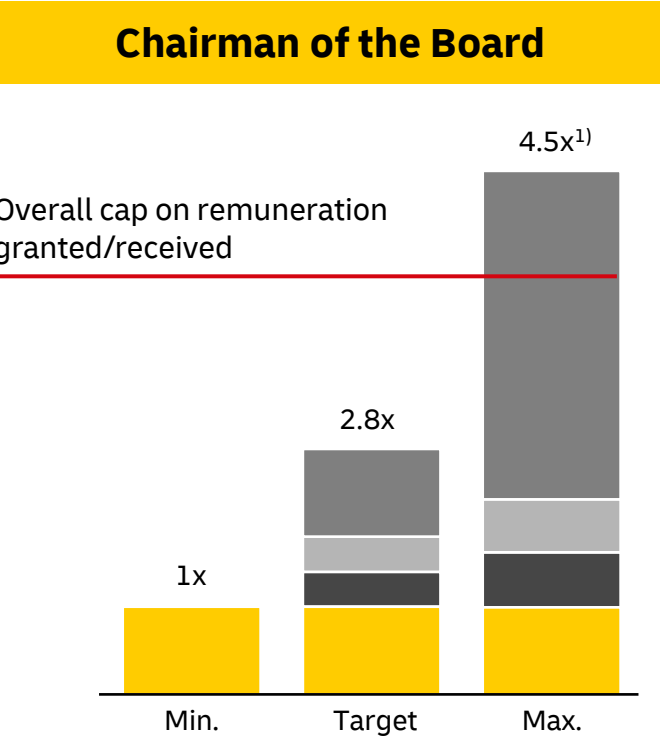
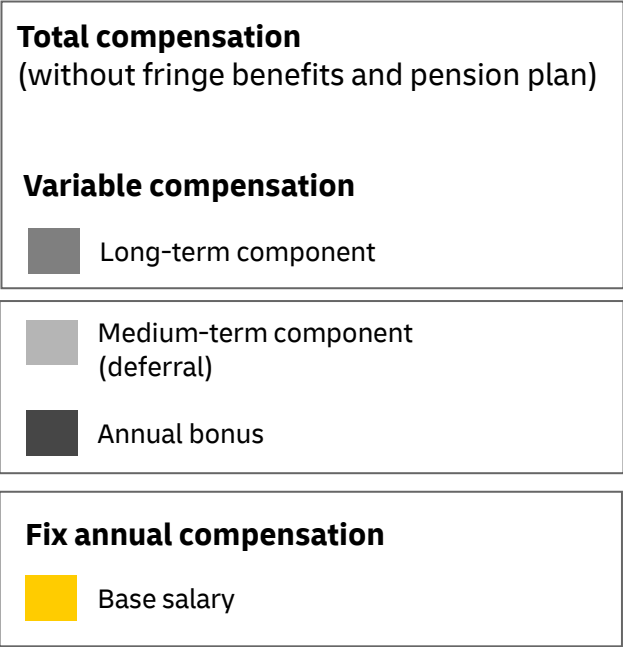
## Employee matters

Measure	2021 Results	2022 Targets	2030 Targets
Employee Engagement score in Employee Opinion Survey	84%	>80%	Maintain employee engagement at a high level
Share of women in middle and upper-management	25.1%	25.9%	30%
Lost Time Injury Frequency Rate per 200,000 working hours	3.9	3.7	<3.1

## Corporate governance

Measure	2021 Results	2022 Targets
Participation of executives in middle- and upper-level management in compliance training	96%	>97% share of valid training certificates in middle and upper management

# Board Remuneration



**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

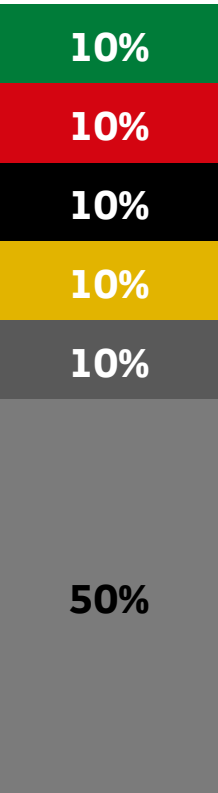
1) From 2022, annual bonus including medium-term component can be decreased or increased by up to 20% (bonus/malus option) in extraordinary circumstances. Maximum remuneration in case of increase is 4.7 (CEO)/ 6.2 (other Board members)



# ESG targets integrated in management remuneration

## Criteria for Annual Variable Pay for Board of Management

from 2022 onwards



■ Environment

■ Social

■ Governance

■ Free Cash Flow

■ EAC Divisional\*

■ EAC Group\*\*



### E: CO<sub>2</sub>e emissions

Realized Decarbonization Effects

### S: Employee engagement

Group employee engagement approval rate

### G: Compliance

Share of valid training certificates in middle and upper management

## Payment schedule

For medium-term component (deferral) and annual bonus

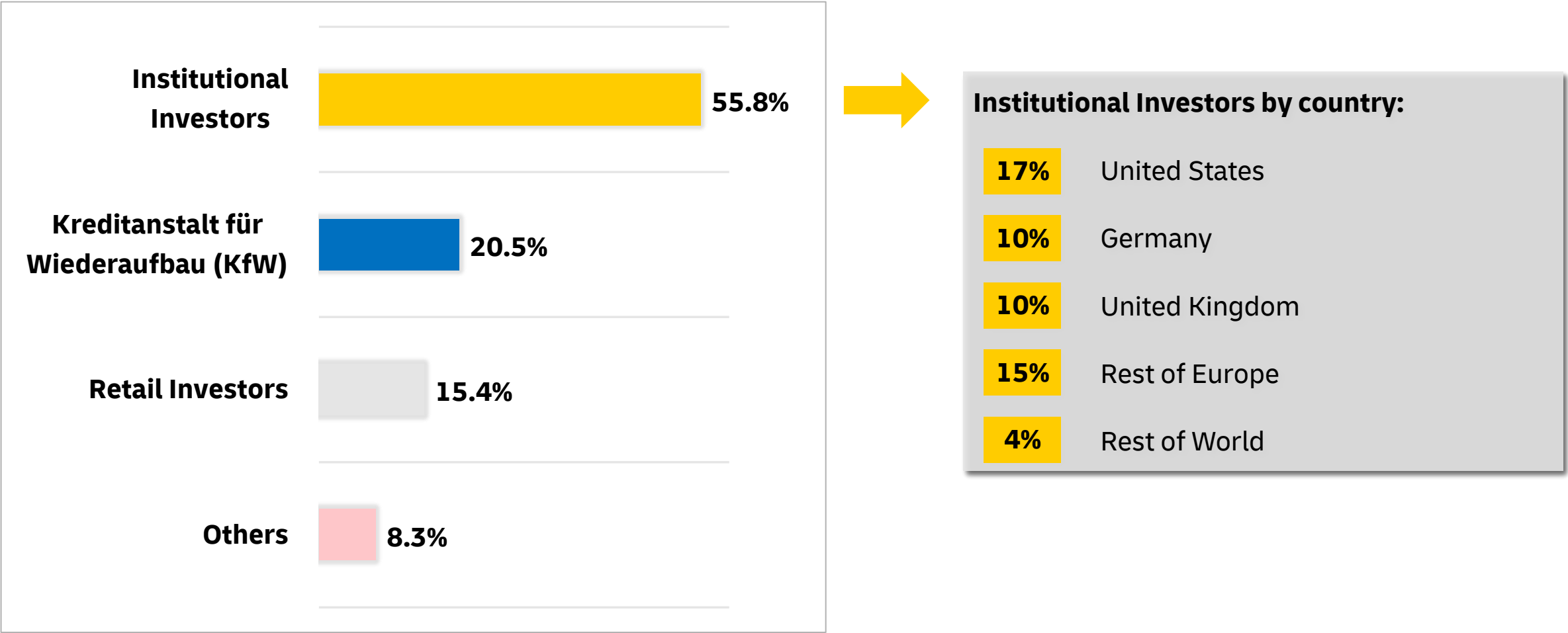
- 50% paid after financial year if bonus criteria achieved
- 50% payout of achieved bonus deferred by additional 2 years\*

\*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

\*Divisional EAC: only applicable for Divisional CEOs

\*\*60% of Group EAC is applied for Group CEO, Group CFO and Board Member for HR

# DPDHL Group: Shareholders' structure



As of Dec 31<sup>st</sup> 2021

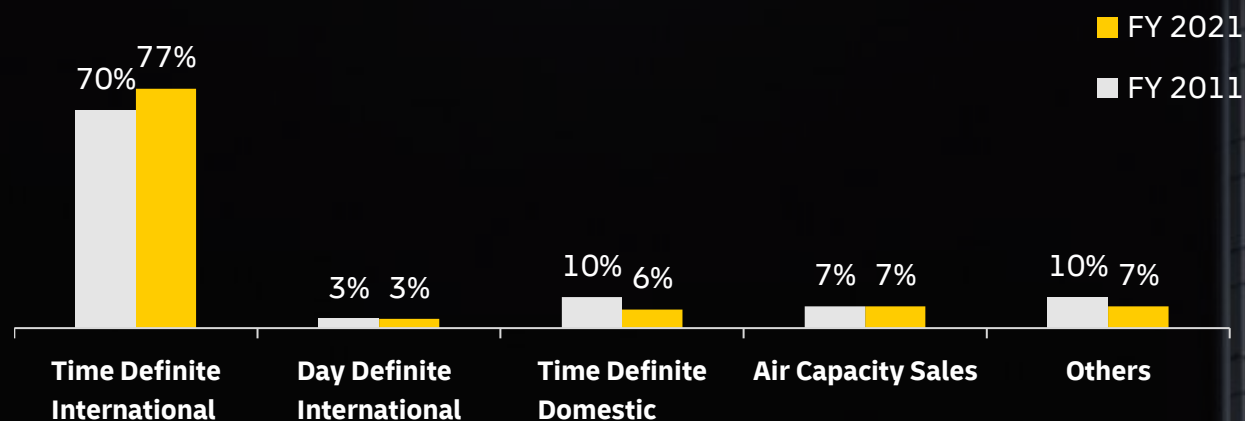
# DHL EXPRESS

Global market leader in Time Definite International Premium logistics segment offers above-GDP growth, driven by global trade and international B2C

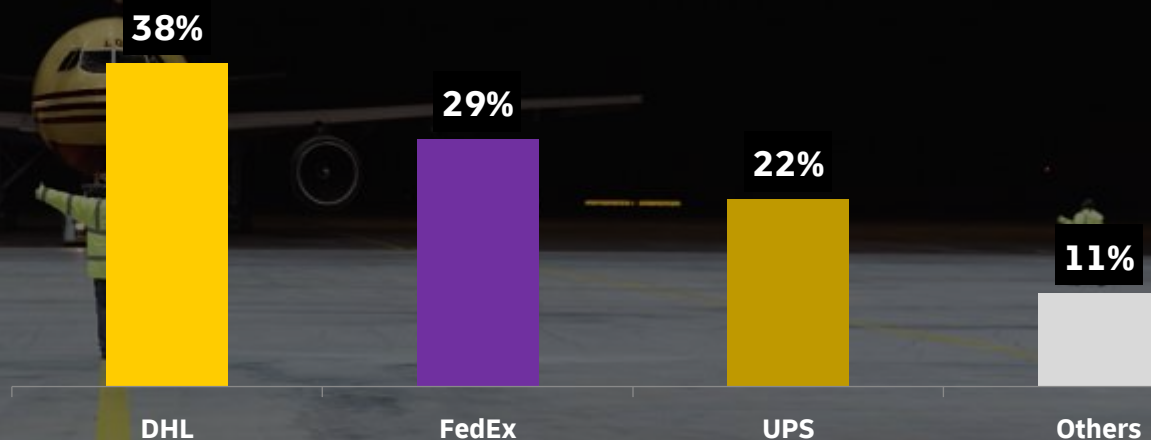
## Investment Summary:

- #1 World's Best Workplaces 2021
- 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
- Growth acceleration during Covid has led to sustainably higher EBIT and margin levels

## Revenue Mix



## Global TDI market share (2016)



Source: Market Intelligence 2017 on 2016 market data based on revenue, annual reports and desk research



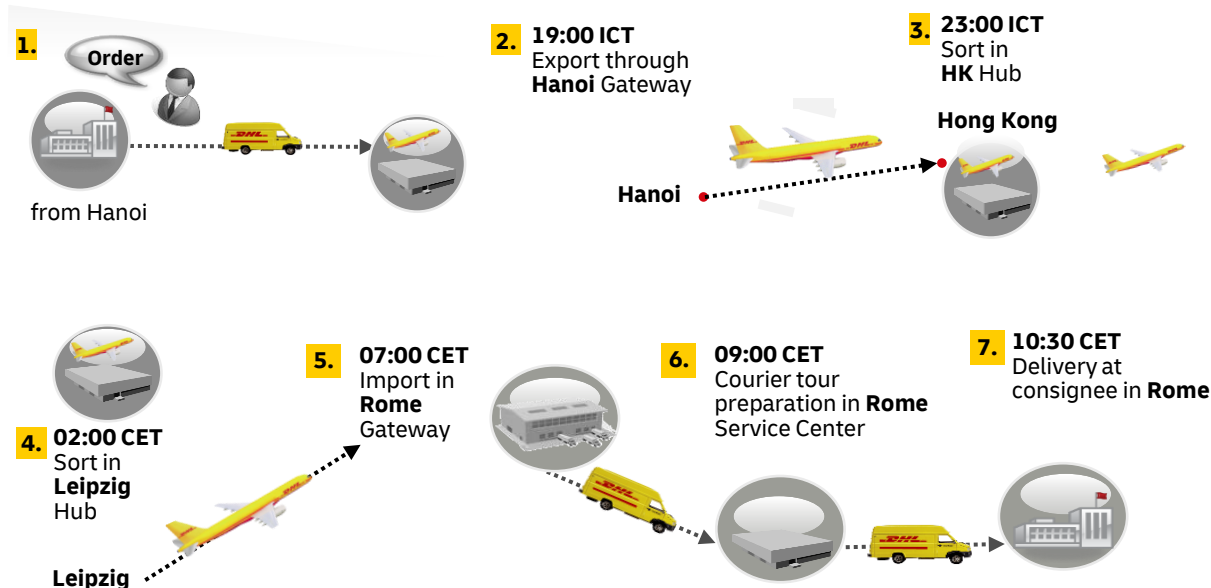
## DHL EXPRESS: CORE PRODUCTS

**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



### 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

#### Core

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



#### BSA

Block Space Agreement – guaranteed air cargo product

#### ACS

Air Capacity Sales, average total spare capacity that is not slated to be utilised for BSA or TDI core volumes

# Track record of DHL Express based on 4 Pillars, 3 Letters, 1 Passport

**FOCUS 2020**

4 Pillars, 3 Letters, 1 Passport

 MOTIVATED PEOPLE  Ain't no Mountain High Enough	 GREAT SERVICE QUALITY  I owe Sweet Love	 LOYAL CUSTOMERS  Simplicity	 PROFITABLE NETWORK  Wanna Be a Billionaire
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**P=GG**  
People Growth Quality

**PASSPORT TO SUCCESS**

&

5 driving themes  
towards **2025**

**S**upervisory  
**E**-commerce  
**E**fficiency  
**D**igitalization  
**S**ustainability

**FOCUS 2025**

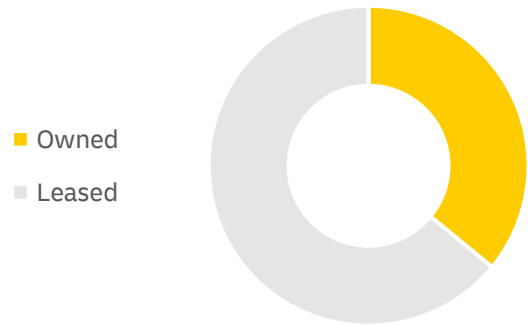


# DHL Express:

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

## Dedicated Air

**>320** Aircraft  
**>70** Intercontinental ✈️  
**>250** Regional ✈️  
**17** Partner airlines

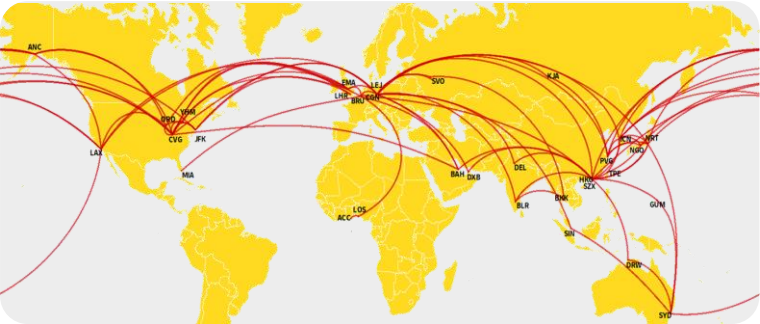


**>2300**  
daily flights

**>300**  
commercial  
airlines  
(purchase air)

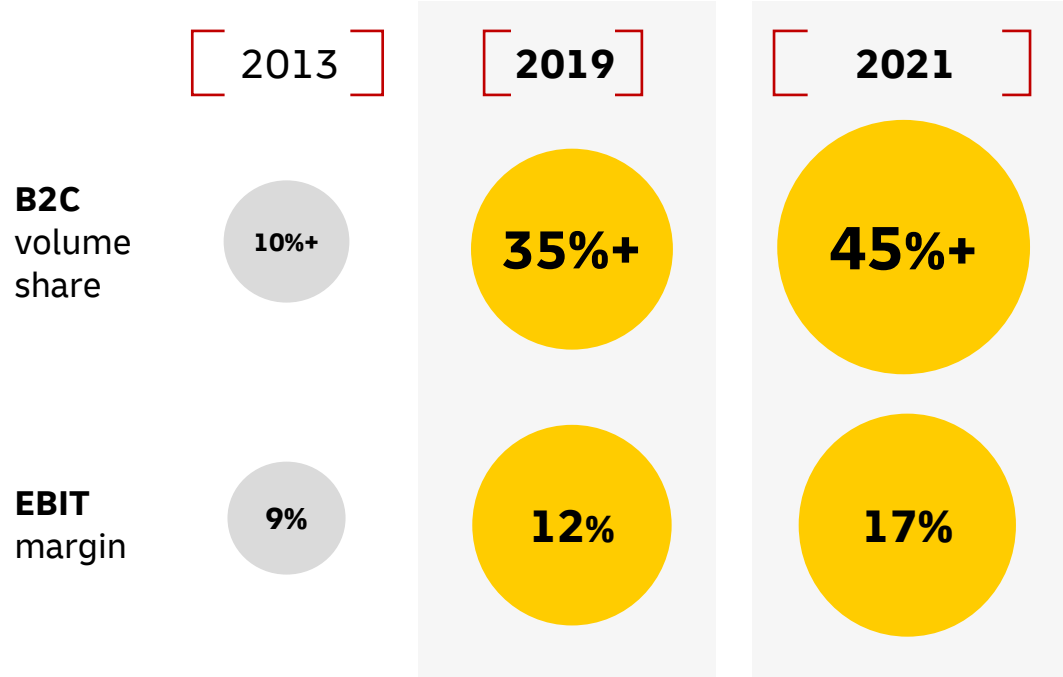
**>500**  
airports

**22**  
air hubs  
(3 global; 19 regional)



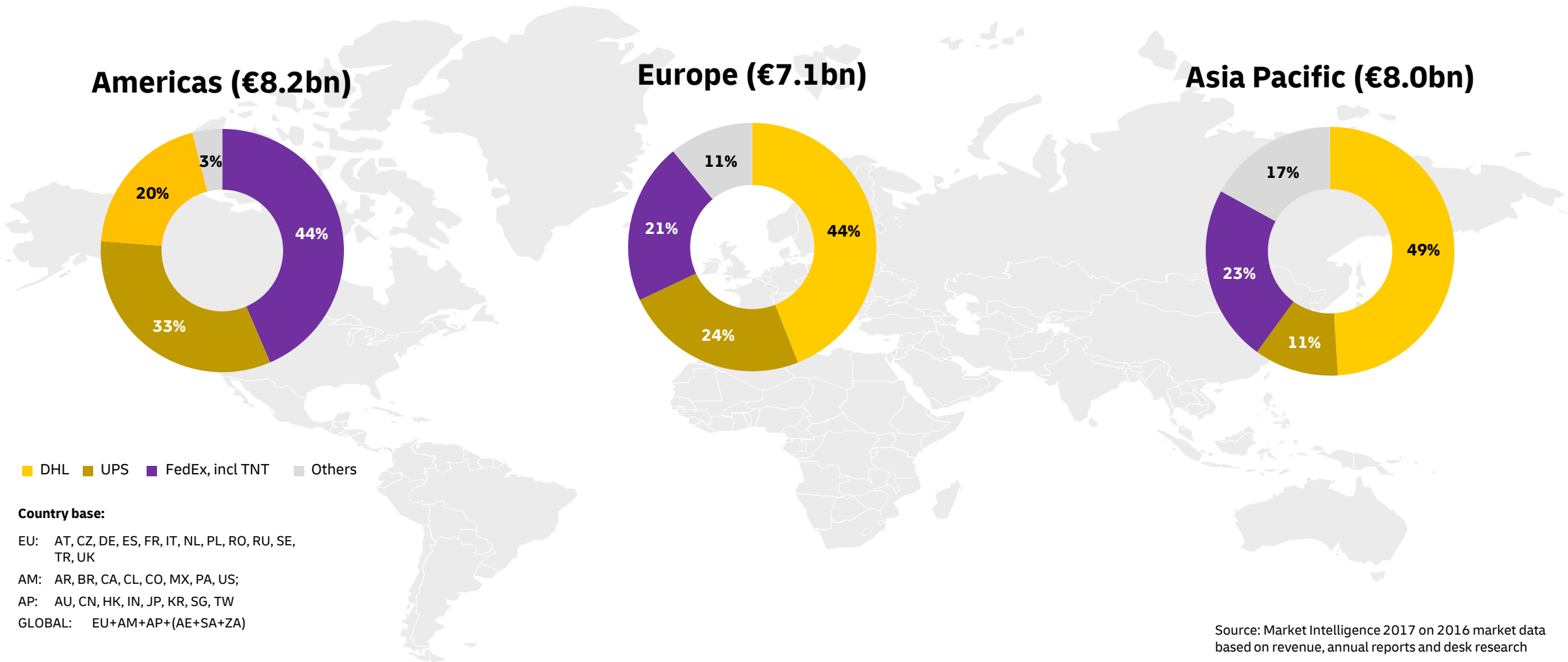


# E-commerce is a profitable growth driver for DHL Express



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	→

# DHL Express: Market share by geography

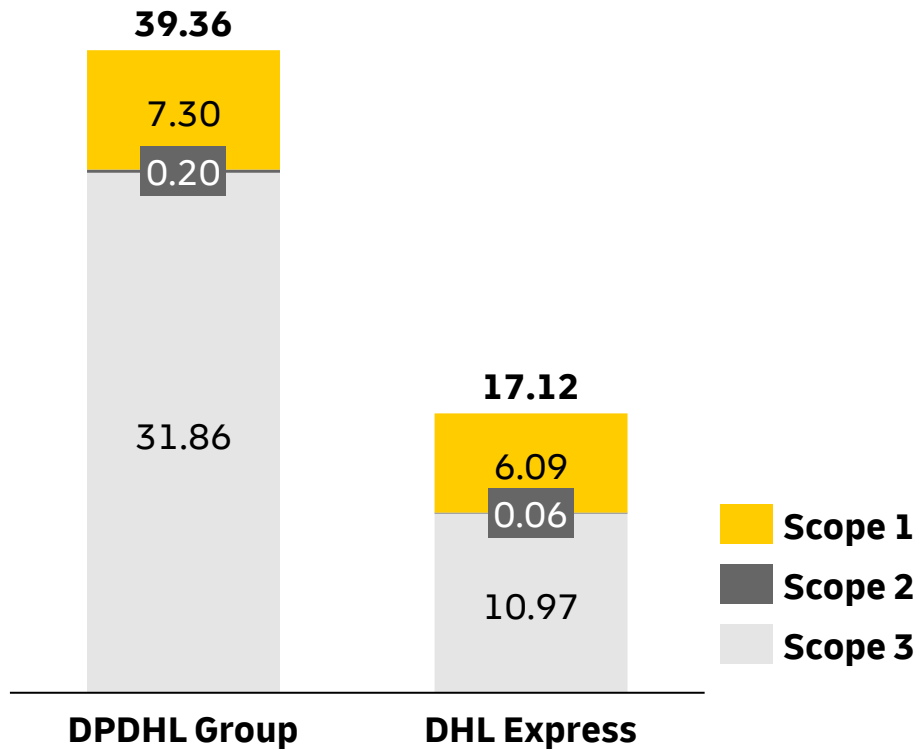


Source: Market Intelligence 2017 on 2016 market data based on revenue, annual reports and desk research

# DHL Express

## Path to climate neutral operations

CO<sub>2</sub> Emissions 2021  
*in t CO<sub>2</sub>e*



DHL Express ordered 12 **fully-electric cargo planes**



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

First regular SAF supply in Amsterdam Airport and San Francisco Airport

Further partnerships for SAF supply at East Midlands Hub by mid-2022 (reducing ~70k tons of CO<sub>2</sub>)



Decarbonisation of ground operations via **electric vans, trucks & mopeds** as well as **e-bikes** and **walking couriers**



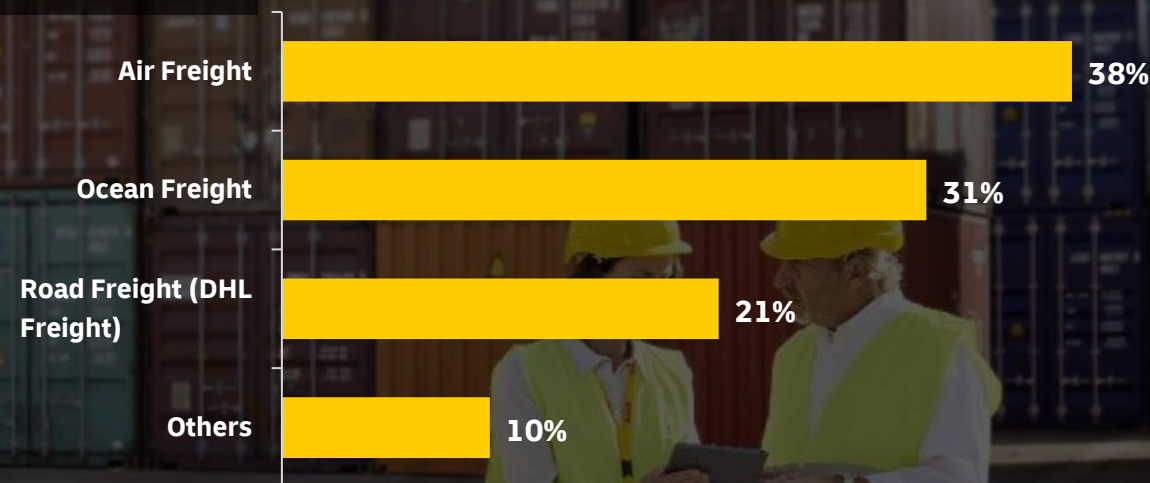
# DHL GLOBAL FORWARDING, FREIGHT

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 ~45,000 highly qualified employees
- Market potential continues to be attractive with GDP growth driven by global trade
- Investments into state-of-the-art IT systems are driving increased operational efficiency and enhanced customer experience
- On this basis, sustainably higher GP/EBIT conversion and EBIT margin levels post COVID-19 targeted
- New sustainable product offers launched in 2021

## Revenue Mix



## Market Position (2020)

Air Freight **#1**

Ocean Freight **#2**

Road Freight (EU) **Leading position in a highly fragmented market**

# DHL Global Forwarding, Freight: Global presence



## EUROPE

**~50 Countries**  
**~410 Locations**  
(offices + operational sites)

## AMERICAS

**~25 Countries**  
**~120 Locations**  
(offices + operational sites)

## MIDDLE EAST & AFRICA

**~70 Countries**  
**~120 Locations**  
(offices + operational sites)

## ASIA PACIFIC

**~35 Countries**  
**~230 Locations**  
(offices + operational sites)



Present in more than  
**150 countries**



**~45,000 highly  
qualified employees**



**2.1m AFR export  
tons transported**

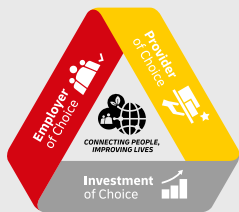


**3.1m TEUs  
transported**



**>50m shipments  
transported**

# DHL Global Forwarding, Freight Strategic priorities



## OUR DGFF PLAN

CONTINUE ON OUR PATH TO ACHIEVE OUR ASPIRATIONS BASED ON CLEAR PRIORITIES ALONG THE THREE BOTTOM-LINES WITH DGF SIMPLIFY AND FREIGHT 2025 STRATEGIES



### EMPLOYER OF CHOICE

#### OUR ASPIRATION

We aspire to improve along our EOS KPIs & to maintain a high ratio of all employees being Certified

#### HOW WE WILL GET THERE

- Talent attraction & development
- Certified
- Future workforce, esp. Women at DGFF
- People-related technology and data



### PROVIDER OF CHOICE

We strive to continuously improve Customer satisfaction (Customer Satisfaction Survey, NPS)

- Service Excellence & quality initiatives
- Digital Customer Interaction
- Customer-centric / value-adding solutions



### INVESTMENT OF CHOICE

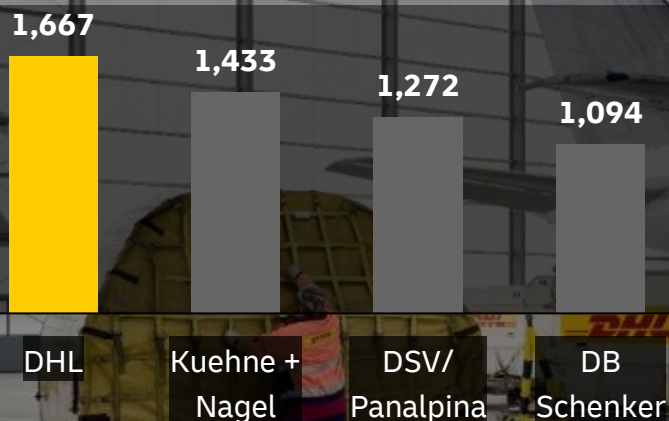
We commit to achieve clearly defined financial targets

- Profitable growth
- GP optimization
- Benefit realization of our IT Renewal Roadmap & E4U



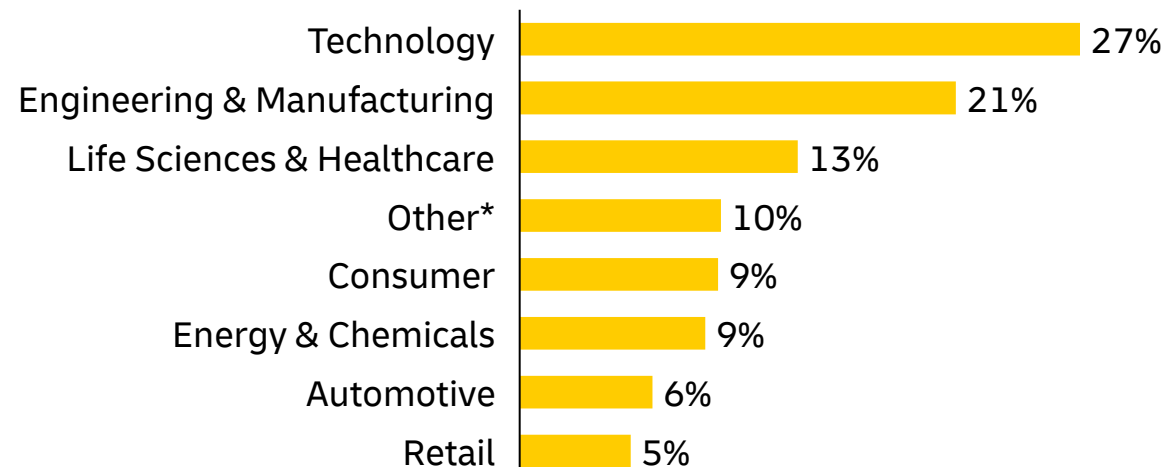
# DHL GLOBAL FORWARDING AIR FREIGHT

**Market position 2020**  
(based in 000 tonnes, export only)



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

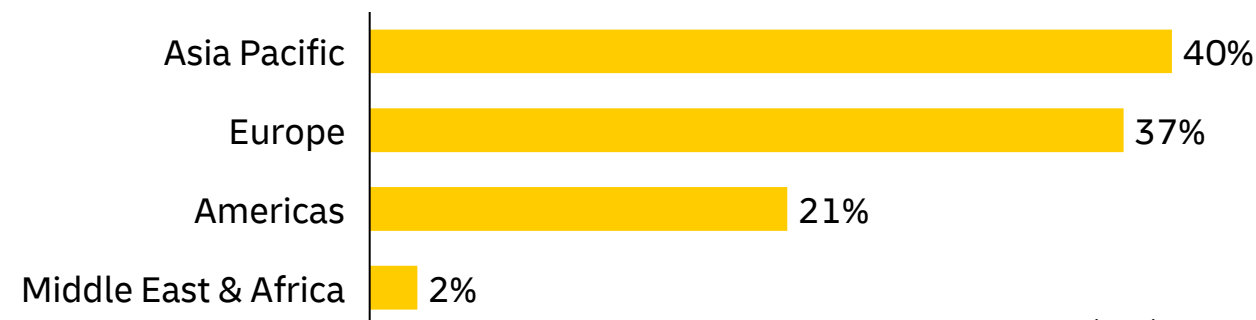
## Volume mix by sector (FY 2021)



% based on tons

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

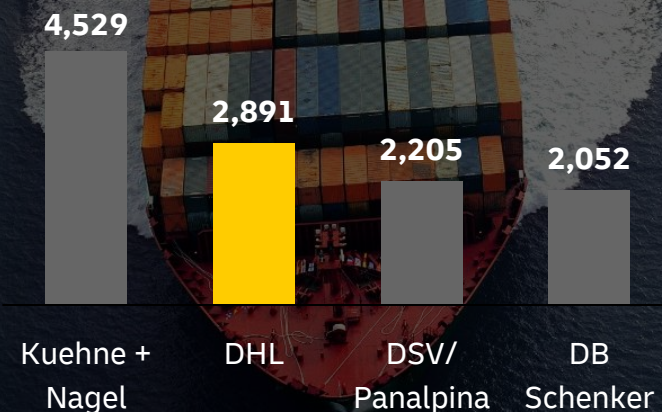
## Volume mix by region (FY 2021)



% based on tons

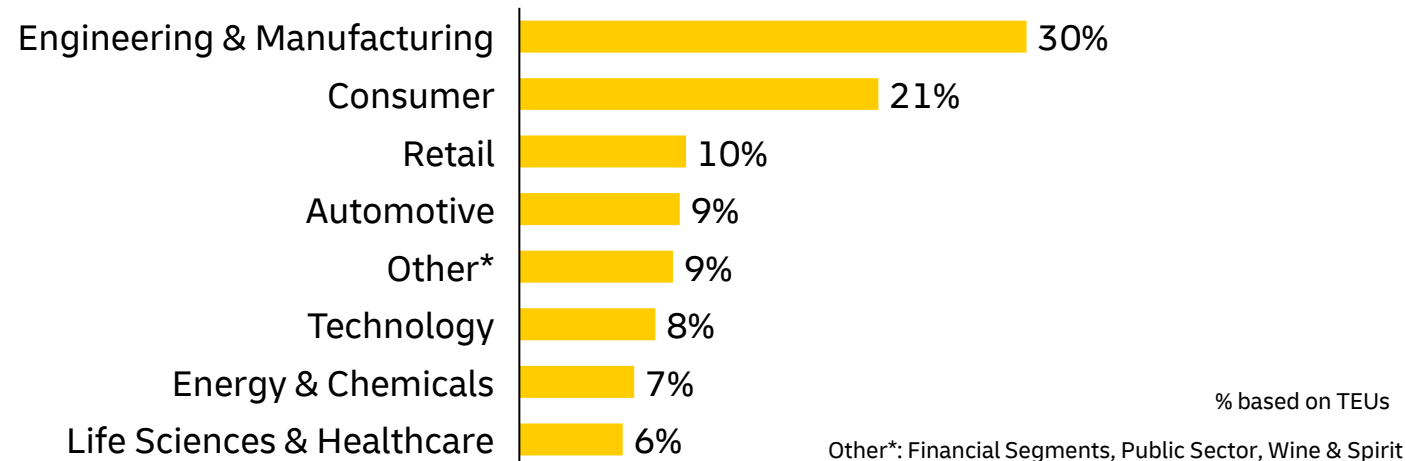
# DHL GLOBAL FORWARDING OCEAN FREIGHT

## Market position 2020 (based in 000s of TEUs, export only)

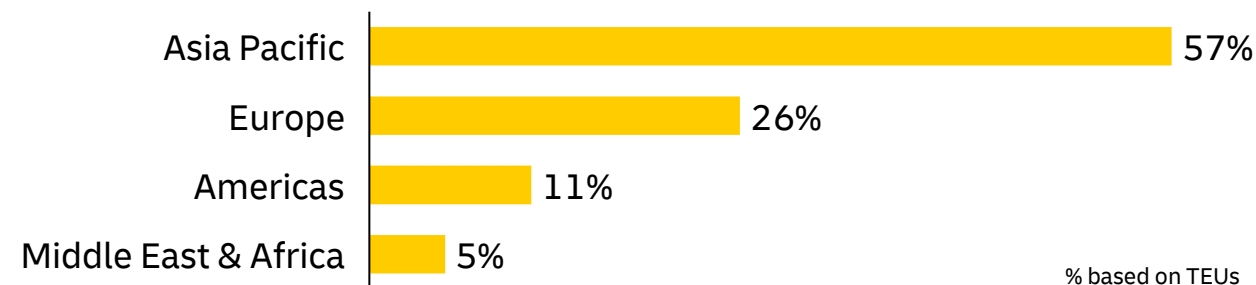


Source: Global Insight, annual reports / other publications, company estimates

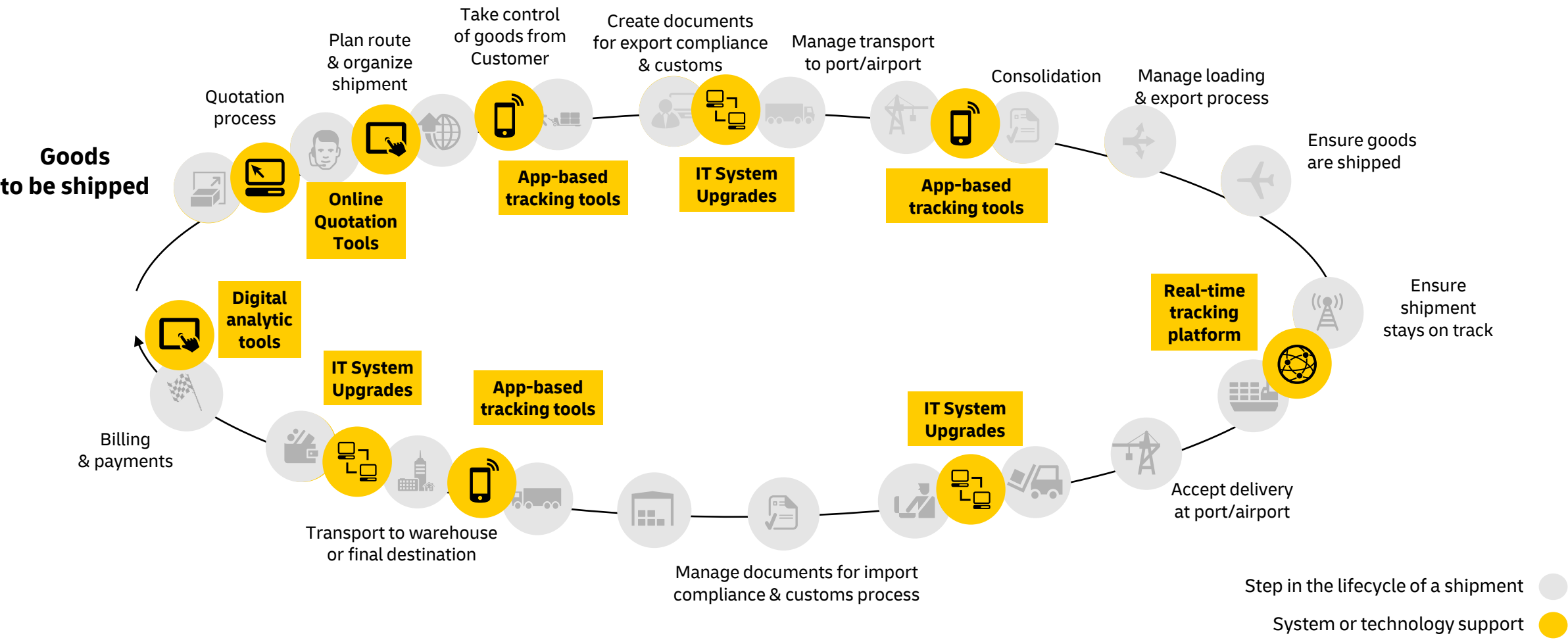
## Volume mix by sector (FY 2021)



## Volume mix by region (FY 2021)



# The lifecycle of a shipment is a complex process and technology investments are key to success





# With IRR & Digital Customer Interaction DGF is enhancing customer experience while increasing operational efficiency

myDHLi

360° VISIBILITY

COLLABORATION

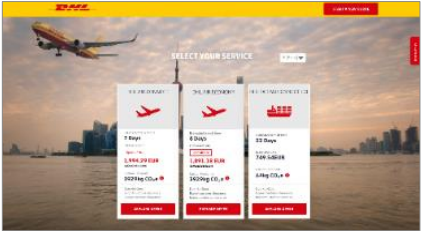
FULL ACCESS

MANAGED BY CUSTOMER


External

myDHLi

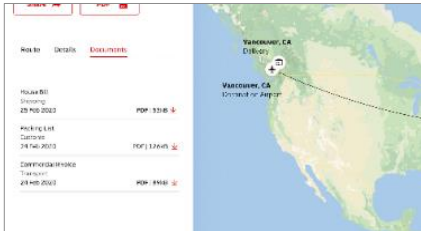
FOLLOW + SHARE




QUOTE + BOOK



TRACK




DOCUMENTS




ANALYTICS

IT Renewal Roadmap (IRR): Our Digital Backbone established


Internal




New TMS




Paperless forwarding




Quotation tool



Track + trace / shipment visibility



Steering Logic



... and many more

2022 BUSINESS PROFILE | DEUTSCHE POST DHL GROUP | MARCH 2022

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# Our digital marketplace Saloodo! successfully connects shippers and carriers in 50+ countries on 4 continents

## Saloodo! for shippers

### Large carrier network

Access to more than **12.000 carriers**.



Every carrier is thoroughly checked beforehand

### Transparent prices

All offers proposed for transport requests visible – shipper can choose what fits best to transport requirements



### Paperless documentation

Documents such as the proof of delivery or invoices can be accessed via dashboard within seconds



## Saloodo! for carriers



### FTL, PTL & LTL transports

More than **30.000 shippers** publish their transport requests



### 14 days payment terms

Fast and secure payment within 14 days after submitting the proof of delivery



### Freight tender

Market fluctuations over the course of the year can be absorbed and free truck capacities optimized



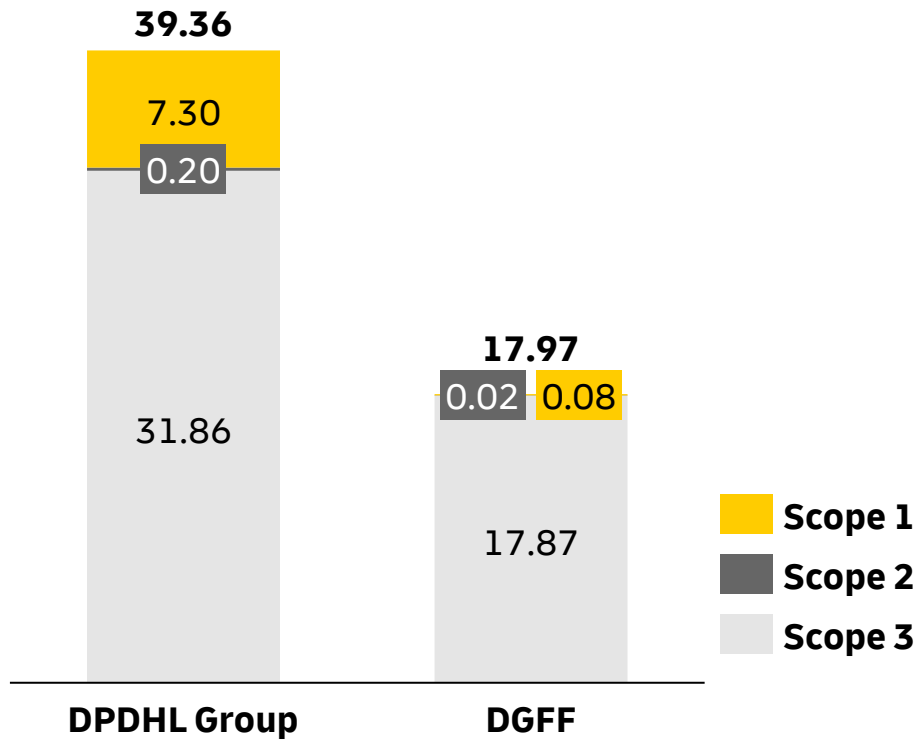
[www.saloodo.com](http://www.saloodo.com)



# DHL Global Forwarding, Freight

## Path to climate neutral operations

CO<sub>2</sub> Emissions 2021  
m t CO<sub>2</sub>e



### Ocean Freight



#### Sustainable Marine Fuels

For less-than-container load, launched in Jan. 2021  
For full-container load, launched in Jun. 2021

### Road Freight



#### Insetting Solution

Available with Skicka Grönt in Sweden; further rollout in 2022

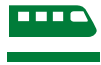
### Air Freight



#### Sustainable Aviation Fuels

Launched in Feb. 2022

### Rail Freight



#### DHL Railnet

Newly offered for rail & intermodal shipping

### Collaborate with like-minded industry partners

- Strong industry partnerships
- Annual carrier certification

### Form a strong team of Certified GoGreen Specialists

- +25,000 employees have had foundation training

# DHL 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

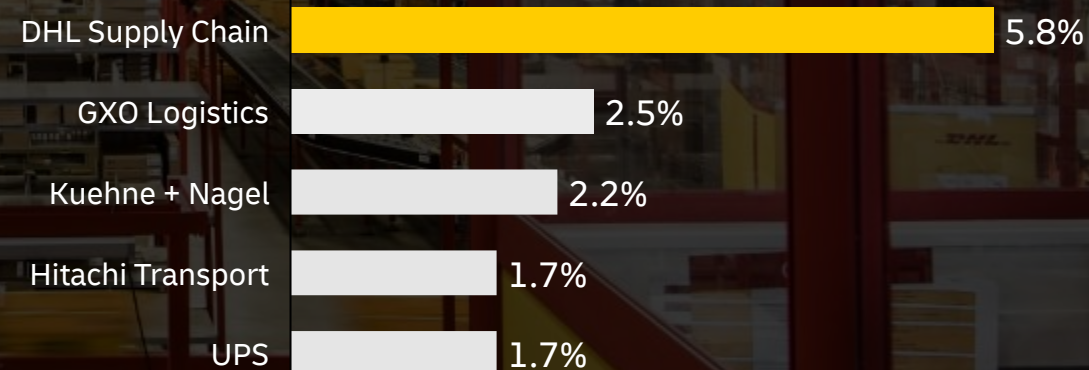
## Investment Summary:

- World market leader in Supply Chain Management with industry-leading EBIT margin at >5%
- Scalable and flexible digital solutions embedded in our standard ways of working
- Leading Omni-channel and e-commerce offering
- 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 2021

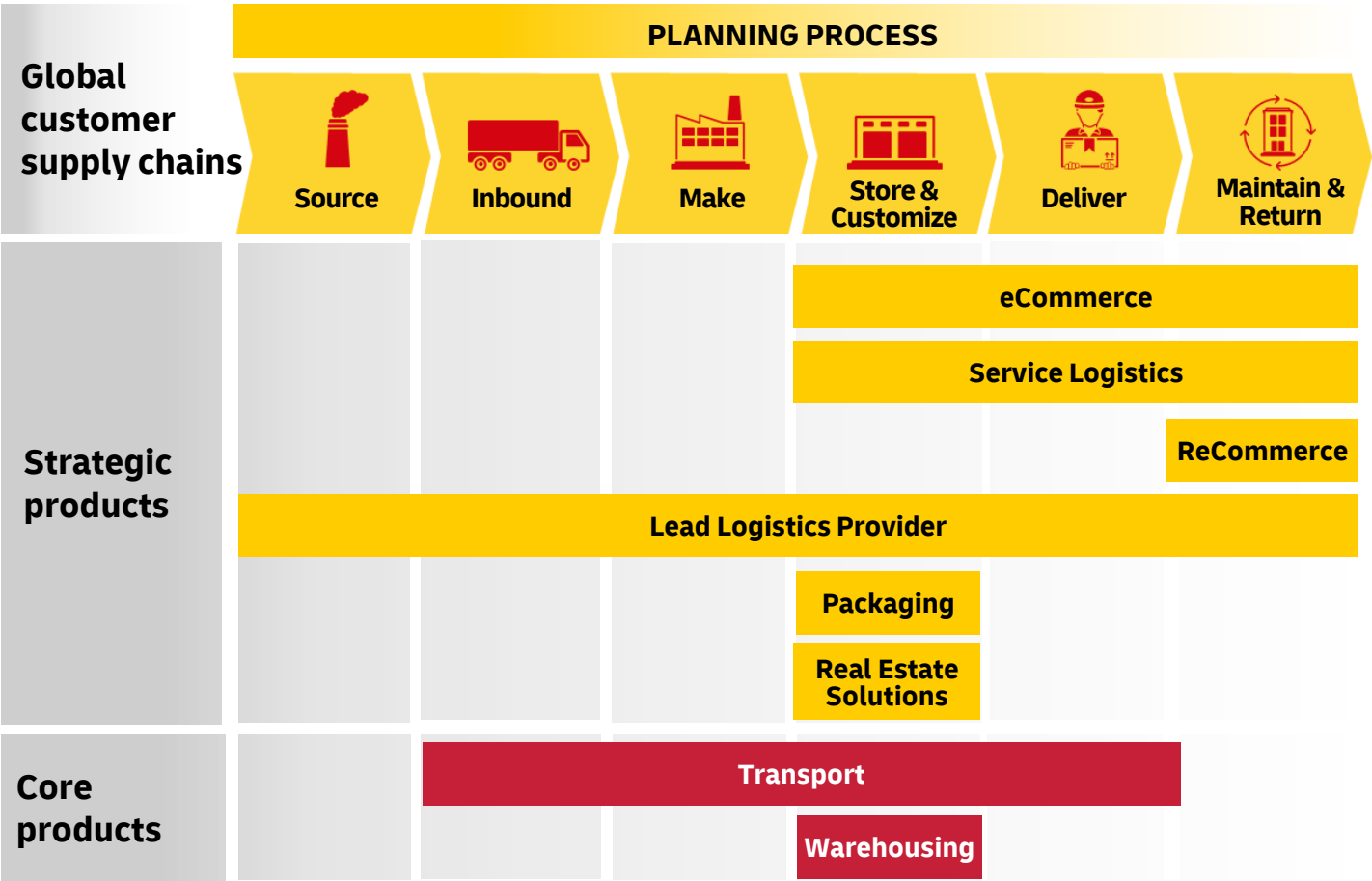


## Market Position (2020)



# DSC offering attractive strategic solutions across the whole supply chain

## DHL Supply Chain offerings of key solutions <sup>1)</sup>



1) Not exhaustive 2) Includes DHL leased and owned locations as well as customer owned locations operated by DHL

DHL Supply Chain is the **most global contract logistics provider**:

- Global coverage of **>50 countries**, more than twice of closest global competitors
- Combine unparalleled reach and scale with **>1,500 locations** in all commercial centers
- Provide efficient scalability and flexibility on **>40m sqm<sup>2</sup> of warehouse space<sup>2)</sup>** that we manage and operate for our customers

As the **world's leading contract logistics provider** we create competitive advantage for our customers by delivering exceptional operational service as well as **innovative and sustainable solutions** across the supply chain.



## #TogetherUnstoppable

### #ConnectedPeople



- Keep each other safe and engaged
- Collaborate as a diverse team to deliver high-performance
- Certified, passionate experts in everything we do

### #ExecutionEdge



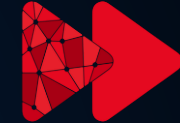
- Strive for excellence in everything we do
- Consistently drive our best in class tools and processes
- Improve every single day

### #DelightedCustomers



- Deliver outstanding customer experiences
- Use our full breadth of capabilities to create value for customers
- Build lasting relationships to grow

### #OwnTomorrow

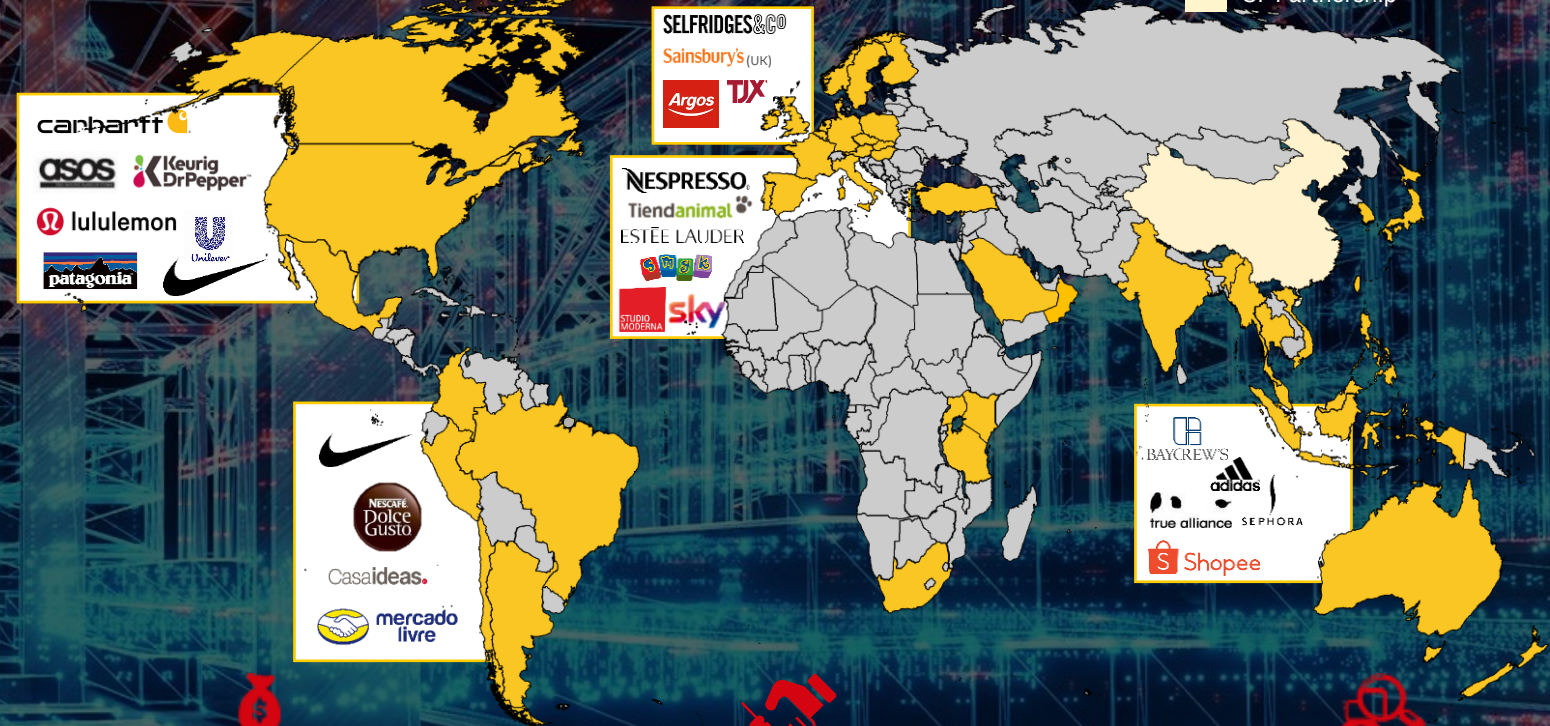


- Lead in innovation and sustainable solutions
- Realize our creative potential in a coordinated way
- Make the digital supply chain a reality



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

- Customer Examples (not exhaustive)
- Countries with DSC operations
- SF Partnership



€1.5bn revenue in e-commerce  
(+45% vs 2019)

Strong customer sign up on  
Fulfillment networks

More than 25% of DSC's in  
new business signings is  
from e-commerce

140 operations across  
all regions













~50 returns operations  
centers globally



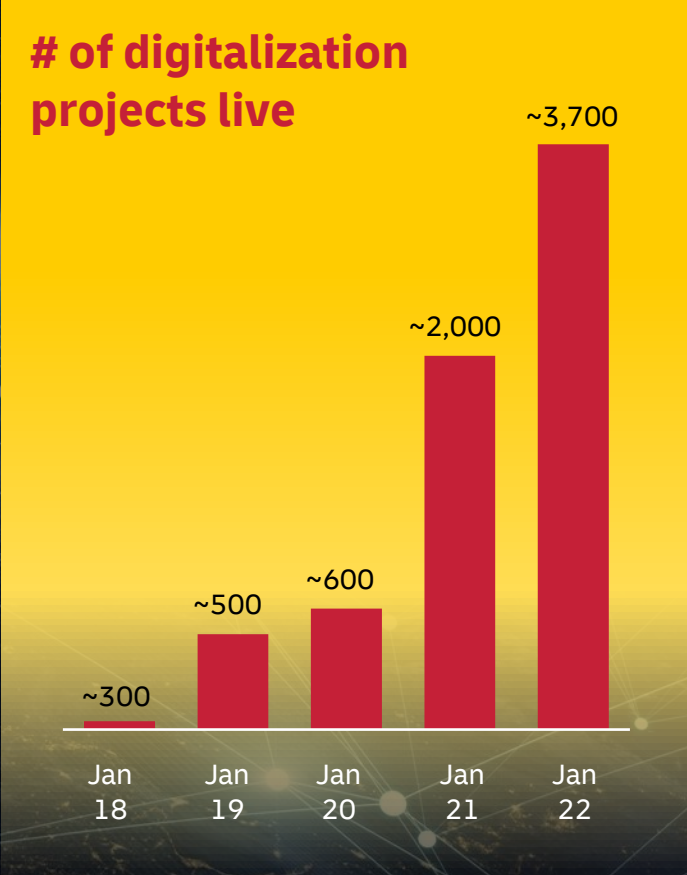
# We have defined 12 focus technologies with clear benefits for our customers and DSC

**12 Focus technologies**  
identified along entire logistics process

**75%+ of employees working on sites with active Accelerated Digitalization projects**

Assisted Picking Robots 	Inventory Management Robots 	Intelligent Process Automation 
Goods-to-Person Robots 	Robotic Arms 	Data Analytics / Algorithmic Optimization 
Wrapping Robots 	Smart Operations 	Supporting Robots 
Indoor Robotic Transport 	Wearable Devices 	Asset Tracking & Monitoring 

<b>Investment of choice</b> Productivity and utilization increase, cost reduction	<b>Provider of choice</b> Customer satisfaction increase	<b>Employer of choice</b> Employee attraction and retention, overall satisfaction
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# DHL Supply Chain is 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...

...and we are leading in digital capabilities

#1

**in global reach**

We operate 1,500 locations in over 50 countries

#1

**in capacity**

>40 Mio sqm of warehouse space that we manage and operate for our customers

#1

**in vehicles operated**

>10,000 own vehicles in addition to managed transportation

**Physical assets**

**+**

**Digital capabilities**

#1

**Logistic data pool globally**

Our global reach and scale gives us unmatched access to data

#1

**in workforce digitalization**

75%+ of employees working on sites with active Accelerated Digitalization projects

#1

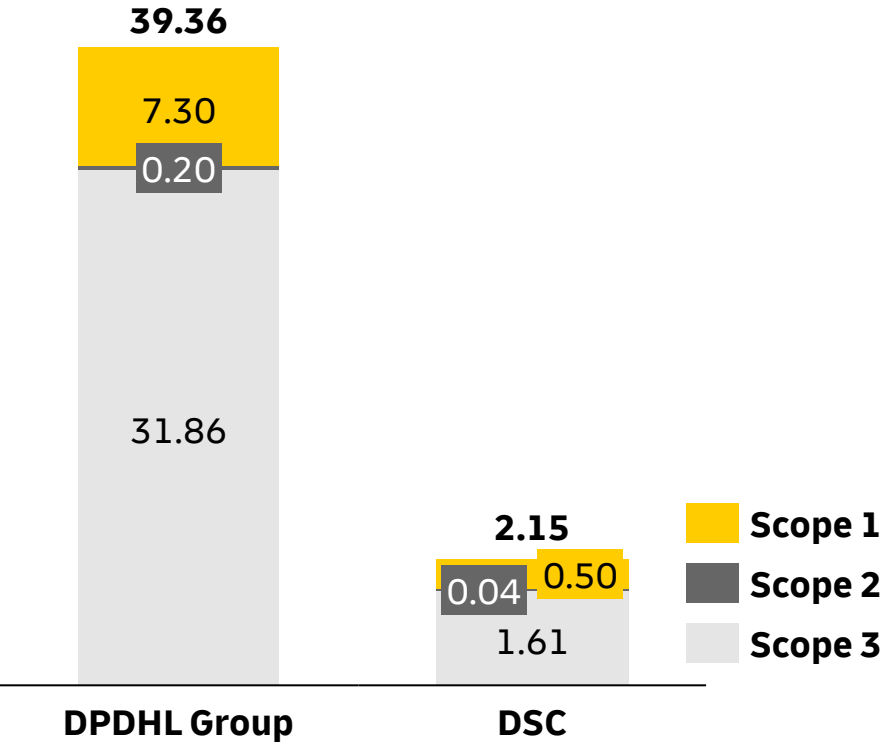
**Leading technology ecosystem**

100+ strong partnerships to ensure speed and drive innovations

# DHL Supply Chain

## Path to climate neutral operations and transportation

CO<sub>2</sub> Emissions 2021  
*in t CO<sub>2</sub>e*



**DHL 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 CO<sub>2</sub> reduction of our main CO<sub>2</sub> contributors:

### Transport



Investments in sustainable fleet to reduce transport emissions and gain efficiencies

**Examples:**

- Upgrade own fleets to natural gas (LNG/CNG)
- 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 → 25% of our sites are already carbon neutral
- Investments in solar PVs for all new buildings



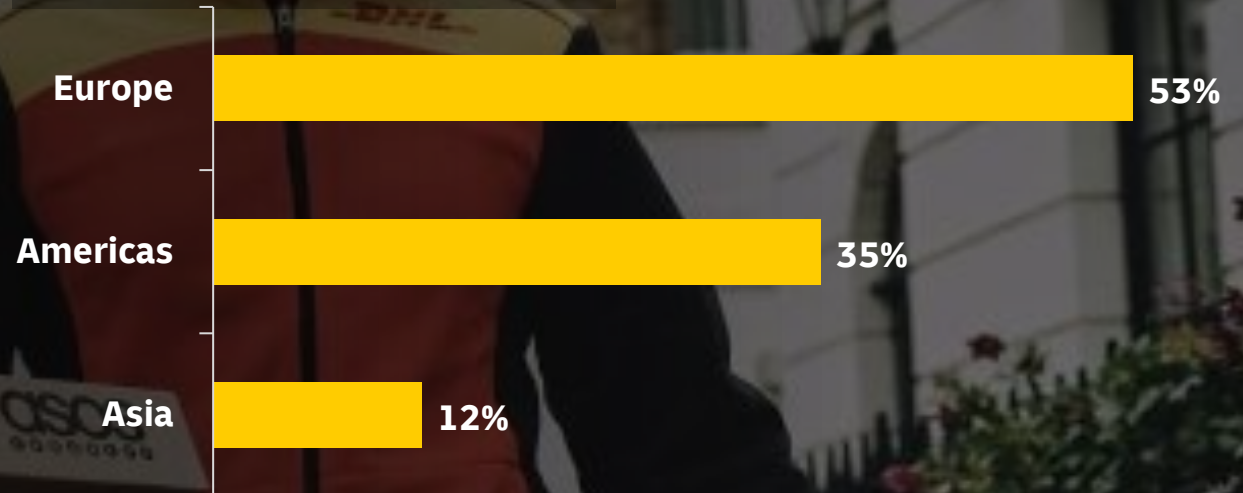
# DHL ECOMMERCE SOLUTIONS

Domestic last mile parcel delivery in selected countries outside of Germany (Europe, USA, India and selected Asian emerging 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 2021





# Our profitable core: Focus on domestic and non-TDI\* parcel delivery

## Core business

### Domestic Last Mile

- In **selected countries outside of Germany**
- This includes **Europe, US** and selected emerging markets in **Asia Pacific**, incl. India



### Non-TDI Cross-border

- 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

# DHL eCommerce Solutions: Key stats at a glance



**>1.1 billion**

parcels delivered each year



**>20**

Offices



**22,500**

Vehicles



**2,400**

Facilities



**>48,000**

Employees



**>70,000**

Access Points<sup>1)</sup>



**6**

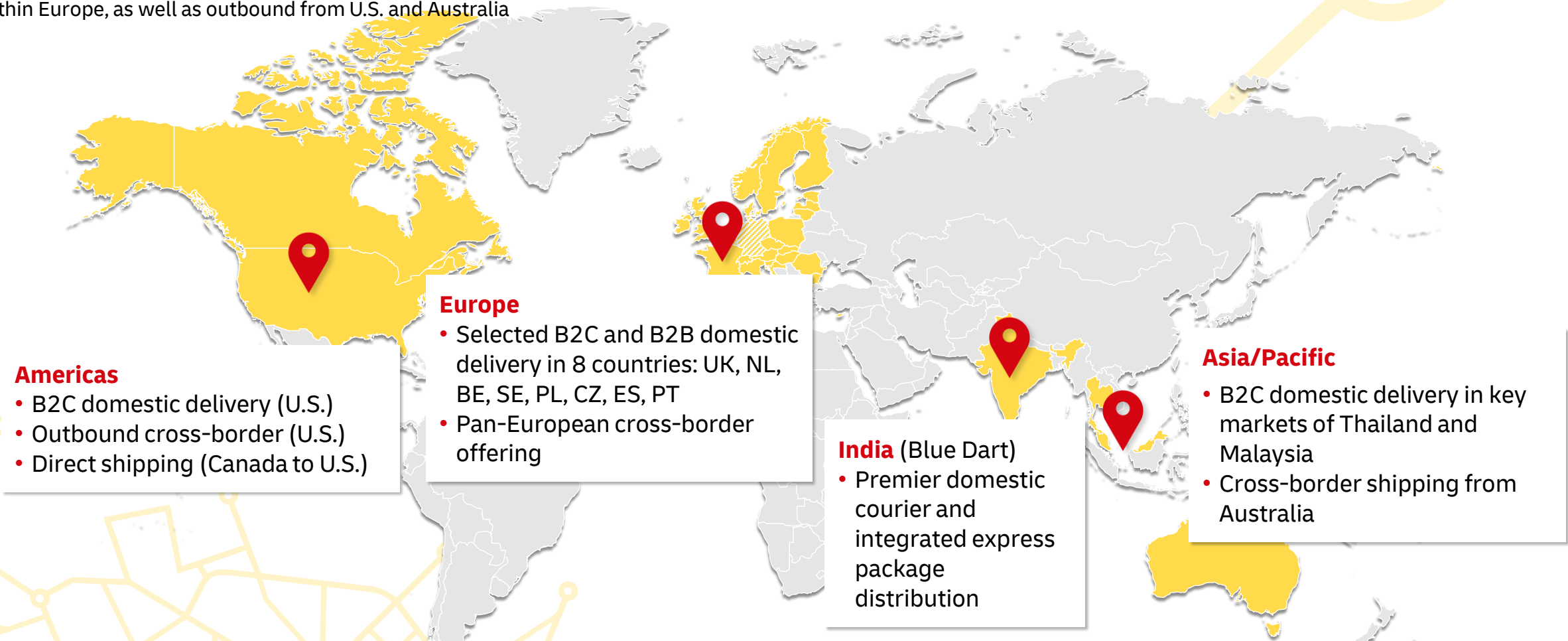
Dedicated Aircraft

Data as of 31.12.2021. 1) As of February 2022 reached 87.000 service points



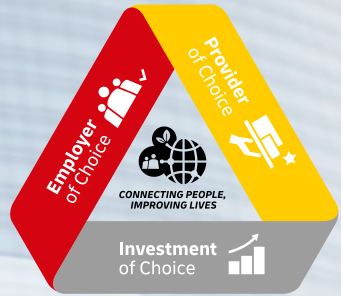
# DHL eCommerce Solutions: Regions and service portfolio

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





# DHL eCommerce Solutions - Aspirations and measures along the three bottom lines of Strategy 2025



## EMPLOYER OF CHOICE

The **best team** in the industry ...

- Continue record employee engagement score at 91%
- Maintain a **high ratio** of employees being **Certified**
- Continue to be the **Top Employer** in all eCS countries, and a Great Place to Work in growing number of markets



## PROVIDER OF CHOICE

... delivers the **best quality** ...

- Continue to serve with **industry-leading quality performance & customer satisfaction**
- Keep growing number of **access points** and more convenient delivery channels.
- Keep focus on **minimizing CO<sub>2</sub> emissions** and launching **climate neutral** offerings

**FIRST CHOICE**



## INVESTMENT OF CHOICE

... and achieves the **best results!**

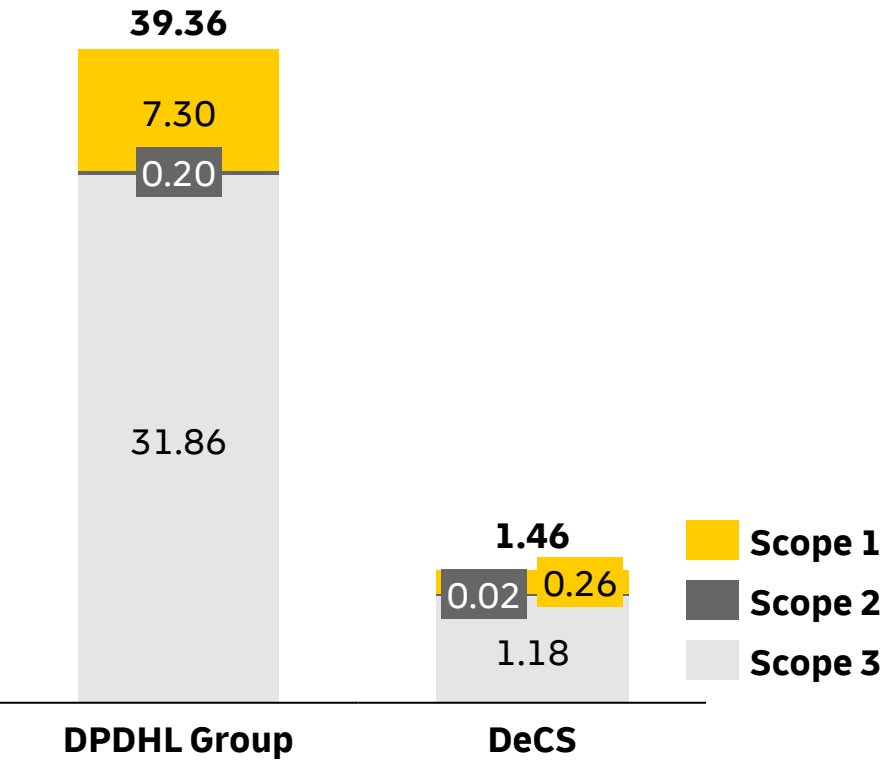
- Sustain the **profitable growth**
- Strong investments into network expansion and automation



# DHL eCommerce Solutions

## Path to climate neutral operations

CO<sub>2</sub> Emissions 2021  
m t CO<sub>2</sub>e



- 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
  - Last mile: Plan to **double number of EV** in 2022 and continuously replace traditional vehicles wherever possible



> 1200 EVs in use. Largest **electric delivery fleet** in Netherlands



First **fully carbon-neutral** DeCS CityHub in Netherlands operational in Q2 2022

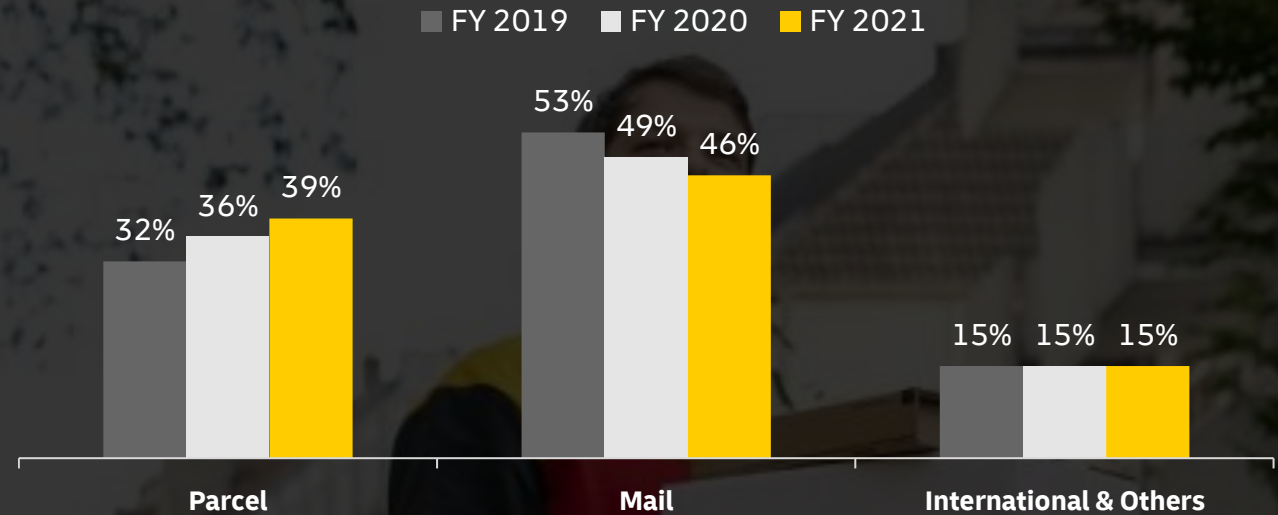
# POST & PARCEL GERMANY

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 CO<sub>2</sub>e /parcel vs all delivery competitors in Germany
- Digitalization and automation: Highest productivity in the industry through scale, automation und digitalization

## Revenue Mix



## Market Position (2021)

**~61%** Market share **Mail Communication**  
(business customers)

**>40%** Market share **Parcel**



# German Post and Parcel Network

82 Mail sorting centers

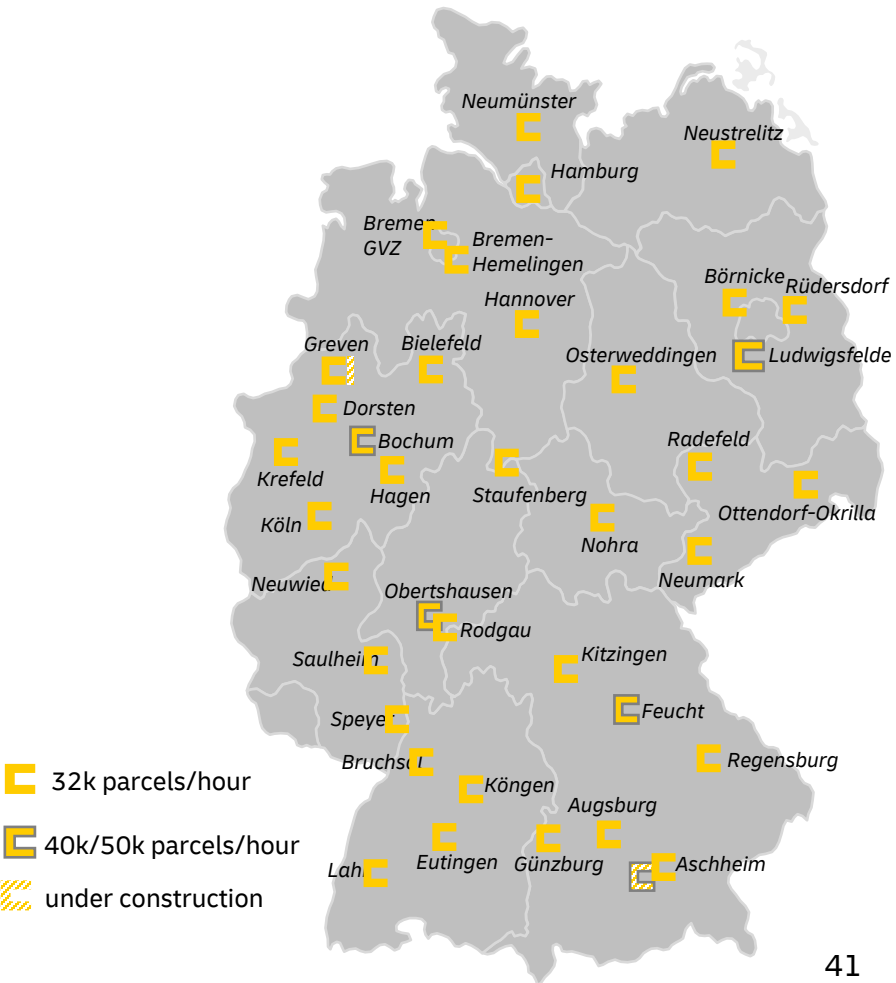


Delivery



**~60%** – and growing –  
of Parcel deliveries done  
through joint delivery with mail

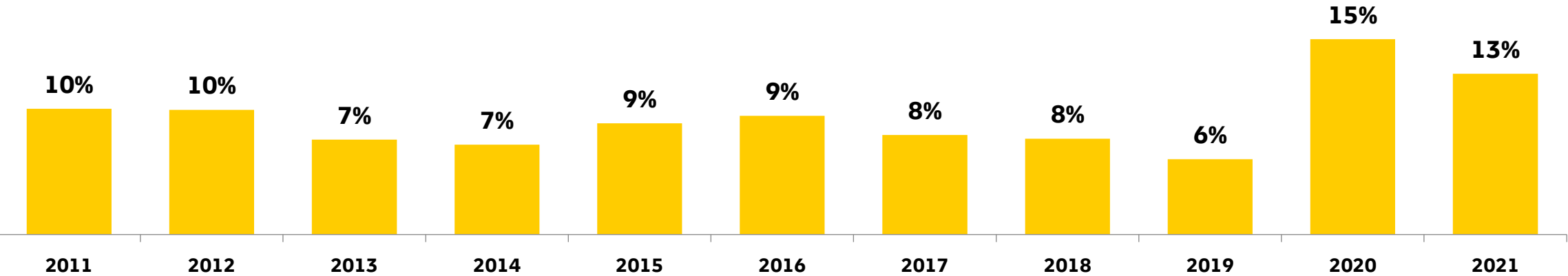
37 Parcel sorting centers





# DHL Parcel Germany: Structural e-commerce trend

Parcel Germany, volume growth, yoy



**>40%**

Parcel Market Share

**7.2m**

parcels per working day (2021)

**>120k**

Parcel Business customers

**~8,700**

Parcel Lockers  
(Packstation)

**~79%**

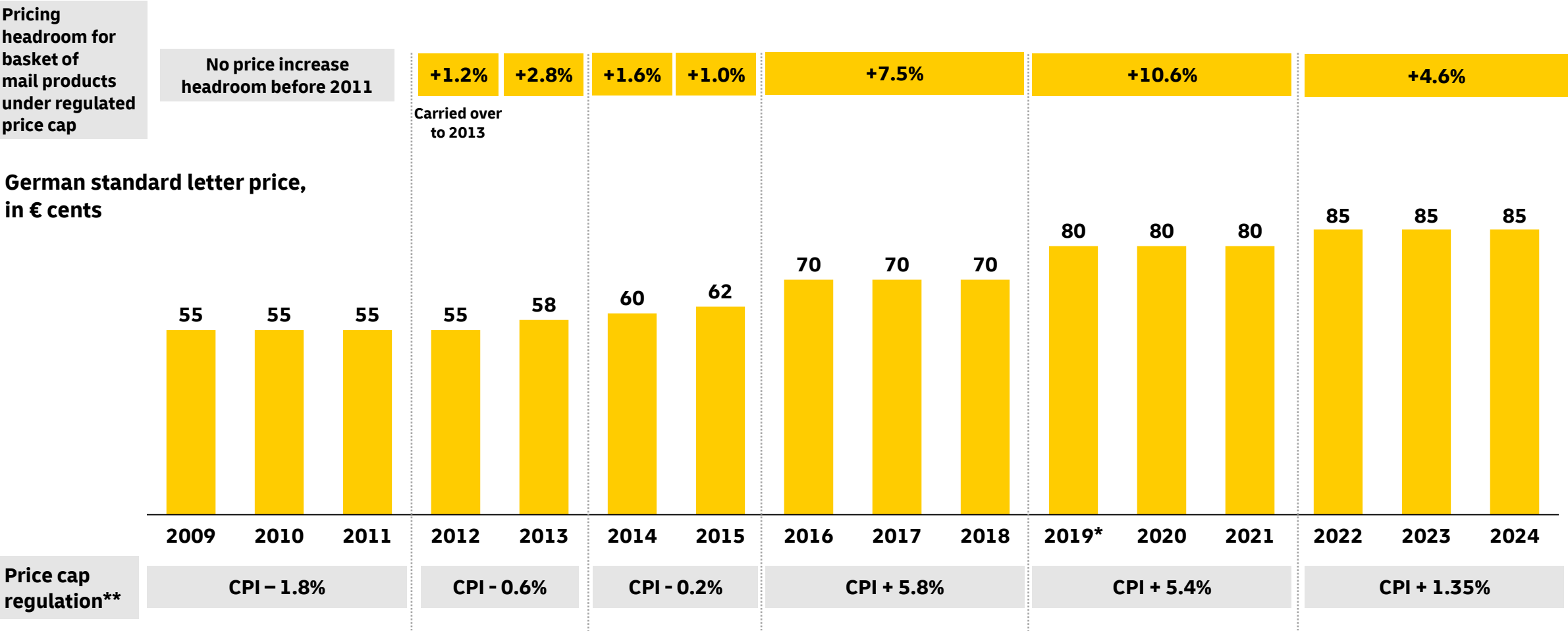
Next day delivery

# P&P Germany: Products and Pricing

P&P revenue FY21: €17.4bn		Pricing
Mail Communication €5.5bn	Ex-ante products – <i>private customers</i> (€1.0bn) – <i>business customers</i> (€1.4bn)	4.6% increase starting Jan 1st 2022 for 3 years (incl. international)
	Partial services – <i>business customers</i> (€2.0bn)	2020: 3-4% through reduction of discounts
	Other (€1.1bn)*	Partially increased in 2020-2022
Dialogue Marketing €1.8bn	Addressed and unaddressed advertisement mailings, campaigns (both digital & physical)	Partially increased in 2020-2022
International €2.6bn	In- and outbound Germany shipments	Depends on the product category: Partially increased in 2020-2022
Others/Consolidation €0.8bn	Press, pension services, retail	Partially increased in 2020-2022
Parcel Germany €6.8bn	Business customers Top accounts (~500 customers) Middle accounts (~22k customers) Small accounts (~102k customers)	Pricing varies by contracts. Last increase: January 1st 2022.
	Private customers	Listed prices in retail outlets and online

1) e.g.: small items eCommerce, Philately, "Postzustellungsauftrag"

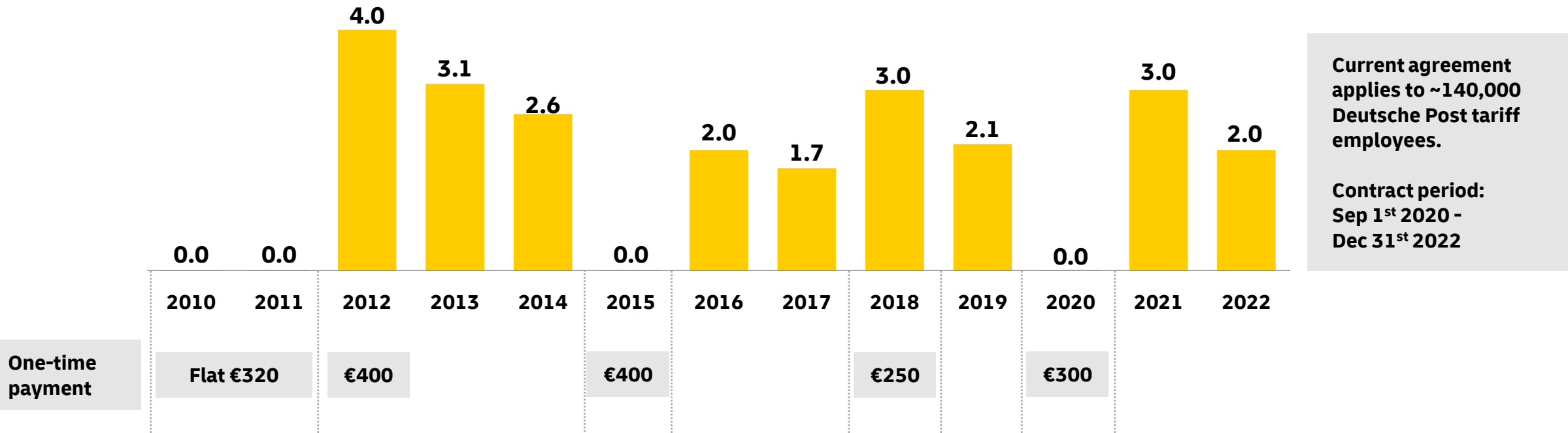
# Standard letter stamp price development is based on regulated price cap



\*implemented from July 1<sup>st</sup> 2019 onwards, taken into account in headroom calculation  
 \*\*CPI: Consumer price index  
 2022 BUSINESS PROFILE | DEUTSCHE POST DHL GROUP | MARCH 2022

# P&P Germany: Wage agreements in Germany

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



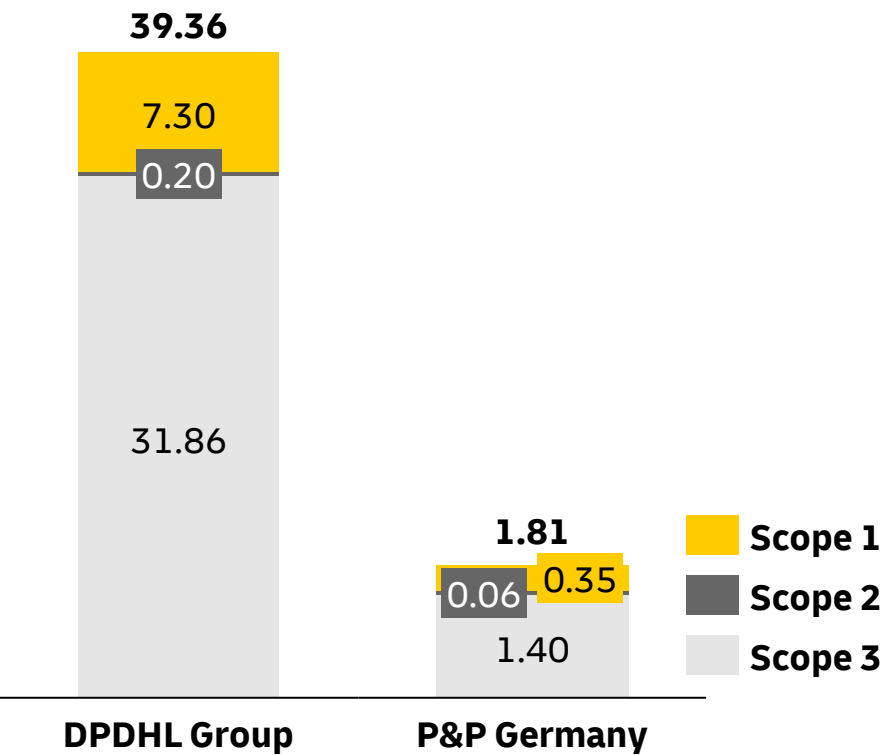
\*applies to ~140,000 Deutsche Post AG tariff employees



# P&P Germany

## Path to climate neutral operations

CO<sub>2</sub> Emissions 2021  
*m t CO<sub>2</sub>e*



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

Currently **~18,500 electric vehicles** and **~12,400 e-trikes** in daily operations



Currently **~8,700 Packstations** (parcel lockers) available in Germany; to be expanded to ~15,000 by 2023

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