

Deutsche Post DHL
Group

PEOPLE ENABLEMENT

JEFFERIES VIRTUAL ESG DEEP DIVE ON "HUMAN CAPITAL"

FADZLUN SAPANDI

EVP GLOBAL HR, DHL EXPRESS

16 March 2023



Deutsche Post DHL Group

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

ATTRACTIVE 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 in execution until March 2023

*based on closing share price on March 8th 2023

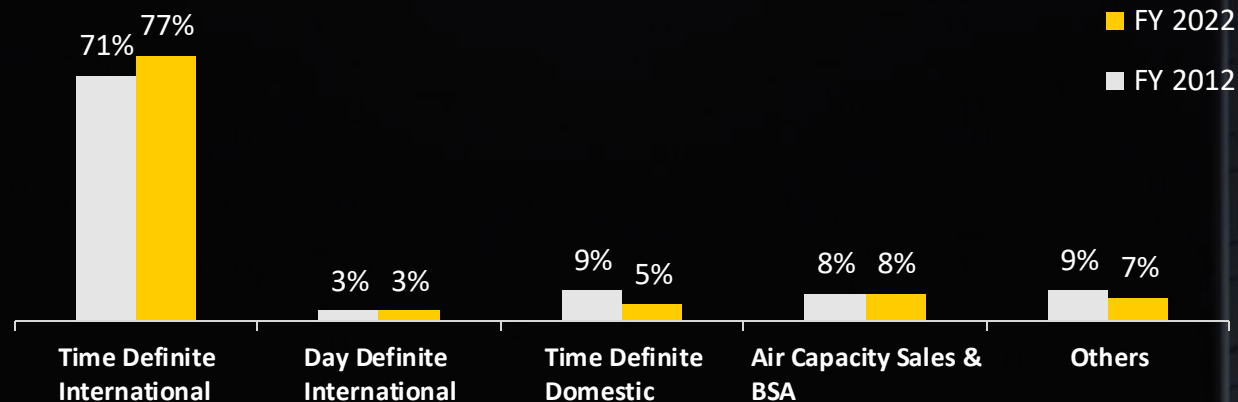
DHL EXPRESS

Global market leader in Time Definite International (TDI)

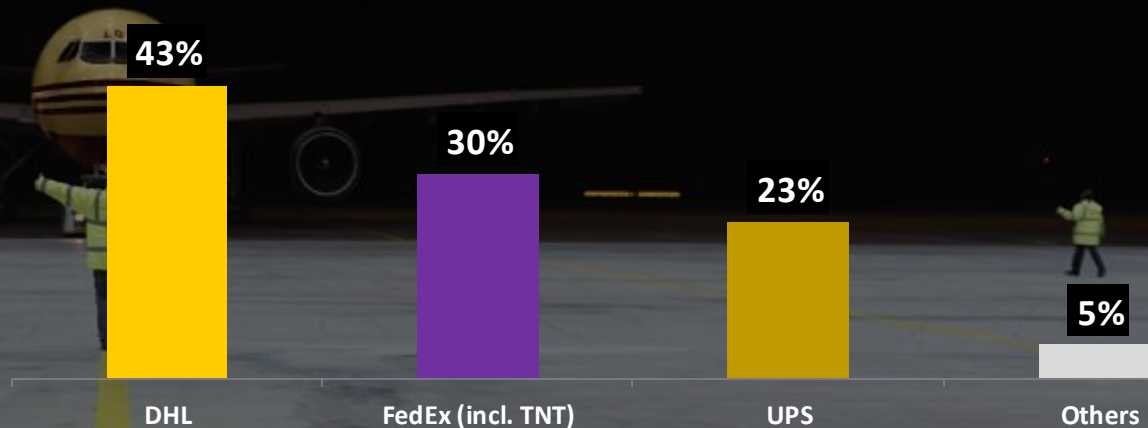
Investment Summary:

- #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

Revenue Mix



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



Source: Market Intelligence 2021

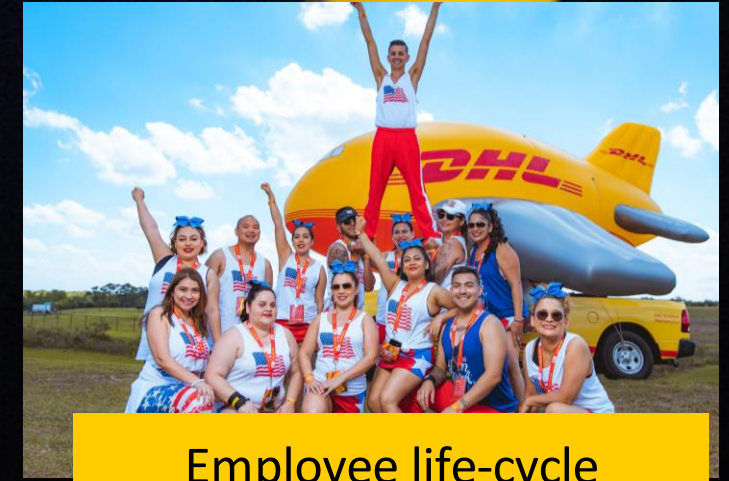
DHL Express People Enablement



CIS



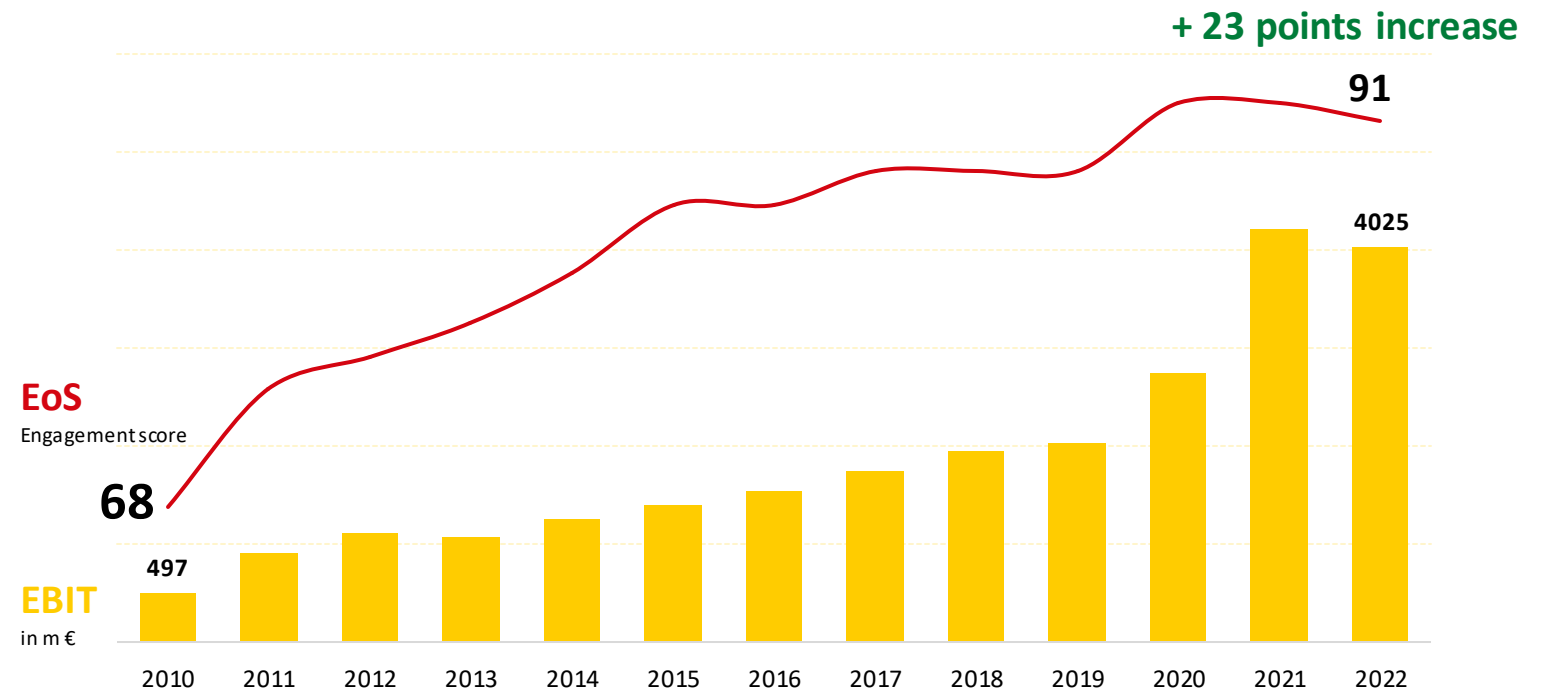
Great Place to Work



Employee life-cycle

The impact of **engaged employees** on **improved business performance** becomes clear when looking at our annual Employee opinions survey (EOS) results

EoS & EBIT Development 2010 - 2022



Motivated people are at the center of our focus strategy, boosted by our **Certified International Specialist** programs

4 Pillars



3 Letters

P=GQ

1 Passport



Launched in 2010,
the **Certified
International
Specialists** program
is the centerpiece for
employee
engagement and
development

Launched in 2010

Delivered by DHL Management and employees

Goal:

Understanding DHL Express culture,
business objectives of FOCUS strategy
and focus on international growth

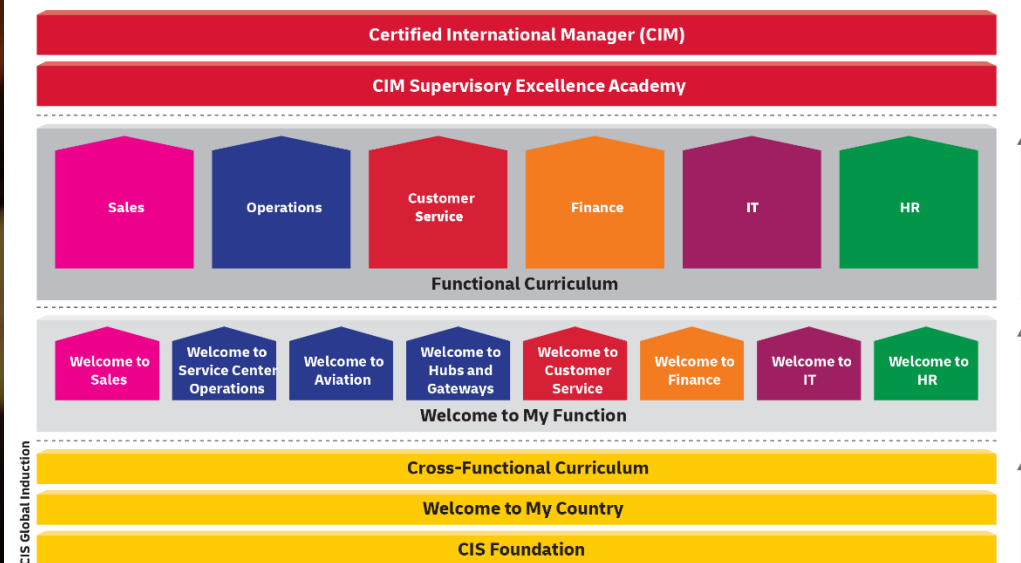
Recorded in the '**Passport to Success**',
capturing the employee's journey through CIS



100k employees
attended within
18 months

Today, dedicated programs cater and foster the development of all employee groups

Program Overview



- Program supports induction to knowledge, competencies, and skills upgrades
- Foundation module “Welcome to my Company” covers all functions
- Dedicated Supervisory Academy for our frontline leaders
- and many more....

CIS in numbers

110,000



Certified International Specialists

2500 Graduated
1,419 Planned for 2022

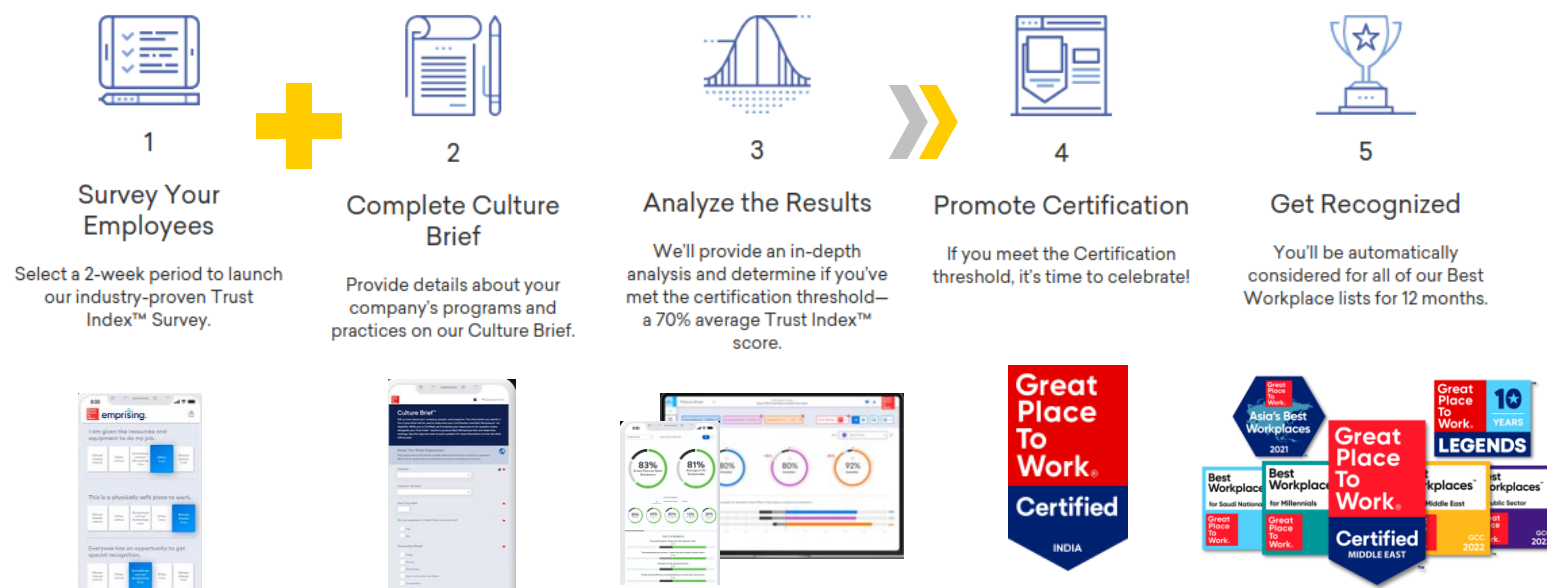


EOS up over 20% points since the program began
Over 280k feedback assessments through CIM



Great workplaces **For**
All are able to
 maximize their
 human potential
 through effective
 leaders, meaningful
 values, and a deep
 foundation of **trust**
 with all employees

The general country certification process:



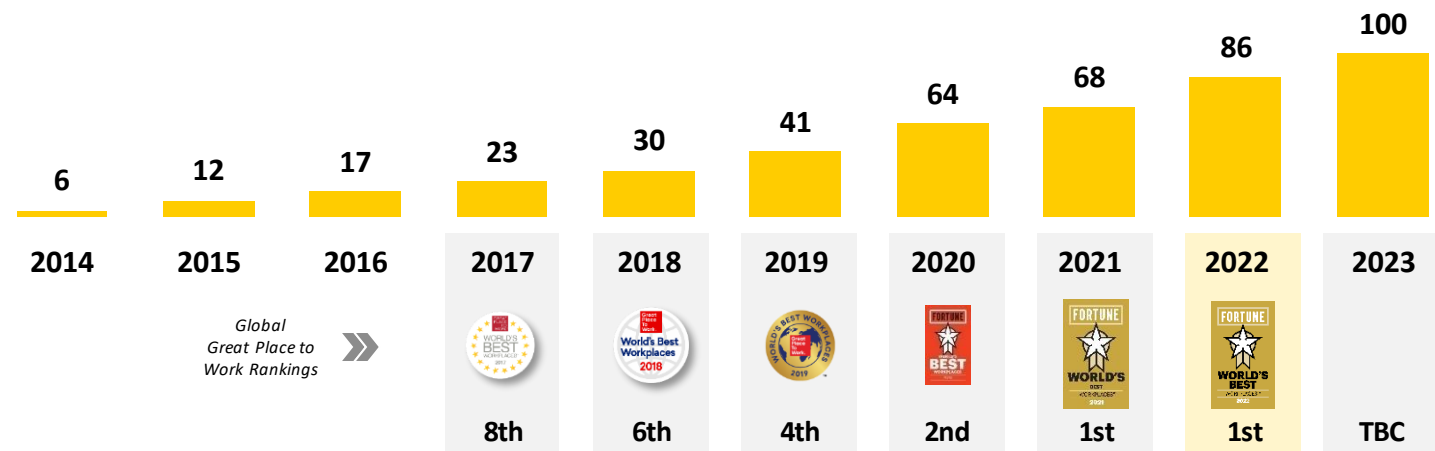
Source: GPTW, 1. Certification criteria: min. of 70% positive responses in the Trust Index© survey and abide by the audit norms;

The recognition as **World's Best Workplace™ 2022** is a testament to the strength of the DHL Express culture



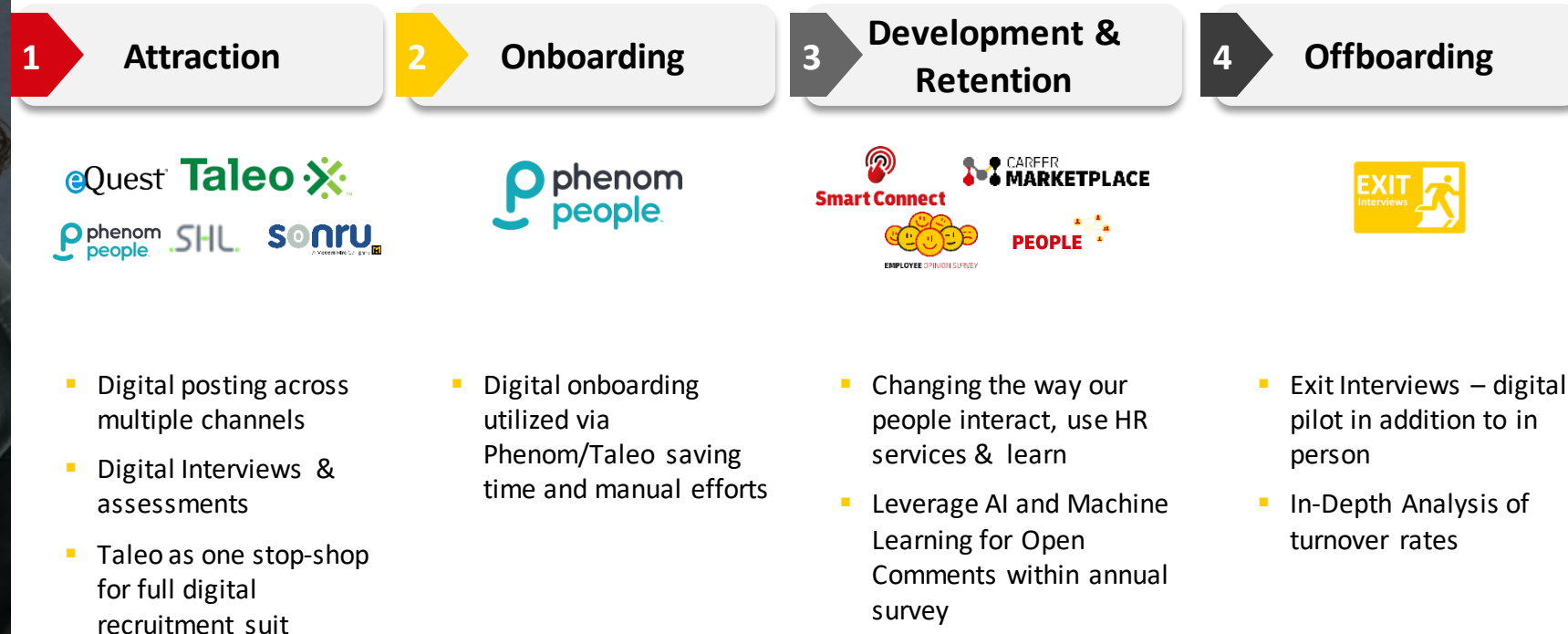
Great Place to Work identifies the **Best Workplaces** by analyzing companies' workplace programs and surveying over half a million employees across multiple countries about the key factors that create great workplaces for all.

Country participation & Ranking on World's Best Workplaces™



Transforming the employee journey through digitalization drives engagement and efficiency

Transforming the employee journey through digitalization



Our people have always been and will always be at the **core** of our **attention** and **value chain**

Deutsche Post DHL Group

UPstairs

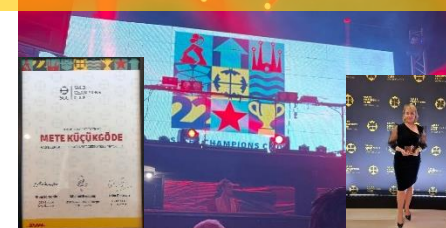


Football Cup(s)



Signature Engagement Activities & Events in 2022

Sales Champions Club



Employee of the Year



WIR SAGEN DANKE, TEAM GERMANY



Appreciation Week

Sample of Analytical Tool that helps us steering the business

Our HR analytics enables us to make **data-based decisions** that plays a pivotal role in our business steering

Illustrative – non exhaustive

Workforce	Recruiting	Engagement	Diversity	Learning	OHS	Comp & Ben	Leavers	HR Function
Headcount (at month end)	# Applications (at month end)	% Stikyness (SmartConnect) month average	% Women in Mngmt.	% Compl. Trainings Cov Rate	LTIFR (YTD)	Staff Costs/FTE (YTD) annualized	% Termination Rate (vs. LY)	Total HR Functions FTEs (avg - month)
FTEs (at month end)	# Hires (at month end)	% Activation Rate (SmartConnect)	% Women in Total Workforce	# Trainings Hours / FTEs	Lost Time per Incident (days)	Costs/Temp Ext. FTEs annualized	% Voluntary Term. Rate (vs. LY)	HR Service Ratio (month)
Trainees (HC at month end)	# Requisitions (at month end)	% Employee Share on GPTW/TE	Average Age (all Employees)	€ Trainings Spend / FTEs (YTD)	# Fatalities	Base Salary/FTEs annualized	% Involuntary Term. Rate (vs. LY)	Staff Costs/FTE (YTD annualized)
Temp External FTEs (on average)	Overall Rating (Satisfaction Score)	CLA HC (at the month end)			# Sickness Rate (YTD) (vs. LY)			

based on Avature

DHL Express

People Enablement



CIS

Motivated people are at the center of our focus strategy, boosted by our CIS programs



Great Place to Work

The recognition as World's Best Workplace is a testament to the strength of our culture



Employee life-cycle

Data & analytics, enable us futureproof recruitment, a great employee experience and to be competitive in the external market