

ANNUAL GENERAL MEETING

BONN, MAY 3, 2024

FIRST YEAR AS CEO...



ENVIRONMENT IN 2023: WEAK GLOBAL TRADE AND INTERNATIONAL CRISES



- Wars, conflicts and geopolitical tensions
- Inflation and uncertainty prevent broader economic recovery
- Less trade and lower transport volumes

ANNUAL TARGETS ACHIEVED

EBIT 2023

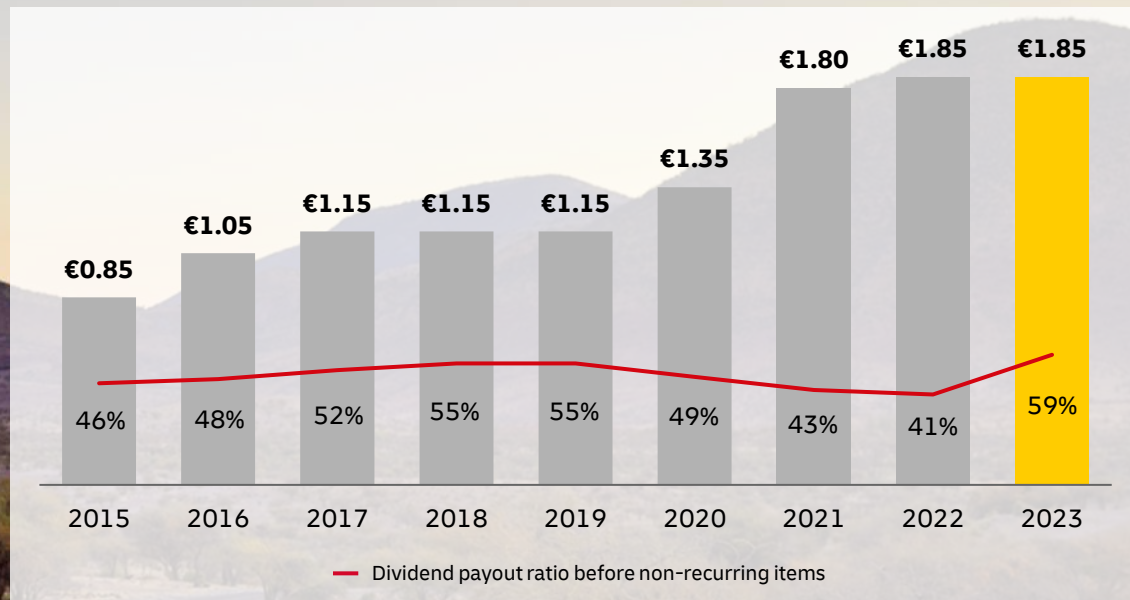
DHL Group	€6,345 m
Express	€3,229 m
Global Forwarding, Freight	€1,423 m
Supply Chain	€961 m
eCommerce	€292 m
Post & Parcel Germany	€870 m
Group Functions	€-432 m



STABLE DIVIDEND & EXTENDED SHARE BUYBACK

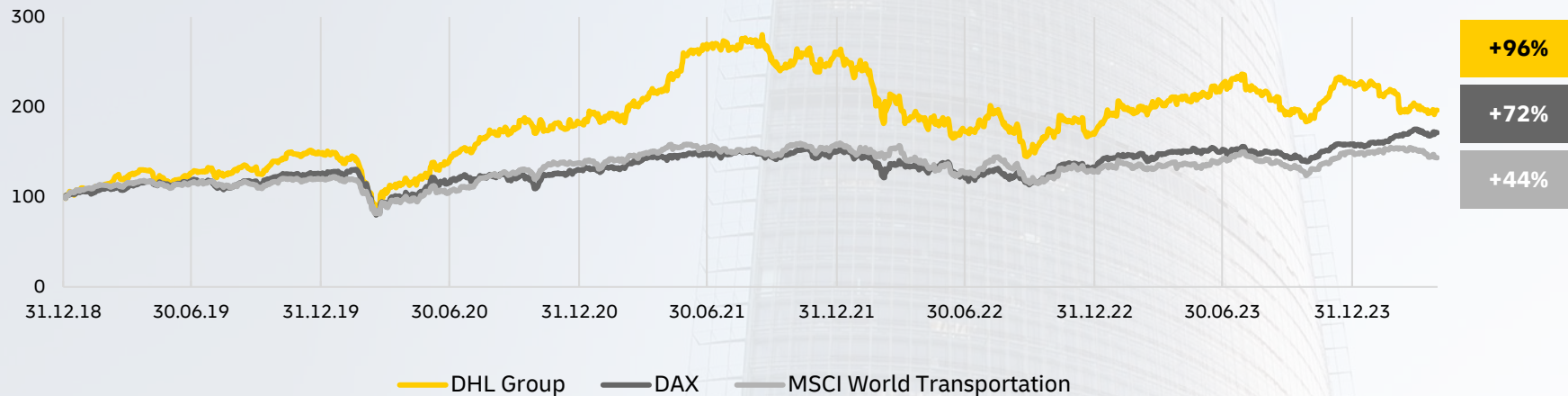
➤ **Proposed dividend
for 2023:
€1.85 per share**

➤ **Share buyback:
extended until end of 2025,
€4 billion instead of €3 billion**



SUPERIOR SHAREHOLDER RETURN

Total shareholder return, DHL Group in market comparison¹⁾



1) Period: December 31, 2018 – April 29, 2024; all values indexed

OUTLOOK 2024

Guidance for 2024

€ bn

Group EBIT

6.0 – 6.6

DHL divisions

>5.7

P&P

>0.8

Group Functions

~-0.45

Free cash flow (excl. M&A)

~3.0

STRATEGY 2025 – A LOOK AT THE STATUS QUO

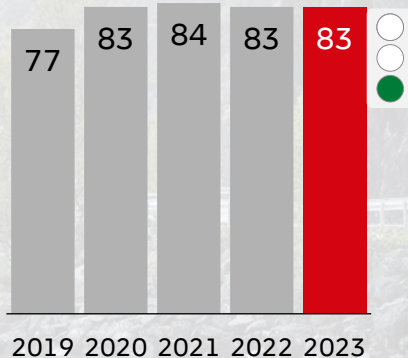


STRATEGY 2025 – STATUS QUO: EMPLOYER OF CHOICE

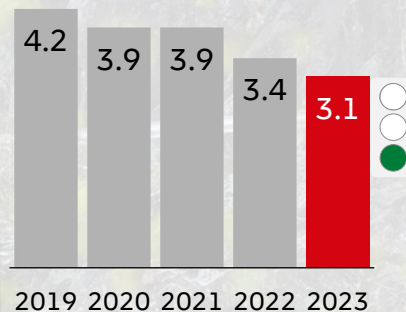


WORKFORCE KPIs

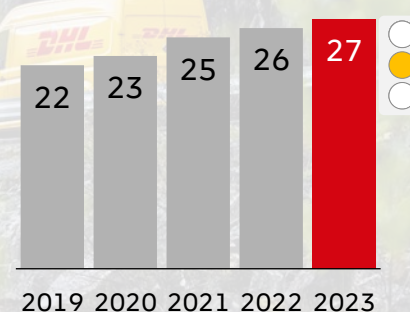
Employee Engagement



Lost time injury frequency rate¹⁾



Women in middle and upper management (%)



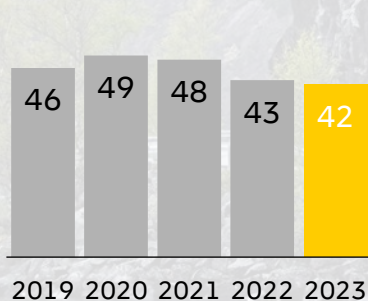
1) LTIFR, number of accidents per 200,000 hours worked resulting in at least one working day of absence

STRATEGY 2025 – STATUS QUO: PROVIDER OF CHOICE

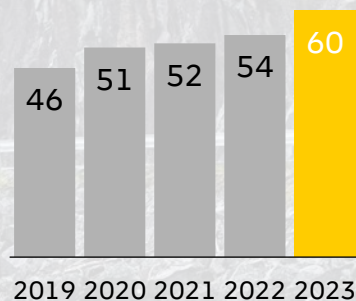


CUSTOMER SATISFACTION¹⁾

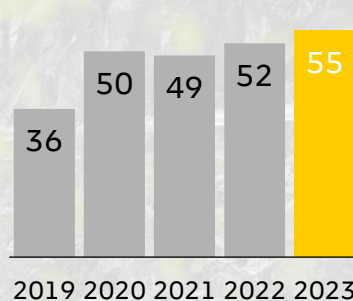
DHL Express



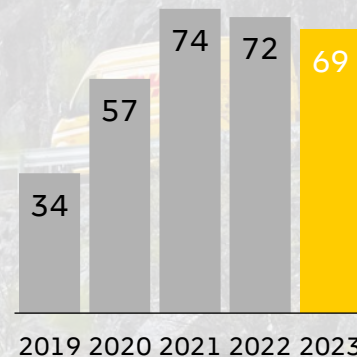
DHL Global Forwarding, Freight



DHL Supply Chain



P&P Germany²⁾



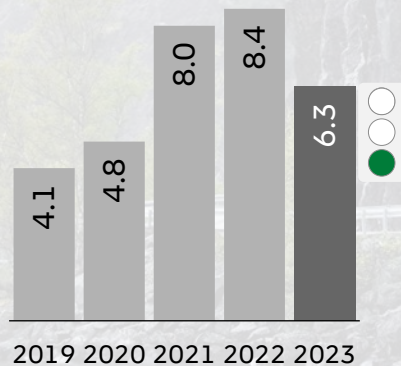
1) Net Promoter Scores; 2) Private customer parcel delivery

STRATEGY 2025 – STATUS QUO: INVESTMENT OF CHOICE

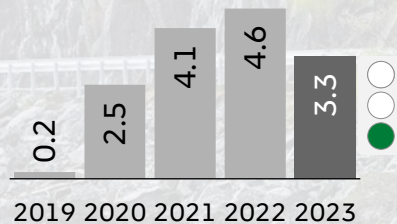


EBIT, FREE CASH FLOW & CYBERSECURITY

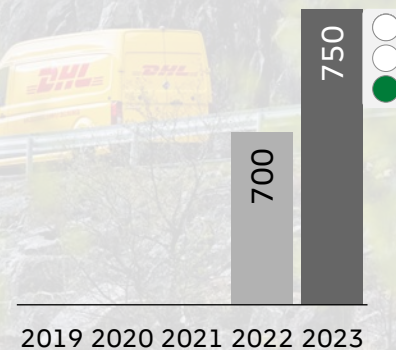
EBIT (€ bn)



Free cash flow (excl. acquisitions, € bn)



Cybersecurity (rating points)



GLOBALIZATION



DIGITALIZATION



**THE FOUR MAJOR
TRENDS IN
LOGISTICS –
HOW WE USE THEM**

E-COMMERCE



SUSTAINABILITY




GLOBALIZATION IS FLOURISHING – AND CHANGING

- Trend towards omnishoring offers major opportunities
- DHL Group offers internationally unique logistics portfolio



DIGITALIZATION AS A LEVER FOR FURTHER GROWTH

- 
- Further progress, including in automation, robotics, AI, data analytics
 - Improved experience for customers and employees



STRONG E-COMMERCE TREND REMAINS INTACT

- **Acquisition of MNG Kargo strengthens position in the Turkish market**
- **State-of-the-art logistics center opened in Poland**

SUSTAINABILITY – FURTHER PROGRESS IN 2023

**Now over 35,000 e-vehicles –
an industry record**



**Still main purchaser industry-wide
for sustainable aviation fuel**



**First sustainability-related
bond placed on the capital market**





➤ **Fundamental growth drivers intact**

➤ **Extensive experience of economic cycles**

➤ **Financial strength for further investments**

➤ **Highly motivated workforce**

2024 – YEAR OF OPPORTUNITIES