

Sustainability Fiscal year 2025





Content – Navigation



DHL Group



**Green Logistics
of Choice**



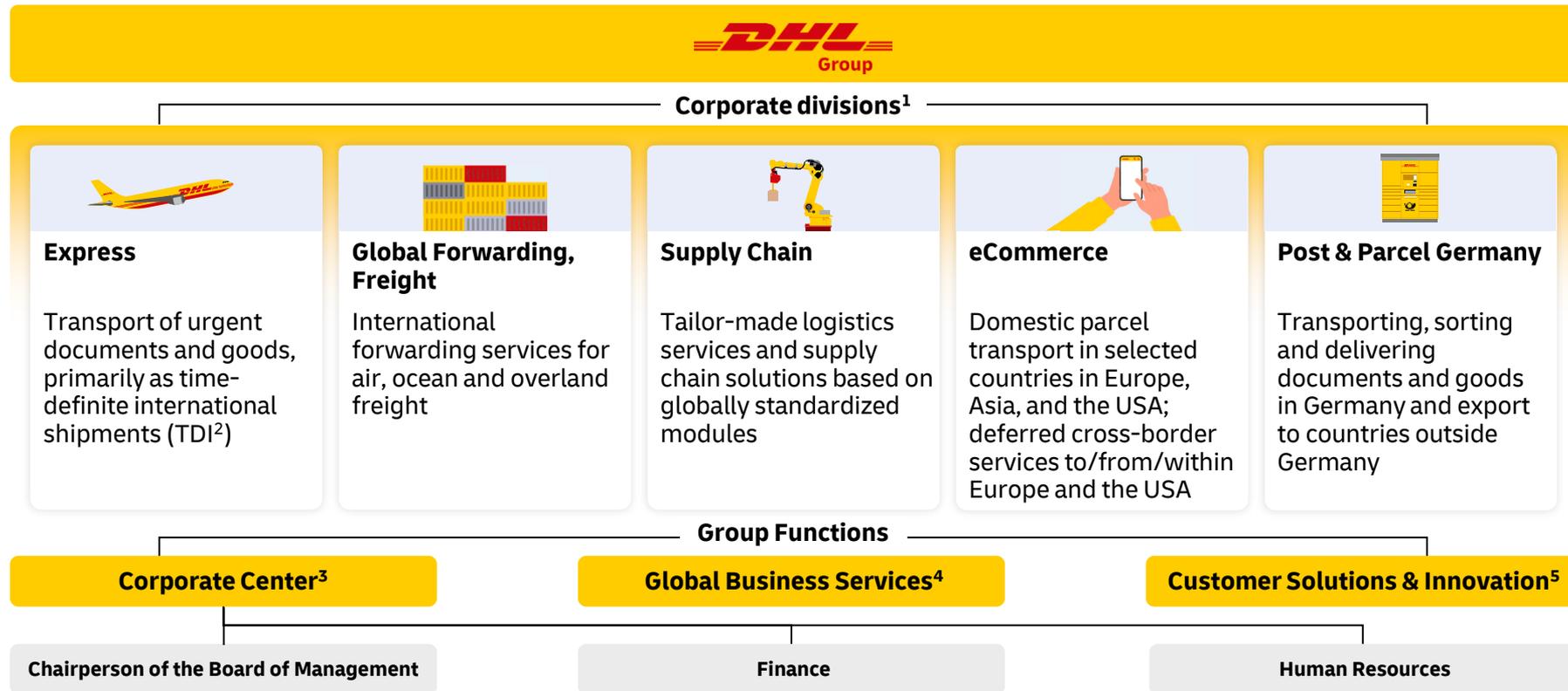
**Employer
of Choice**



**Provider and Investment
of Choice**



Group structure



1) The corporate divisions are managed by their own divisional headquarters. 2) Time Definite International. 3) Performs Group management functions. 4) Internal Services. 5) Key Account management.



Economic key figures 2025



€82.9bn revenue

€6.1bn EBIT

€3.2bn free cash flow¹

€2.1bn dividends²



Express

€24.4bn revenue

111,000 employees

2.4m customers

128,000 service points

277 aircraft

962k TDI³ shipments per day



Global Forwarding, Freight

€18.6bn revenue

45,000 employees

>200,000 customers

200 terminals and warehouses

1.8m t air freight

3.3m TEU⁴ ocean freight



Supply Chain

€17.8bn revenue

187,000 employees

~17.5m m² warehousing and operational space⁵



eCommerce

€6.9bn revenue

47,000 employees

167,000 service points

>1.7bn parcels annually



Post & Parcel Germany

€17.9bn revenue

182,000 employees

41,000 acceptance and sales points

38 parcel centers
81 mail centers

7.5m parcels⁶
39m letters⁶

Annual Report 2025

1) Excluding acquisitions and divestitures. 2) Proposal to the Annual General Meeting on May 5, 2026. 3) International time-definite shipments (TDI: Time Definite International), per working day. 4) TEU = 20-foot container unit. 5) Own or leased locations. 6) Per working day.



Sustainability figures 2025



Green Logistics of Choice



277 aircraft

50,604 e-vehicles

14,700 e-trikes and e-bikes

32.31m metric t CO₂e GHG emissions¹

2.1m metric t CO₂e reduced through decarbonization



Employer of Choice



584,000 employees worldwide

4,860 apprentices & trainees

28.3bn staff costs

€229m invested in education and training

5m hours used by employees for training



Provider and Investment of Choice



>220 countries and territories

11,249 locations worldwide

1 headquarters in Bonn, Germany

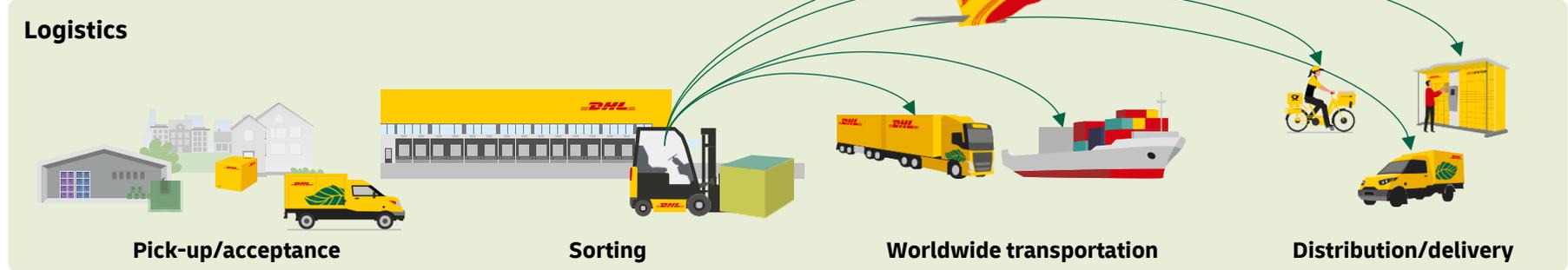
3 international hubs Leipzig (DE), Cincinnati (US), Hong Kong (CHN)

>300,000 service points²

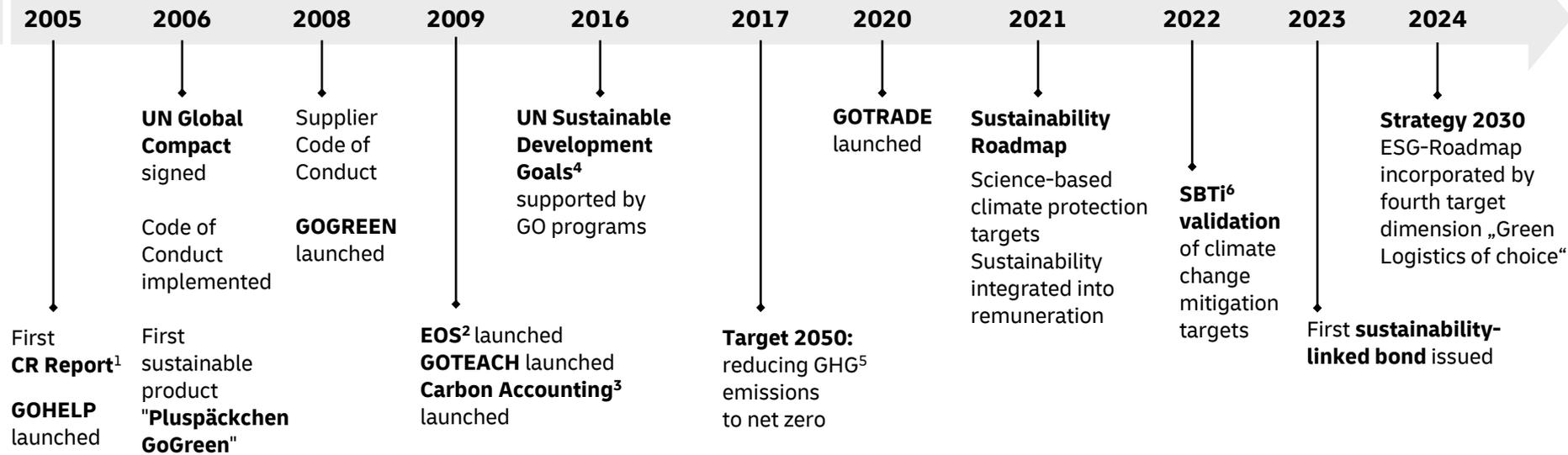
1) Logistics-related GHG emissions (scopes, 1, 2 und 3 – categories 3, 4, 6). 2) Including acceptance and retail locations.



Business model and upstream value chain



Sustainability milestones



GOHELP



GOGREEN

GOTEACH



MISSION 2050
ZERO EMISSIONS
GOGREEN

GOTRADE



SCIENCE
BASED
TARGETS
DRIVING AMBITION FOR CORPORATE CLIMATE ACTION



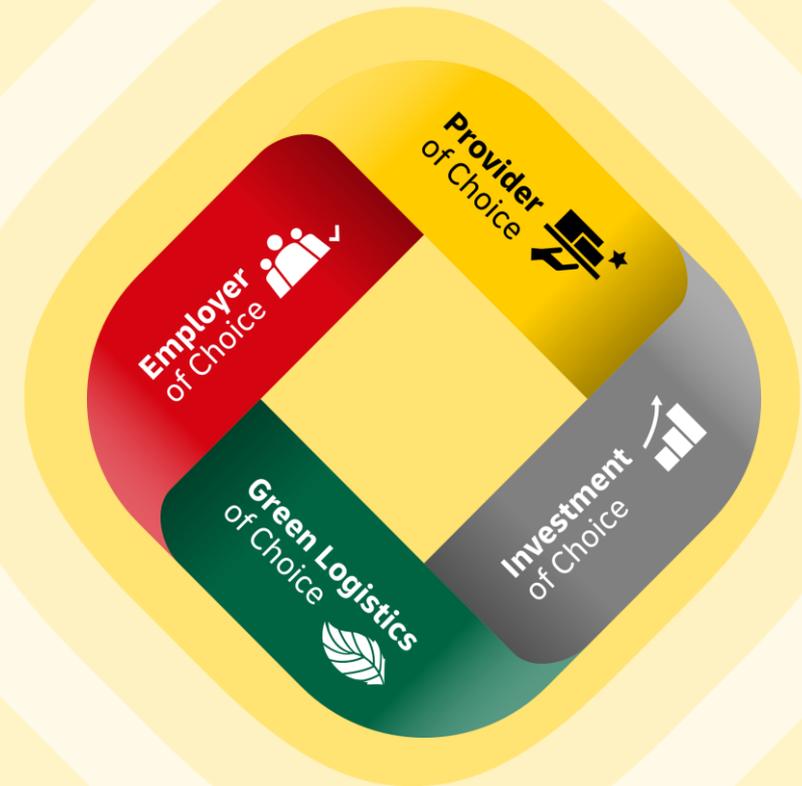
1) Corporate Responsibility Report (CR: Corporate Responsibility); comprises the Environmental Report (2003) and the HR Report (2004). 2) Worldwide employee survey. 3) First-time reporting of GHG emissions in the Annual Report. 4) United Nations 5) Greenhouse gas. 6) Science Based Targets initiative.



Strategy 2030

With its Strategy 2030, Accelerating Sustainable Growth, DHL Group is strengthening its leading position in logistics.

The strategy is built on a strong foundation, driven by the goal of climate neutrality, and focused on growth.





Strategy 2030: Target dimensions

Safe and healthy workplace

Inclusive high-performance culture

Great employees, best team

→ Employer of Choice

Best-in-class customer experience

Great quality every day

Enabler of customer success

→ Provider and Investment of Choice

Frontrunner in low-carbon logistics

Leading green logistics offering

Trusted and effective measures for emissions reduction

→ Green Logistics of Choice

Accelerated profitable growth

Reliability and resilient execution

Attractive shareholder returns

→ Provider and Investment of Choice





Steering-relevant key performance indicators and sustainability targets

Performance indicators make progress transparent, and targets are tracked in steering process.

 Reducing GHG emissions	 Offering a safe and healthy workplace	 Being a role model for good corporate governance
Measures		
<ul style="list-style-type: none"> • Use sustainable fuels in transport • Electrify pick-up and delivery fleet • Operate buildings in a carbon-neutral way • Offer GHG emissions reduced products 	<ul style="list-style-type: none"> • Maintain employee engagement • Promote equal treatment and equal opportunities • Ensure employee health and safety at work 	<ul style="list-style-type: none"> • Be a trusted organization with a strong compliance culture • Ensure cybersecurity and data privacy • Collaborate with suppliers
Targets		
<p>By 2026</p> <ul style="list-style-type: none"> • Reduce logistics-related GHG emissions to ≤32.1m metric t CO₂e • Realize decarbonization effects¹ of 2.5m metric t CO₂e <p>By 2030</p> <ul style="list-style-type: none"> • Reduce logistics-related GHG emissions to <29m metric t CO₂e • Target 2050: GHG emissions net zero 	<p>By 2026</p> <ul style="list-style-type: none"> • Employee engagement^{1,2} ≥80% • Women in management³ ≥30% • Reduce accident rate (LTIFR)⁴ to ≤14.5 <p>By 2030</p> <ul style="list-style-type: none"> • Employee engagement^{1,2} ≥80% • Women in management³ ≥34% • Reduce accident rate (LTIFR)⁴ to ≤10.8 	<p>By 2026</p> <ul style="list-style-type: none"> • Cybersecurity rating¹: Achieve ≥720 out of 820 points • Compliance trainings: ≥98% valid certificates in middle and upper management

1) Remuneration-relevant. 2) Aggregated and weighted result of five statements from the annual employee survey. 3) In middle and upper management. Employees in the USA were not considered in either steering or target setting from fiscal year 2025 onwards. 4) Per million hours worked; occupational accidents resulting in at least one lost workday after the day of the accident (LTIFR: Lost Time Injury Frequency Rate).

Members of the Board of Management



Corporate Center



Dr. Tobias Meyer
Chief Executive Officer,
Global Business Services
Member since Apr 2019
Appointed until Mar 2031



Melanie Kreis
Finance
Member since Oct 2014
Appointed until May 2027



Dr. Thomas Ogilvie
HR
Member since Sep 2017
Appointed until Aug 2030

Corporate divisions



John Pearson
Express
Member since Jan 2019
Appointed until Dec 2029



Oscar de Bok
Global Forwarding, Freight
Member since Oct 2019
Appointed until Aug 2030



Nikola Hagleitner
Post & Parcel Germany
Member since Jul 2022
Appointed until Jun 2030



Hendrik Venter
Supply Chain
Member since Aug 2025
Appointed until Aug 2028



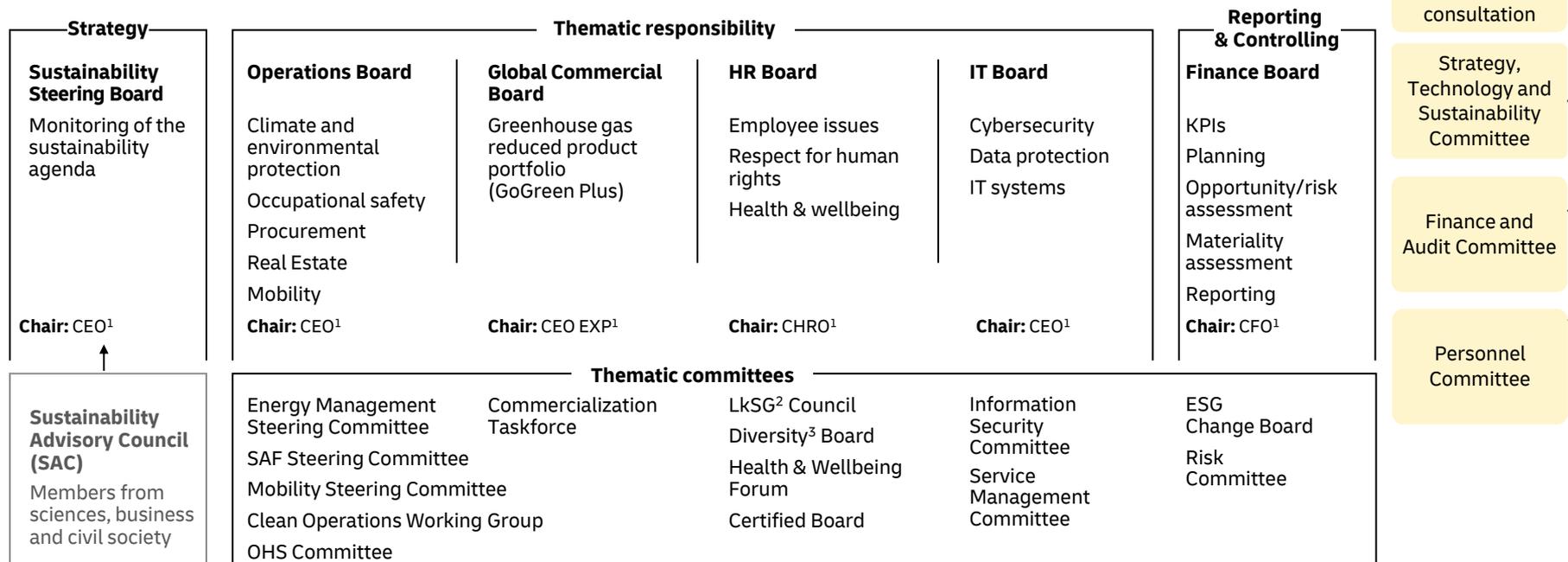
Pablo Ciano
eCommerce
Member since Aug 2022
Appointed until Jul 2030

[Board of Management](#)



Bodies for sustainability aspects

Board of Management
Central decision-making and alignment of sustainability



Corporate divisions: operational management of sustainability topics

[Sustainability Statement](#)

1) CEO: Chief Executive Officer, CEO EXP: Member of the Board of Management Express, CHRO: Member of the Board of Management Human Resources, CFO: Chief Financial Officer.
2) German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG: Lieferkettensorgfaltspflichtengesetz). 3) Equal treatment and equal opportunities.



Group policies

International principles of sustainability anchored in the Group through guidelines.

Sustainability standards



10 Principles of the
UN Global Compact

- Principles of the Universal Declaration of Human Rights
- UN Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises
- International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work
- Principle of social partnership

Codes of Conduct

**Anchored in the Group through
Codes of Conduct¹**



- Code of Conduct
- Supplier Code of Conduct

Group policies

Specified in Group policies¹

- Environmental and Energy Policy
- Human Rights Policy Statement
- Occupational Health & Safety Policy
- Health & Wellbeing Policy Statement
- Anti-Corruption Policy Statement
- Cybersecurity Policy
- Data Privacy Policy

➤ Group policies

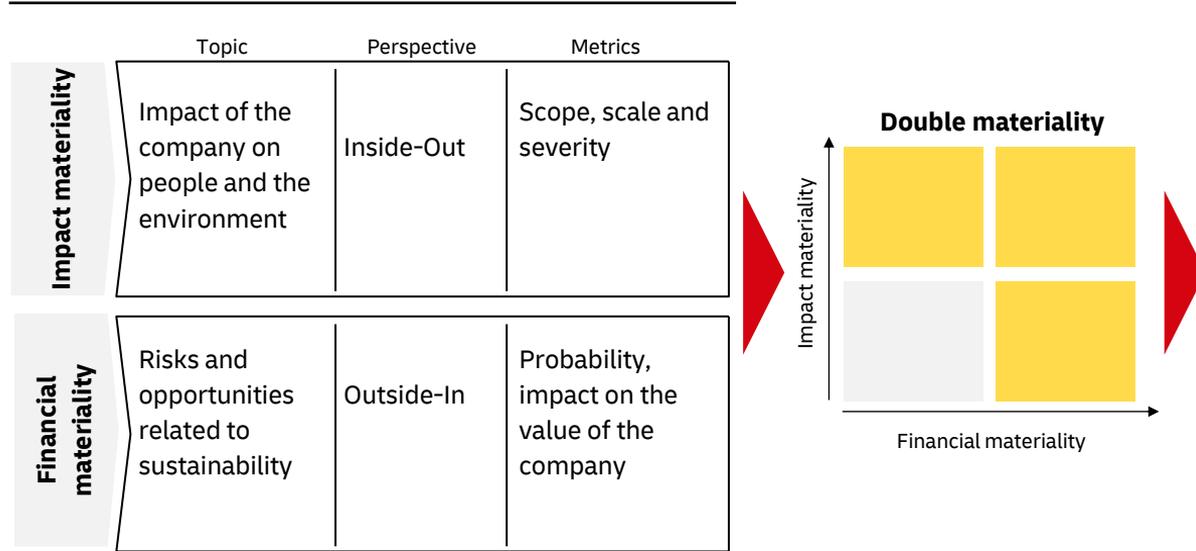
1) Group-wide = Applies to all Group subsidiaries. All employees and managers are required to comply.

Materiality assessment according to ESRS



The results of the materiality assessment are reviewed annually.

Double materiality in accordance with ESRS¹



Material topics of DHL Group

- Climate change (ESRS E1)
- Own workforce (ESRS S1)
- Workers in the value chain (ESRS S2)
- Business conduct (ESRS G1)
- Cybersecurity (entity-specific)

[Sustainability Statement](#)

Following topics were found to be not material (according to ESRS):

Pollution (ESRS E2), Water and Marine Resources (ESRS E3), Biodiversity and Ecosystems (ESRS E4), Resource Use & Circular Economy² (ESRS E5), Affected Communities (ESRS S3) and Consumers and End Users (ESRS S4)

1) European Sustainability Reporting Standards (ESRS). 2) Also includes waste management.



In dialogue with stakeholders

Insights from stakeholder engagement are incorporated into the materiality assessment.

Customers	Employees	Employees' representatives	Shareholders, investors
<ul style="list-style-type: none"> • Conferences and workshops • Customer satisfaction surveys • Sustainability Advisory Council • Dialogue with rating agencies 	<ul style="list-style-type: none"> • Annual survey • Town hall meetings • Local information events • Digital offerings • Surveys on topics and programs 	<ul style="list-style-type: none"> • Regular exchange (global, regional, local) • Regular dialogue with global unions within the scope of the OECD Protocol 	<ul style="list-style-type: none"> • Annual General Meeting • Capital Markets Days • Roadshows • Dialogue with rating agencies • Reporting conferences • Sustainability Advisory Board
Suppliers	Policies and policymaking	Civil society	 <ul style="list-style-type: none"> ➤ Stakeholder Engagement Policy ➤ Sustainability Advisory Council
<ul style="list-style-type: none"> • Procurement events for suppliers • Development of suppliers through Procurement • Sustainability Advisory Council • Involvement in initiatives 	<ul style="list-style-type: none"> • Contribution to political/legislative initiatives • Contribution through associations • Contact with political decision-makers via our representative offices¹ • Involvement in organizations 	<ul style="list-style-type: none"> • Contribution through associations • Exchange with local representatives • Hearings as part of construction projects (expansion or new construction) • Participation in surveys 	

1) Representative offices in Berlin, Brussels, Washington and Beijing.

Supporting the goals of the United Nations



DHL Group contributes to sustainable development.

UN Sustainable Development Goals



 [UN Sustainable Development Goals](#)

DHL Group can make the greatest contribution to six SDGs

-  Quality Education
-  Gender Equality
-  Decent Work
-  Sustainable Cities and Communities
-  Climate Action
-  Partnerships

Employees actively contribute to key programs and initiatives

GOTEACH

GOHELP

GOGREEN

GOTRADE

Group-wide initiatives

- Promote volunteering
- Facilitate integration

 [Corporate Citizenship](#)
 [Social Engagement Policy](#)

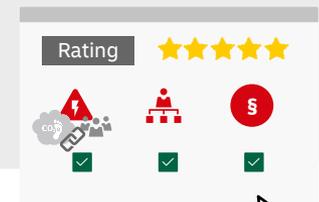
External rating of DHL Group's sustainability performance



Rating agency	Lowest rating	Ratings 2025	Highest rating	
CDP	F	B DHL Group	A	Rating affirmed
FTSE Russell	0 points	3.3 DHL Group	5 points	Rating affirmed
ISS ESG	D-	C DHL Group	A+	Downgraded (2024: C+)
MSCI	CCC	A DHL Group	AAA	Rating affirmed
S&P Global ¹	0 points	62 DHL Group	100 points	Rating affirmed
Sustainalytics	>55 points	17.5² DHL Group	0 points	Rating affirmed

Limited comparability

- Rating agencies evaluate according to their own methodology and use different standards
- Rating methodology remains largely non-transparent. Focus is on corporate governance and risk management
- Rating agencies define peer groups differently, and the results of companies' materiality assessments are not considered



1) DJSI index series has been discontinued. 2) Low risk (0–35: low risk potential; 35–55: moderate risk potential; >55: high risk potential).

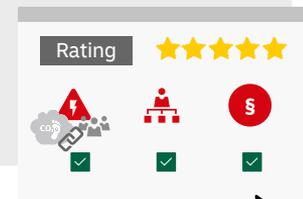
External rating of DHL Group's sustainability performance



Rating agency	Ratings 2025		
	Lowest rating		Highest rating
EcoVadis 	0 points	81 DHL Group	100 points DHL Group is once again ranked among the top 5% of all rated companies
Integrity Next	Red	Green¹ DHL Group	Green Result affirmed
NQC	Red	Amber² DHL Group	Green Rating affirmed
Responsible Business Alliance (RBA)	0 points	95.4³ DHL Group	100 points Rating affirmed

Limited comparability

- Rating agencies evaluate according to their own methodology and use different standards
- Focus is on enforcing sustainability goals within the supply chain
- Results of companies' materiality assessments remain unconsidered



1) Self-assessment. 2) Based on fiscal year 2023. 3) Low risk (0 high risk potential, 90 low risk potential).



Green Logistics of Choice

Green Logistics

of Choice



"As a global market leader, we continue to intensify our decarbonization measures. Through the electrification of vehicles, the use of alternative fuels, and the implementation of low-emission logistics solutions, we enable our customers to reduce their Scope 3 emissions."

Dr. Tobias Meyer

Chief Executive Officer,
Member of the Board of Management
Global Business Services



Green Logistics of Choice

DHL Group is a pioneer in sustainable logistics, offers customers products with reduced GHG emissions, and relies on recognized measures to reduce GHG emissions.

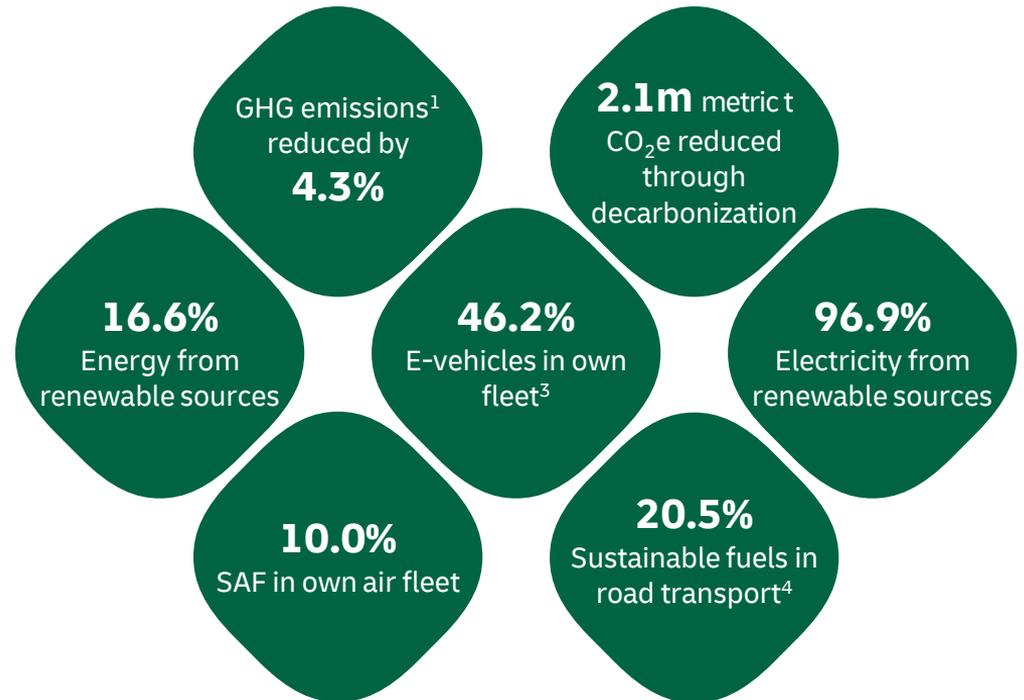
Decarbonization measures

- Use sustainable fuels in transport
- Electrify pick-up and delivery fleet
- Operate buildings in a carbon-neutral way
- Offer sustainable product alternatives

Ambitious climate protection targets

- Reduce GHG emissions¹ to <29m metric t CO₂e
- Reduce GHG emissions² to net zero by 2050

Progress in 2025



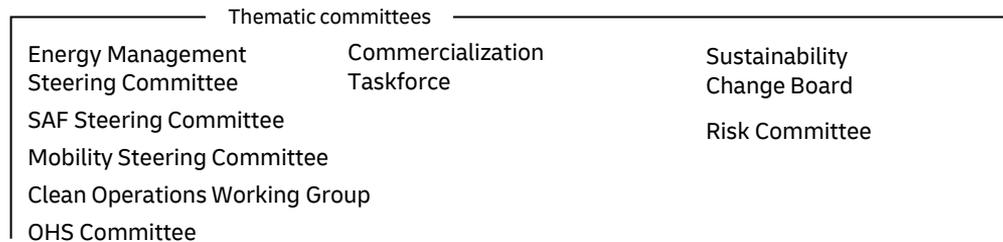
1) Logistics-related (Scope 3 categories 3, 4 and 6). 2) Scope 3 categories 1, 2, 3, 4, 6. 3) Pick-up and delivery. 4) Own fleet, long-haul.

Bodies, policies, standards, and partnerships



Board of management

Central decision-making and alignment of sustainability



Corporate divisions: operational management of sustainability topics

Key standards, policies, partnerships



1) CEO: Chief Executive Officer, CEO EXP: Member of the Board of Management Express; CFO: Member of the Board of Management Finance.



The path to decarbonization

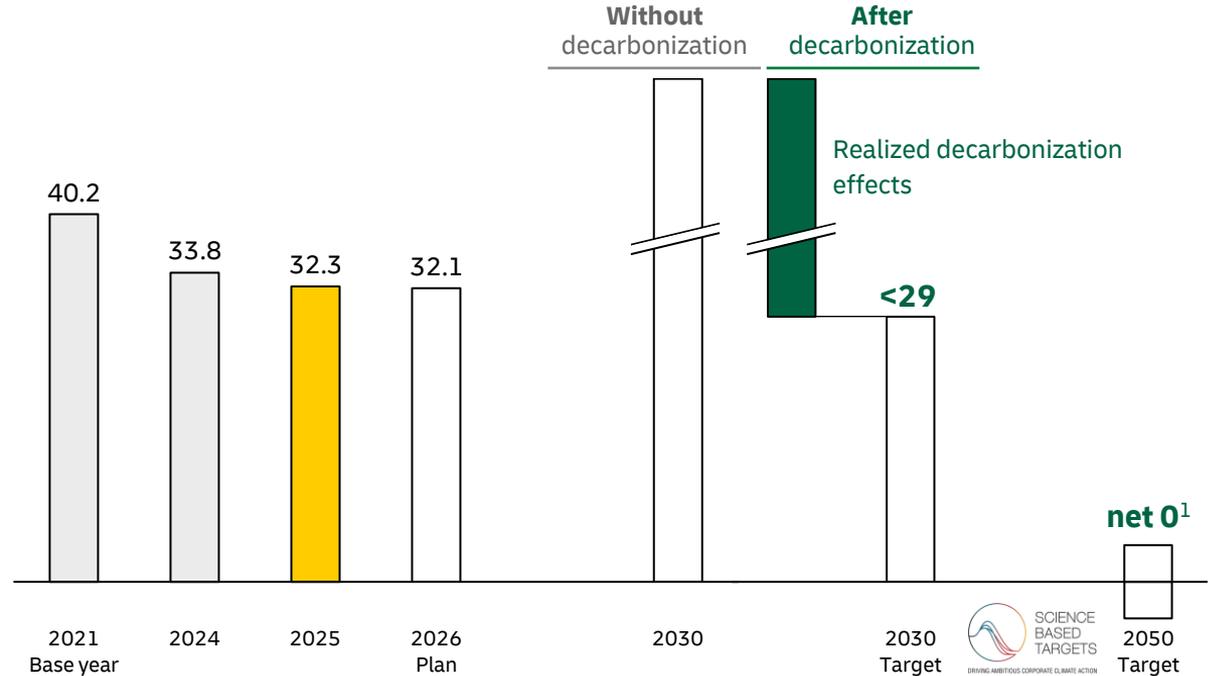
DHL Group relies on the use of sustainable fuels and technologies for decarbonization.

The 2030 and 2050 climate targets have been validated by the Science Based Targets initiative and assessed and confirmed as aligned with limiting global warming.

- 2030: aligned with 1.5 degrees Celsius (Scopes 1 and 2) and significantly below 2 degrees Celsius (Scope 3)
- 2050: confirmed as aligned with 1.5 degrees Celsius

Progress toward the targets is reported internally on a monthly basis, and the forecast for the annual target is tracked centrally.

Logistics-related GHG emissions (m metric t CO₂e)



1) Reduction by at least 90%. Remaining unavoidable residual emissions will be offset through recognized countermeasures at that time.



Set of measures for decarbonization

Expanding sustainable technologies and fuels in fleet and buildings.

Ambitions 2030

Results 2025 (own fleet, Scope 1)

30%

Share of sustainable fuels
in air and ocean freight¹,
and road transport



10.0% Sustainable fuels (SAF) air transport

20.5% Sustainable fuels road transport²

66%

E-vehicles
in pick-up and delivery



46.2% E-vehicles in operation

+15.9% compared to previous year

100%

New, own buildings
operated carbon-neutral



96.9% Electricity from renewable sources

38.5 MWp³ of solar capacity at sites

[Sustainability Statement](#)

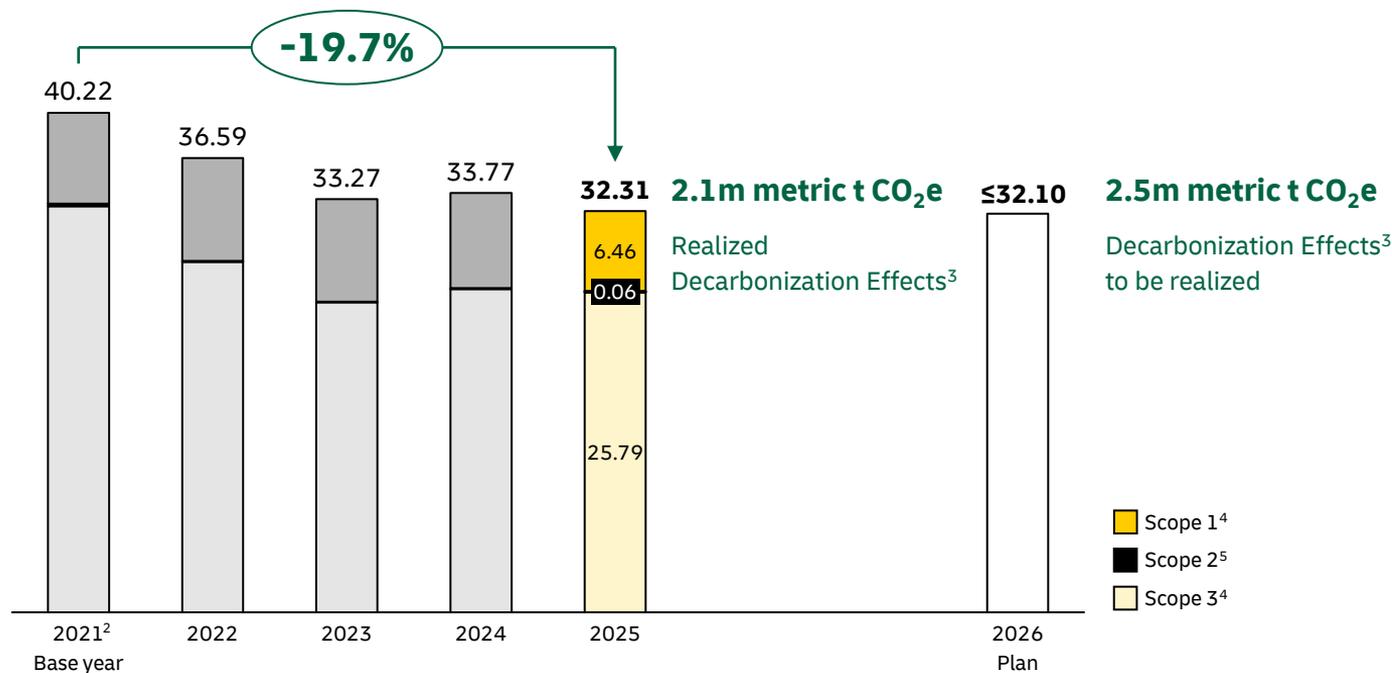
[Sustainability Statbook](#)

1) DHL Group does not operate its own ocean freight fleet but rather brokers freight capacity from shipping companies to customers (Forwarding). 2) Long-haul. 2) Megawatt peak.



Development of GHG emissions

Logistics-related GHG emissions¹ (well-to-wheel, m metric t CO₂e)

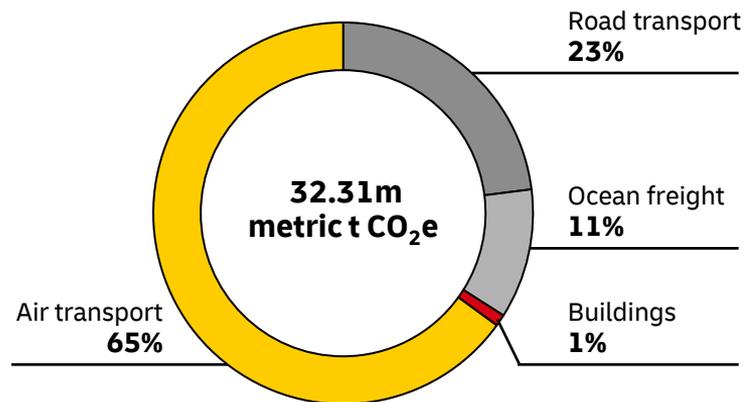


1) Steering-relevant. Logistics-related Scope 3 categories: 3 Fuel and energy-related activities, 4 Upstream transportation and distribution, 6 Business travel. 2) Includes the effect of the Hillebrand Group acquisition. 3) Steering- and remuneration-relevant. 4) From fiscal year 2022, including reduction effects from market-based measures. 5) Market-based.

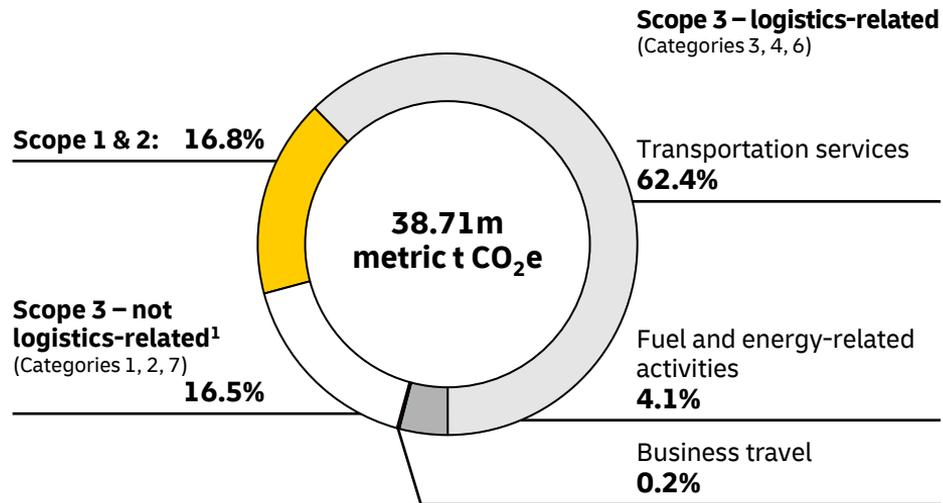


Breakdown of GHG emissions

Logistics-related GHG emissions 2025 by source¹



Total GHG emissions 2025 by Scope¹



[Sustainability Statement](#)

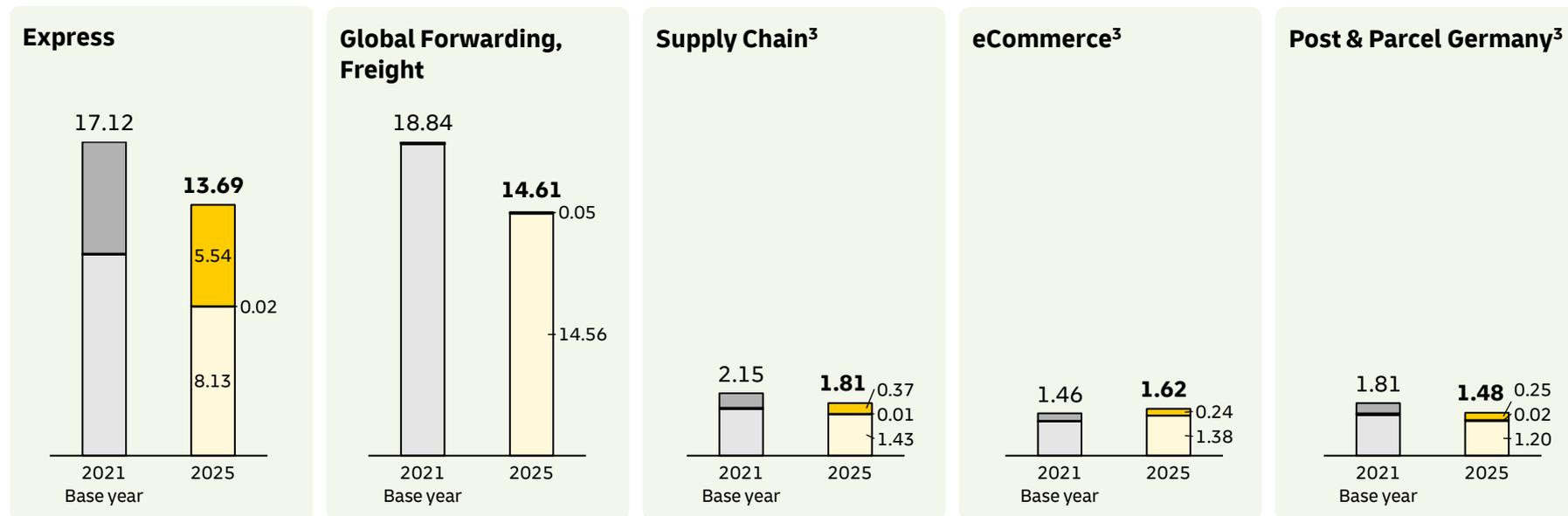
[Sustainability Statbook](#)

1) GHG emissions of category 8 included in Scopes 1 and 2. Categories 5, 12 and 14 not significant. Categories 9-11, 13 and 14 not applicable to business model.



GHG emissions by corporate division

Logistics-related GHG emissions^{1,2} (well-to-wheel, m metric t CO₂e)



■ Scope 1
 ■ Scope 2
 ■ Scope 3

[Sustainability Statbook](#)

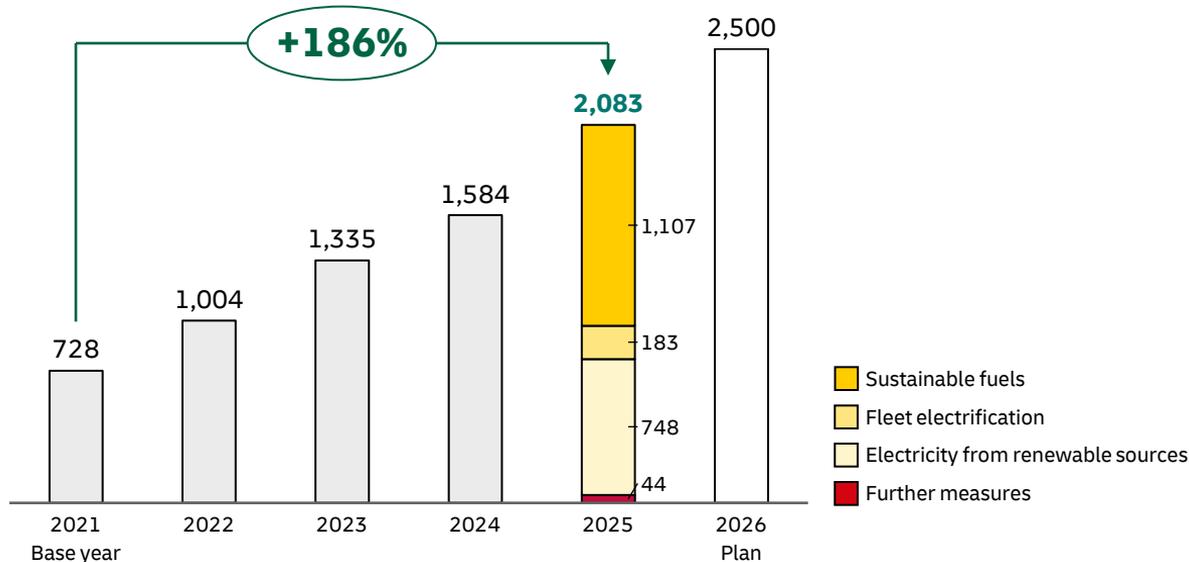
1) Scope 3 categories 3, 4, 6. 2) GHG emissions of Group Functions 0.02m metric t CO₂e; consolidation -0.92m metric t CO₂e. 3) Scaling adjusted.

Realized decarbonization effects



Since 2021, the reduction in logistics-related GHG emissions has almost tripled.

Development of the realized decarbonization effects (metric kt CO₂e)



Realized Decarbonization effects

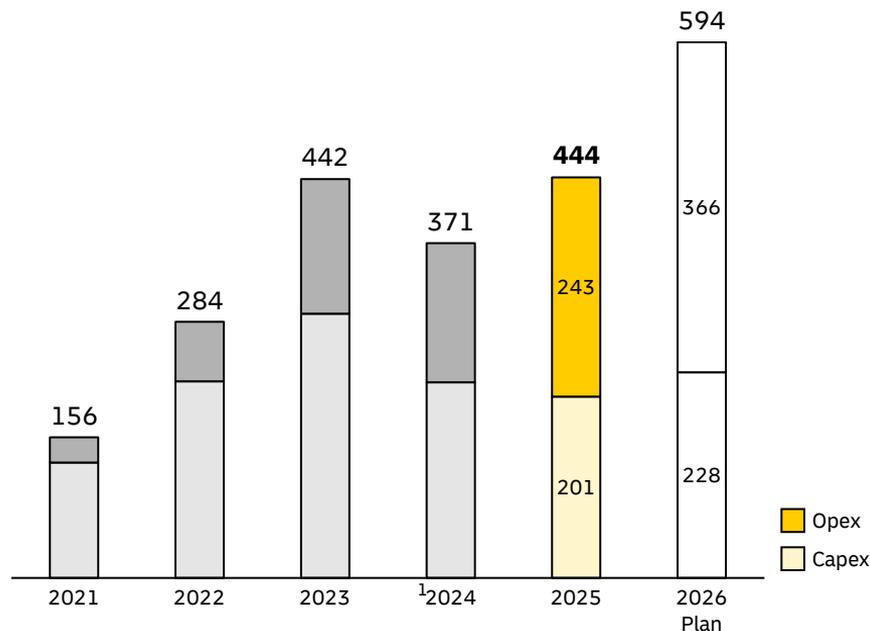
- Key performance indicator introduced in 2021, steering and remuneration relevant
- Measures GHG emission savings compared to conventional technologies and fossil fuels
- Impact of reduction measures has almost tripled since then

[➤ Sustainability Statement](#)
[➤ Sustainability Statbook](#)

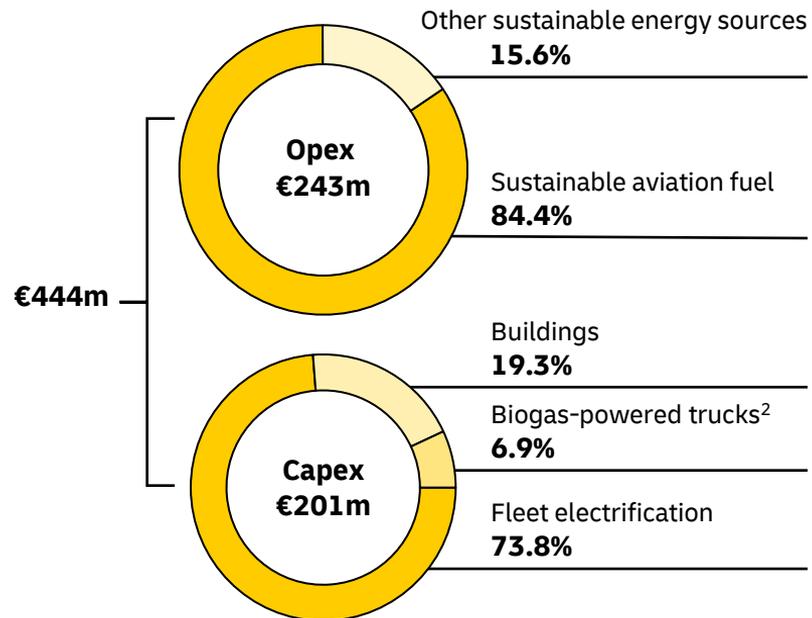
Additional expenditures for decarbonization



Additional expenditures for decarbonization¹ (€m)



Additional expenditures 2025 by type



[Sustainability Statement](#)
[Sustainability Statbook](#)

1) Breakdown in accordance with ESRS requirements starting from fiscal year 2023. 2) Including the required infrastructure.



First sustainability-linked bond placed in June 2023

- Issue volume of €500 million
- Term through 2033
- Interest rate of bond is linked to the 2030 target of significantly reducing GHG emissions:
 - Reduce scopes 1 and 2 by 42%
 - Reduce scope 3 by 25%
(GHG Protocol categories 3 Fuel and energy-related activities, 4 Upstream transportation and distribution, 6 Business travel)

May 2025

- Sustainability-linked Finance Framework updated in line with Strategy 2030
- Second Party Opinion on the framework renewed as scheduled



- [Bond documentation](#)
- [Framework](#)
- [Second Party Opinion](#)

Sustainability-linked bond: progress compared to base year



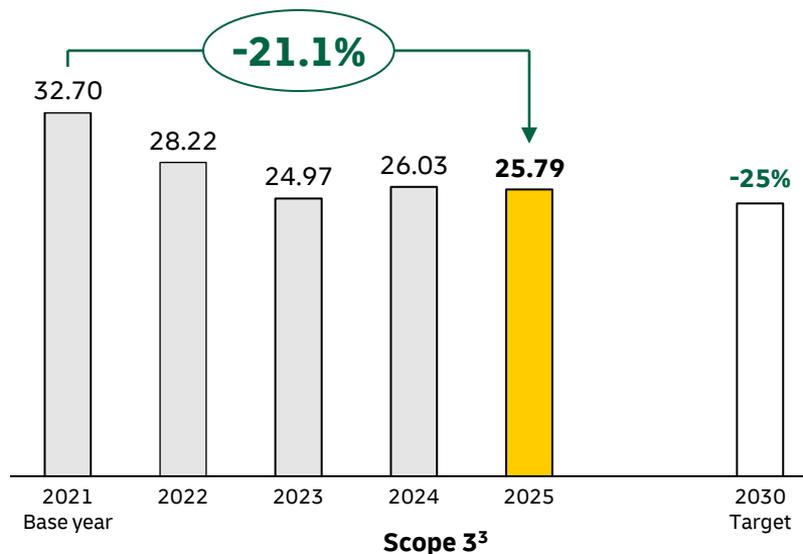
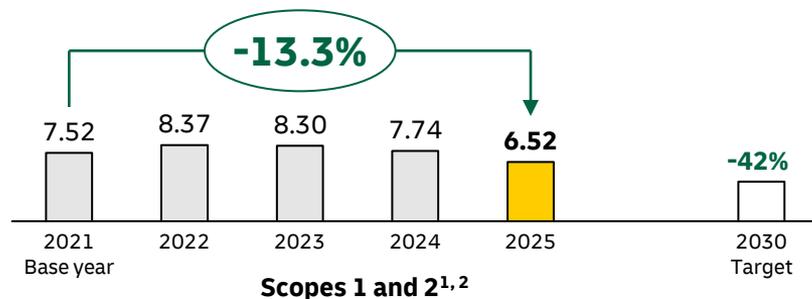
Development of GHG emissions compared to the base year 2021 (m metric t CO₂e)

Scopes 1 and 2:

Decline mainly due to decarbonization and network restructuring at Express

Scope 3:

Reduction mainly due to lower volumes and structural effects in road transport



➤ [Sustainability Statement](#)
➤ [Sustainability Statbook](#)

1) Calculation takes into account the use of sustainable fuels based on purchased volumes and the reduction effects from market-based measures. 2) Market-based.
3) Scope 3 categories: 3 Fuel and energy-related activities, 4 Upstream transportation and distribution, 6 Business travel.

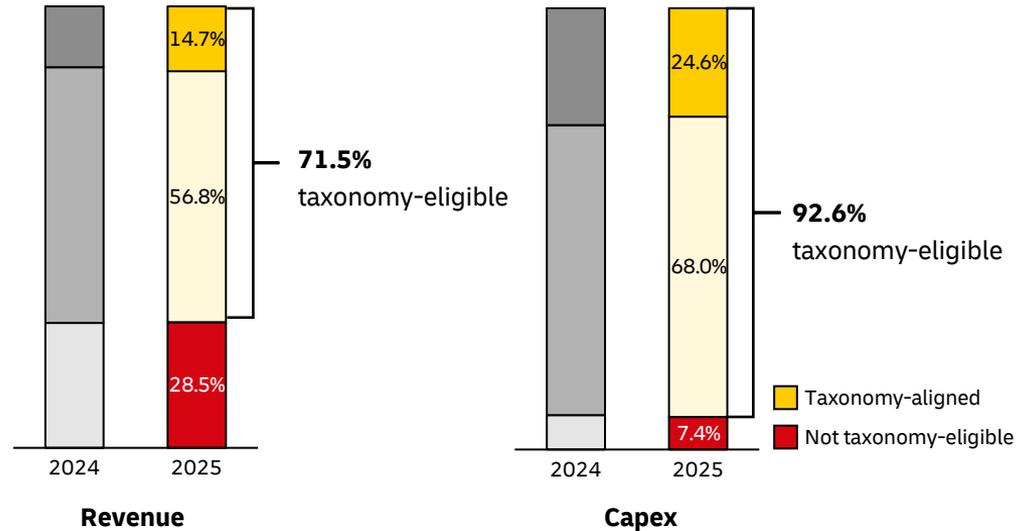


Classification system for assessing the sustainability of company activities.

Application of the EU Taxonomy Regulation poses challenges for globally active companies: Not least due to incomplete coverage of their full economic activities and lack of global applicability, e.g.:

- Revenue from warehousing (corporate division Supply Chain) cannot be assessed, as no taxonomy-eligible activity is present
- Taxonomy criteria are often not applicable outside the EU
- Opex (as defined by the Taxonomy) is not material and is therefore no longer disclosed separately

Development of EU Taxonomy key performance indicators



[Sustainability Statement](#)
[Sustainability Statbook](#)

Economic activities under the EU-Taxonomy



Passenger and freight air transport:

Not aligned, despite using SAF¹, due to lack of sufficient evidence in aircraft production

Ocean and coastal freight transport:

Shipping companies only align for contracted transports in limited cases²

Operation of personal mobility devices, cycle logistics: Bicycles, cargo bikes and handcarts are largely aligned



Acquisition and ownership of buildings:

Within the EU, investments in some buildings are not reported as aligned; not applicable outside the EU

Transport by motorbikes, passenger cars and light commercial vehicles:

e-vehicles are only partially aligned, due to tire specifications

Freight transport services by road:

e-trucks are only partially aligned, due to tire specifications

Infrastructure for low-carbon road transport and public transport:

Absence of reference standards for new buildings³ outside EU prevents verification of alignment

1) SAF: Sustainable Aviation Fuel. 2) Shipping companies are generally not subject to the EU Taxonomy. 3) Mail and parcel centers (including integral equipment such as conveyor and distribution systems), charging stations, Packstations and Poststations, transshipment hubs for road transportation.



Decarbonization measures



Using sustainable fuels

**Electrifying pick-up and
delivery**

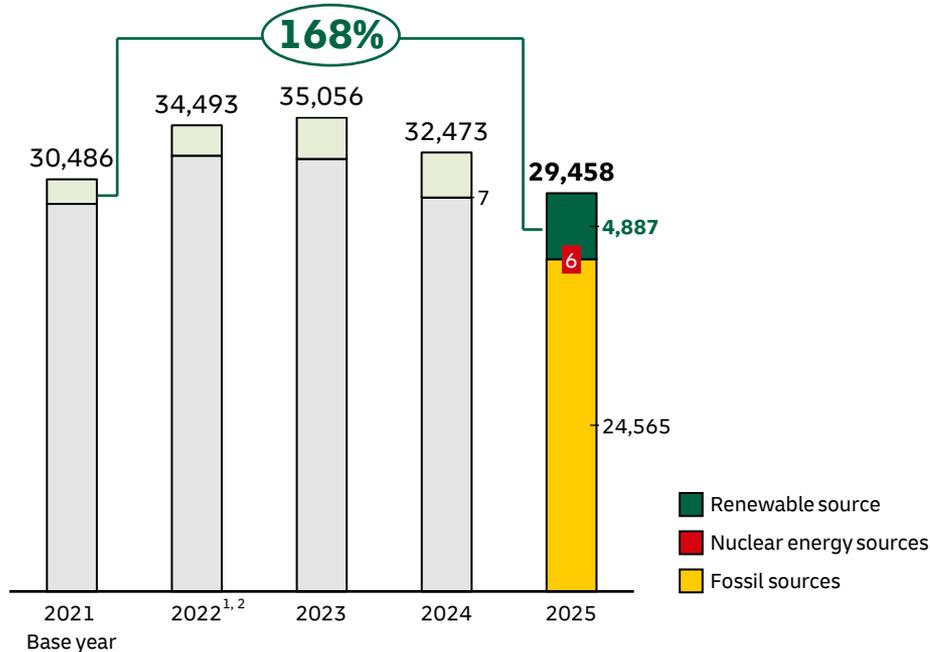
**Operating carbon-
neutral buildings**

**Offering GHG emissions
reduced products**

Decarbonization: Sustainable energy sources and efficiency measures



Energy consumption (Scopes 1 and 2, GWh)



Efficiency measures

- **Road transport**
Modal shift or optimization of routing
- **Air transport**
Using sustainable aviation fuel (SAF) and pilot training in energy-efficient flight maneuvers
 - Continuous descent approach during landing
 - Taxiing after landing with one engine instead of two

➤ [Sustainability Statement](#)
➤ [Sustainability Statbook](#)

1) From fiscal year 2022 onward, including the book-and-claim effect in air and road transport.

Decarbonization: Using sustainable fuels



Energy consumption by corporate division (Scopes 1 and 2, GWh)



■ Energy consumption from fossil sources
 ■ Energy consumption from renewable sources

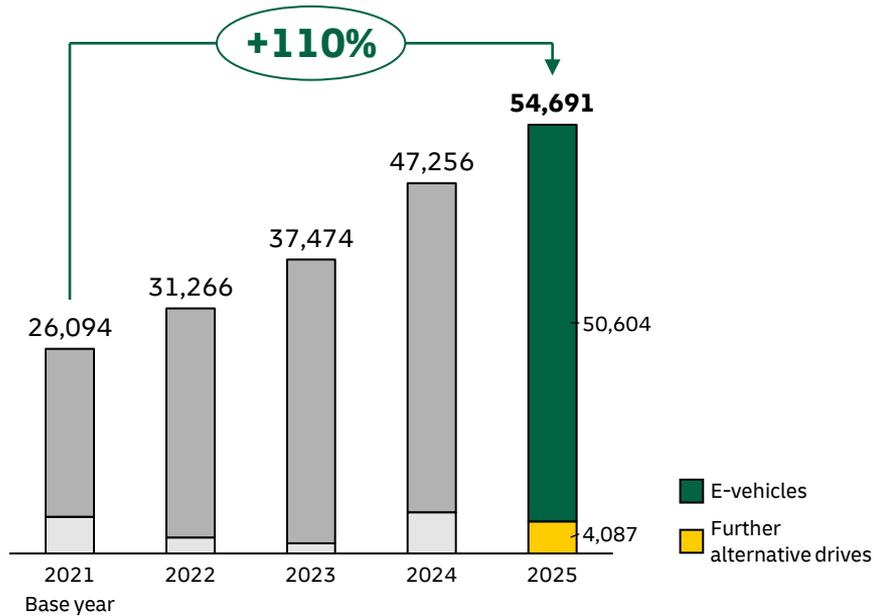
[Sustainability Statbook](#)

1) Scaling adjusted.

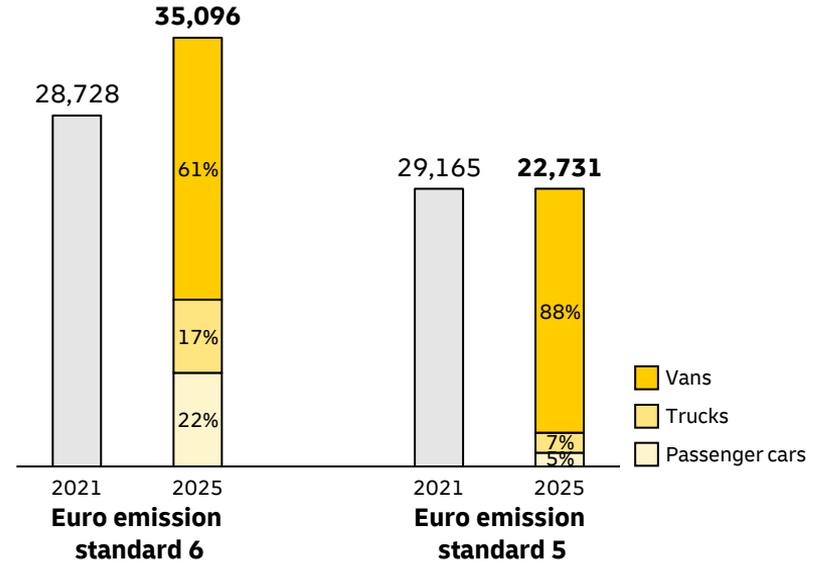
Decarbonization: Electrifying the vehicle fleet



Alternative drive types in the vehicle fleet



Vehicle fleet by Euro emission classes



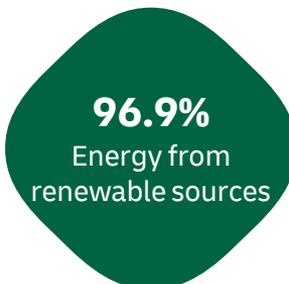


Reducing the ecologic footprint of warehouse buildings

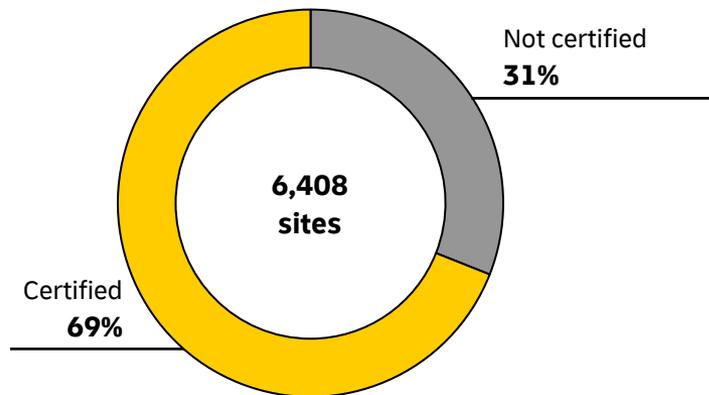
DHL Group operates 11,249 sites worldwide, of which 6,408 are relevant for certifications.

Since 2021, all new owned buildings are operated carbon-neutral¹ through the use of technologies and measures, including:

- Energy-efficient technologies
- Energy from renewable sources
- Photovoltaic systems for energy generation



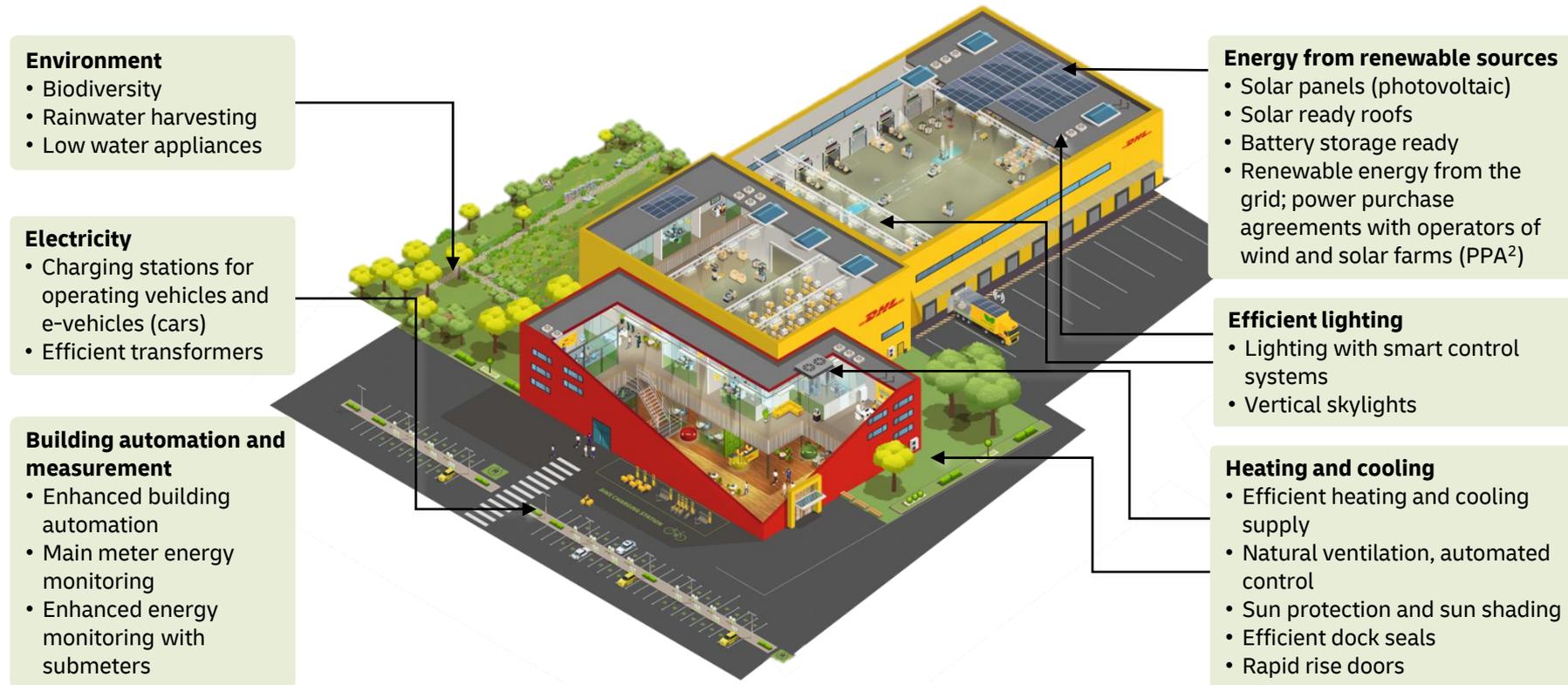
Certified² sites 2025



1) Carbon-neutral refers to an internal DHL assessment standard; based on the World Green Buildings Council's Guidance and certified by SGS. It covers the operational CO₂ emissions (Scopes 1, 2), with a CO₂ reduction of 75% or more and a maximum offset of 25% with carbon credits. 2) Certifications are carried out at sites with employees and energy consumption. 64% are certified according to ISO 14001 and 61% according to ISO 50001. 3) Megawatt peak.

Decarbonization: Operating carbon-neutral buildings

Standard measures catalog strengthens sustainability and improves working conditions.



1) Carbon-neutral in operation as defined by the internal DHL assessment standard; based on the World Green Buildings Council's Guidance and certified by SGS. It covers the operational CO₂ emissions (Scopes 1, 2), with a CO₂ reduction of ≥75% and a maximum offset of 25% with carbon credits. 2) Power Purchase Agreement.



Customers can directly reduce their GHG emissions along their supply chain with GoGreen Plus products.

GoGreen Plus products

Use of sustainable fuels

Direct replacement of fossil fuels with sustainable fuels and protection of the environment and climate along the entire supply chain.

The calculation of reduced GHG emissions is carried out in accordance with internationally recognized standards: GHG Protocol, ISO 14083, and GLEC¹. Independent external certification of the achieved reductions.



Air freight



Ocean freight



Road transport

Use of sustainable fuels on site



Warehousing solutions



Dedicated transportation

Further services

Carbon Reports

- Customers receive transparency on the GHG emissions generated by their transport through Carbon Reports
- Calculation of GHG emissions is carried out according to internationally recognized Standards: GHG Protocol, ISO 14083, and GLEC¹



Optimizing the supply chain

DHL experts develop solutions to improve customers' GHG footprint:

- In warehousing
- In road transport
- Modal shift from road to rail, as well as packaging solutions



1) Global Logistics Emissions Council.



Decarbonization: Products with reduced GHG emissions

GoGreen Plus portfolio by corporate division.

Reduction of GHG emissions through the use of alternative technologies and sustainable fuels

Express Use of sustainable aviation fuels (SAF)	Global Forwarding, Freight Use of sustainable fuels	Supply Chain Sustainable warehousing, use of sustainable fuels	eCommerce Use of sustainable fuels	Post & Parcel Germany Use of sustainable fuels and alternative technology
<p>Global</p> <ul style="list-style-type: none"> ■ TDI¹ Key accounts Flexible reduction and flexible billing ■ TDI Basic model Standard reductions: 30%, 50% or 70% ■ TDI myDHL+ Standard reduction 30% <p>Europe</p> <ul style="list-style-type: none"> ■ DDI² Flexible reductions for key accounts Standard reduction for SMEs 70% 	<p>Global Forwarding</p> <ul style="list-style-type: none"> ■ Air freight³ Reduction up to 85% possible ■ Ocean freight³ Reduction up to 85% possible <p>Freight⁴</p> <ul style="list-style-type: none"> ■ GoGreen Plus Base Insetting ~10% ■ GoGreen Plus Smart Insetting ~30% ■ GoGreen Plus Premium Insetting ~80% 	<ul style="list-style-type: none"> ■ Warehouse logistics CO₂e-reduced warehousing ■ Road transport CO₂e -reduced or CO₂e -free transport solutions ■ Road transport Flexible reduction of up to 80% through use of CO₂e-reduced transport solutions 	<ul style="list-style-type: none"> ■ Road transport Solution developed for specific customers ■ Road transport Reductions of up to 90% possible through use of sustainable fuels (HVO 100) 	<ul style="list-style-type: none"> ■ Parcel Use of sustainable fuels, e-drives and heat pumps enables up to 95% reductions ■ Post Use of sustainable fuels, e-drives and heat pumps enables up to 95% reductions; service partly included in products

■ Standardized products (Book & Claim); optional service unless stated otherwise

■ Direct decarbonization

➔ [DHL Products Website](#)

1) TDI: Time definite International. 2) Day Definite International. 3) SAF, SMF: Sustainable Maritime Fuels. 4) Certificate for the previous year. Reduction achieved through the use of HVO (hydrogenated vegetable oil), bio-LNG (liquefied bio-natural gas), bio-CNG (biological compressed natural gas), and electric vehicles.

Decarbonization: Products with reduced GHG emissions



DHL GoGreen Dashboard enables the consolidation of GHG emissions from major customers.

Credibility

Calculation follows recognized international standards¹

Transparency

Customers can track GHG emission reductions per shipment at any time

Accuracy

GHG emissions can be tracked in detail at the shipment level



Timeliness

Monthly updates of GHG emissions

Customizable views

Interactive filters allow users to customize data and report views

Data export

Customers can access detailed results through export function

1) GHG Protocol, ISO 14083, Framework of Global Logistics Emissions Council 3.1. Externally verified.



Decarbonization: Excursus on reduction measures

Climate neutrality: Measuring and reducing GHG emissions, offsetting unavoidable ones.

Reduction measures within the value chain

Direct substitution

Indirect substitution
(Insetting¹)



Decarbonization through

- Direct vehicle fueling with sustainable fuel or electricity
- Emission reductions determined invoice-based
- Purchase of sustainable fuels or efficient transportation services in the same mode of transport

Proof of GHG emissions reduction

- Certificates showing substitution of fossil fuels in the value chain
- Direct consumption partly also invoice-based

Compensation outside the value chain

Climate protection projects
(Offsetting)

- GHG emission offsetting occurs outside the value chain of DHL Group
- Not recognized by GHG Protocol, ESRS and SBTi for GHG emission reduction
- Does not alter GHG emissions of DHL Group

1) Recommended by the Market-based Measures Framework. Recognition of GHG emission reductions only after verification.



Further topics

Further topics: Local air pollution



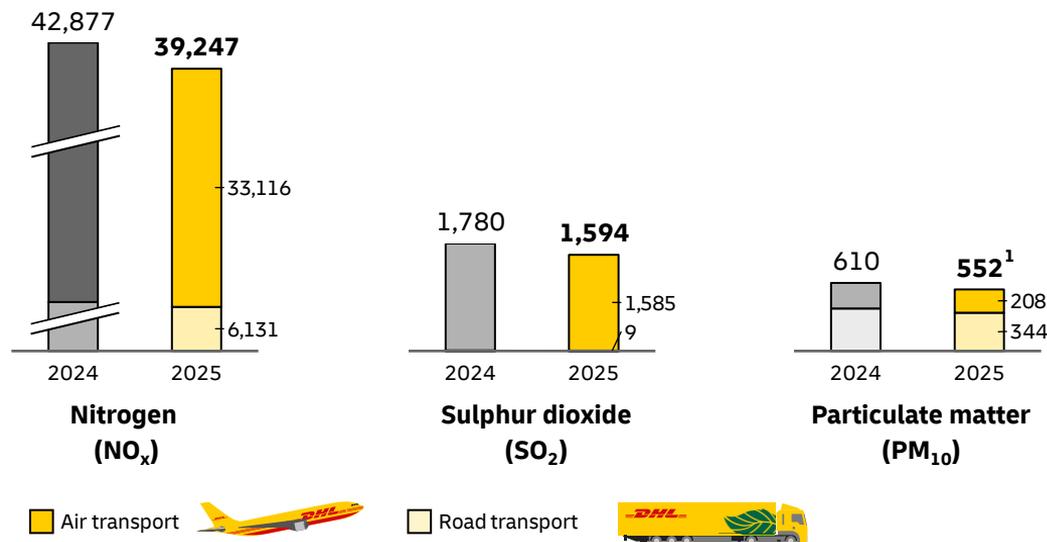
Decarbonization measures have a positive impact on air pollution.

According to the materiality assessment (ESRS), air pollution has not been assessed as material.

DHL Group continuously modernizes its own fleets, thereby contributing to the reduction of local air pollution.

- >50,000 e-vehicles already in operation
- Around 35,100 vehicles comply with the highest Euro emission standard, Euro 6
- 147 aircraft (53%) comply with the most stringent emission standard, CAEP/8

Local pollutants (in accordance with Scope 1, metric tons)



→ E-vehicle fleet

1) Includes 277 t PM_{2.5}.



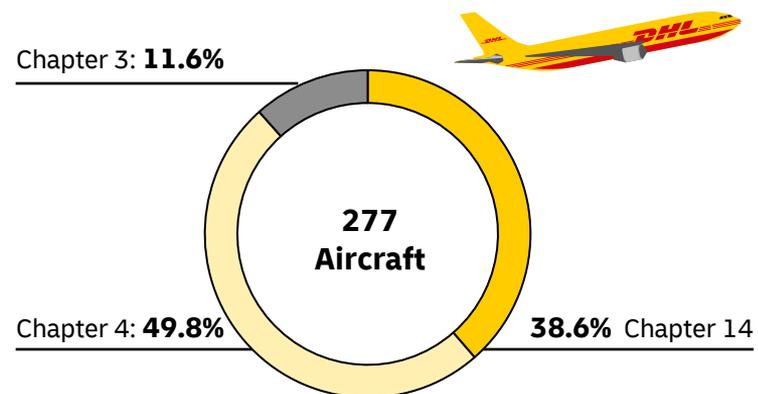
Further topics: Noise pollution

Decarbonization measures have a positive impact on noise pollution.

According to the materiality assessment (ESRS), noise pollution has not been assessed as material.

- Continuous fleet modernization
- >50,000 e-vehicles reduce noise exposure for residents
- 107 aircraft meet the most stringent noise standard (Chapter 14)
- Energy-efficient flight maneuvers also contribute to reducing noise exposure, e.g.:
 - Continuous descent approach during landing
 - Taxiing after landing with one engine instead of two

Aircraft fleet by noise standard (Scope 1)



Further topics: Water consumption



Only limited water us in DHL Group's production processes

According to the materiality assessment (ESRS), water consumption has not been assessed as material.

- Water use is limited to sanitary facilities and building cleaning
- Water is mainly obtained from the municipal water supply and disposed of via the public sewage system
- Measures to reduce water consumption are implemented as part of environmental management
- Where possible, rainwater recovery systems and efficient sanitary facilities are installed in new buildings
- In 2025, water consumption amounted to 4,953 thousand m³



Further topics: Biodiversity



Measures reduce impact on biodiversity

According to the materiality assessment (ESRS), biodiversity has not been assessed as material.

- Location-based analysis 2023 confirmed: DHL Group sites are generally located in urban areas or designated industrial and commercial zones and pose no direct threat to nature conservation areas or protected animals and plants
- Biodiversity is considered for new developments and leasing, e.g., sustainable landscape planning
- DHL Group's Sustainable Fuel Policy takes account of biodiversity in the production of sustainable biofuels
- The GTCs¹ of DHL Group explicitly prohibit the use of the company network to transport protected plant and animal species.
- DHL Group supports the UN Convention on Biodiversity and is a member of the United for Wildlife Transport Taskforce



1) General Terms and Conditions.

Further topics: Circular economy



Measures taken to promote the circular economy and responsible use of resources

According to the materiality assessment (ESRS), the circular economy has not been assessed as material.

- Avoid waste and digitalize processes
- Promote recycling of materials and the circular economy
- Avoid single-use packaging. If unavoidable, it must be recyclable
- Maintenance and scrapping of aircraft, road vehicles and IT equipment is generally the responsibility of the manufacturer or other third-party providers
- Contracts for maintenance and disposal encourage environmentally-friendly practices
- Procurement and resource-efficient use of paper (with credible certification)





Further topics: Circular economy

Best practice examples: StreetScooter recycling and reusable pallet wrap.

Recycling of end-of-life StreetScooters

End-of-life vehicles as spare parts donors

Reusable components are removed and reused as spare parts in the fleet (~15 spare parts per vehicle)

Battery recycling

Recovery of valuable materials, such as lithium

Material recovery

Vehicle scrapping to recover raw materials such as nickel, copper, and lithium

Material cycle

Non-reusable components are returned to the material cycle



Reusable pallet wrap

Innovative solutions for pallet packaging

- Wrap is made of laminated polypropylene
- Fully recyclable
- Helps avoid single use plastic
- Can be reused 250 to 400 times





Employer of Choice

Employer of Choice



"For us, social sustainability means fair working conditions and a culture that combines respect and results. In doing so, we promote employee engagement and satisfaction while simultaneously ensuring sustainable business success and competitiveness."

Dr. Thomas Ogilvie

Board Member for Human Resources and
Labor Director



Employer of Choice



DHL Group's global team is the foundation of the company's success

The commitment and motivation of its employees make DHL Group stronger every day. The Group provides an inclusive, safe, and motivating work environment.

Measures

- Promote employee engagement
- Increase the share of women in management
- Reduce the accident rate (LTIFR)

Targets by 2030

- Maintain employee engagement¹ at ≥80% across the Group
- Filling ≤34% of management positions² with women
- Reduce the accident rate (LTIFR)³ to ≤10.8

[↗ Sustainability Statement](#)

Progress 2025

Employee engagement¹:
82%

Share of women in management²:
29.0%

Accident rate (LTIFR)³:
reduced to **13.3**

Share program myShares:
available in **55**
countries

5m hours
used for training

Great Place to Work:
certified in **123**
countries

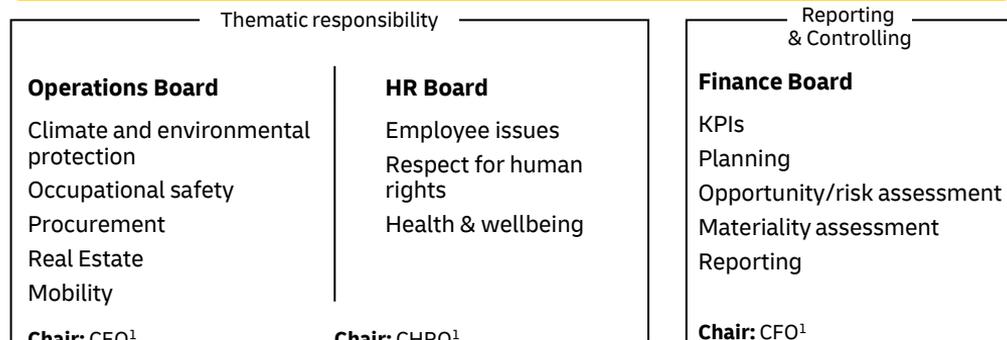


1) Steering- and remuneration-relevant. Aggregated and weighted result of five statements from the annual employee survey. 2) Steering-relevant. Middle and upper management. Employees in the USA were not considered in either steering or target setting from fiscal year 2025 onwards. 3) Steering-relevant. Occupational accidents per million hours worked resulting in at least one lost workday after the day of the accident (LTIFR: Lost Time Injury Frequency Rate).



Board of management

Central decision-making and alignment of sustainability



Corporate divisions: operational management of sustainability topics

Key standards, policies, partnerships

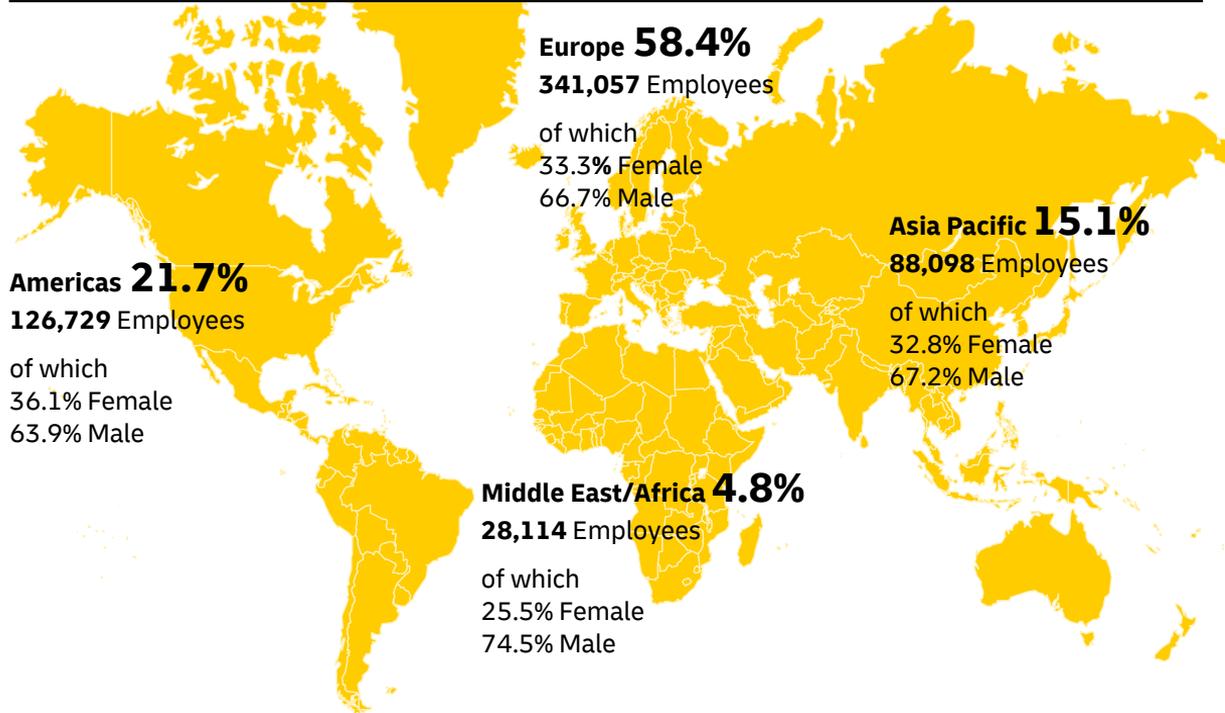


1) CEO: Chief Executive Officer; CHRO: Member of the Board of Management Human Resources; CFO: Chief Financial Officer. 2) German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG: Lieferkettensorgfaltspflichtengesetz). 3) Equal treatment and equal opportunities.

DHL Group is one of the world's largest employers



Employees¹ by region (Headcount as of Dec. 31, 2025)



Declining volumes and structural changes have led to a slight decrease in the workforce (-2.9%).

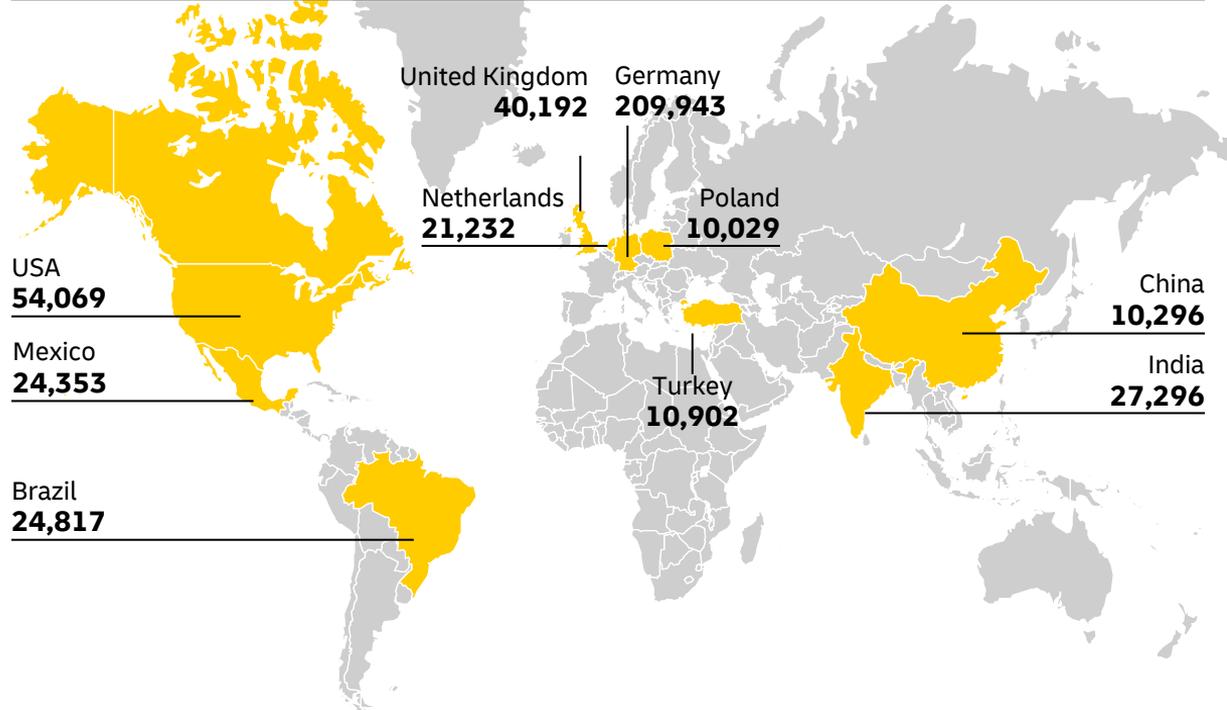
- 583,998 people were employed across the Group, including 195,523 women, 387,423 men, 3 diverse and 1,049 without gender specification
- Unplanned fluctuation 10.0%, Total fluctuation 19.8%
- Permanent contracts: 508,834
- Non-permanent contracts: 60,088
- Full-time employees: 485,898
- Part-time employees: 98,100

1) In addition, 91,447 non-employees (external temporary workers, full-time equivalents, annual average) were deployed at DHL Group sites.



DHL Group is one of the largest employers

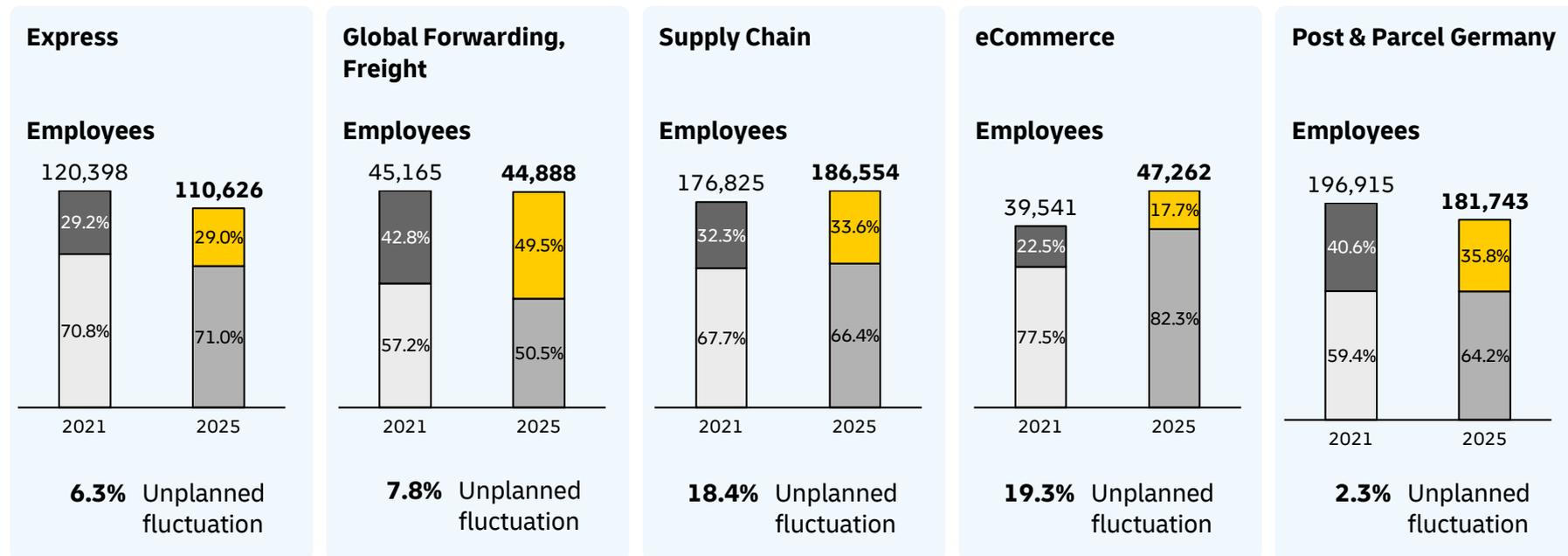
Number of employees in the top 10 countries (Headcount as of Dec. 31, 2025)





Employees by corporate division

Employees 2025¹ (Headcount as of Dec. 31)



Female Male

[Sustainability Statbook](#)

1) Group Functions: 12,925 Employees.

Remuneration

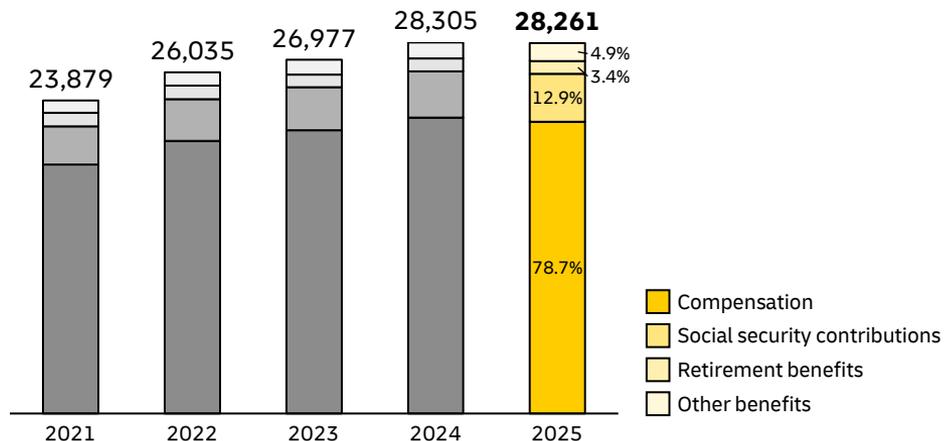


A performance-based remuneration¹ in line with market standards fosters employee loyalty and motivation.

- Collective agreement reached in Germany in 2025: 5% wage increase and one additional vacation day for 170,000 employees; term of 24 months
- Collective bargaining coverage²: >90%
- Employee representation in Europe: 100%
- 75% of employees participate in defined benefit and defined contribution retirement plans
- ~40% of employees can participate in the myShares share program in 55 countries
- In 107 countries, employees and their families receive insurance coverage through the employee benefits program

Sustainability Statbook

Staff cost development (€m)



1) Remuneration comprises a base salary plus the agreed variable remuneration components such as bonus payments. In many countries, DHL Group also provides employees with access to defined benefit and defined contribution retirement plans. 2) Germany.

DHL Group's leadership culture



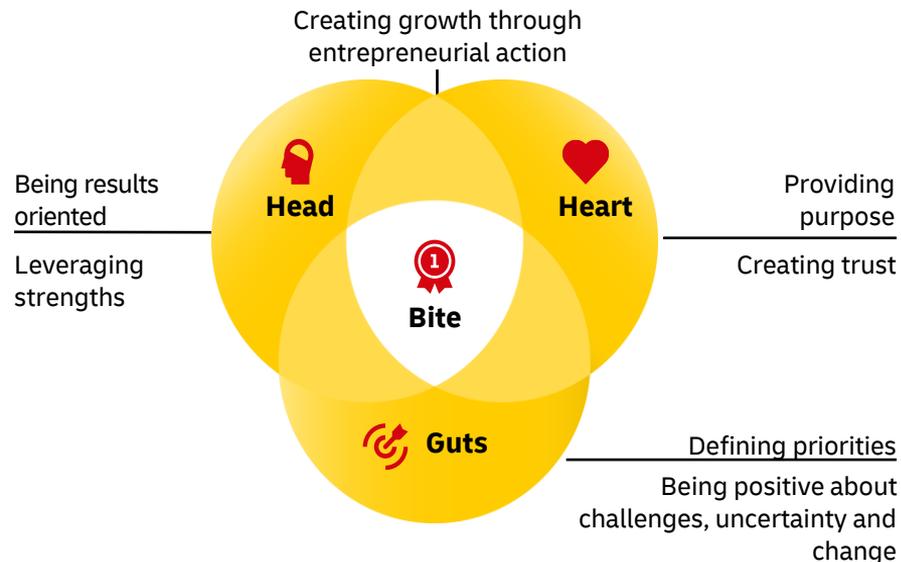
Leadership culture principles

- Respectful and performance-oriented interaction with internal and external stakeholders
- Approaching challenges positively and building on individual strengths
- Recognizing and developing employees' potential
- Employees should be empowered to make or prepare decisions based on these guiding principles. There is not always one solution!



 Sustainability Statement

Leadership dimensions provide guidance





DHL Group's Human Rights Policy Statement¹ sets out a clear focus for human rights relevant to its business models.

Focus of DHL Group

- Exclusion of child labor and forced labor
- Promote diversity and inclusion
- Ensure freedom of association and collective bargaining
- Provide good working conditions
- Ensure data protection
- Environmental protection



Decision-making body and monitoring

The LkSG² Council monitors the implementation of measures in the workforce and the supply chain and acts as a human rights officer as defined by the LkSG.

- Council comprising executives in upper management from the Group functions of Human Resources, Corporate Strategy, Corporate Public Affairs, Legal Services and Global Compliance, Corporate Procurement and Corporate Internal Audit
- Monitoring compliance with the Policy Statement through on-site audits (conducted by SEDEX³-certified HR employees) and reviews by Corporate Internal Audit

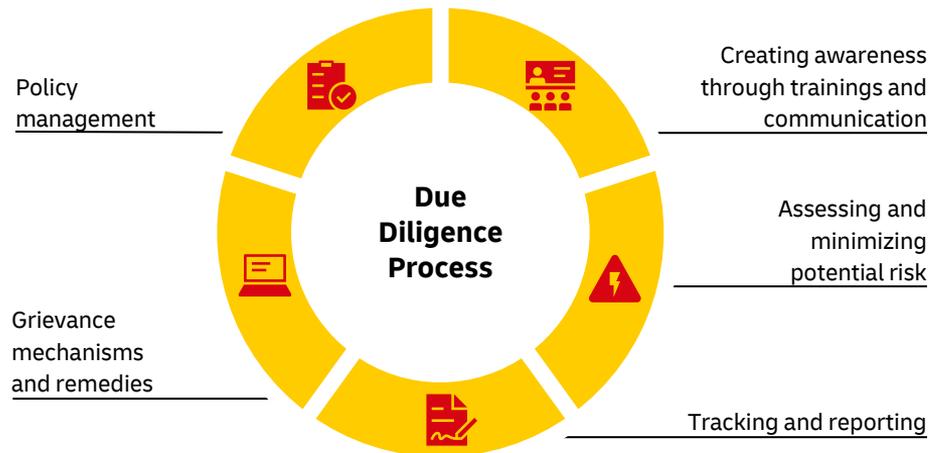
- [↗ Whistleblower system](#)
- [↗ Policy Statement](#)
- [↗ Sustainability Statement](#)



Respecting human rights : Management system

Management system for the Group-wide implementation of the Human Rights Policy Statement.

Human rights management system



Results 2025

- Human rights training:
98.9% of managers¹ are certified
- On-site reviews by SMETA²-certified employees:
103 sites of **36** subsidiaries
in **10** countries audited
- Internal audits relating to human rights:
50 audits carried out by Corporate Internal Audit

 [Policy Statement](#)
 [Sustainability Statement](#)

1) Middle and upper management. 2) SMETA: Sedex Members Ethical Trade Audit.



Respecting human rights : On-site reviews

The selection of countries and sites follows a risk-based approach and considers internal and external criteria¹.

On-site reviews since 2021 (as part of the Due Diligence process)



1) Internal criteria: Such as number of employees; External criteria: Verisk Maplecroft (Human Rights Index) and suggestions from the global unions.

Respecting human rights: Whistleblower system



Professional, external whistleblower system

- Publicly available and accessible to all
- Report possible violations 24/7; anonymous reporting also available¹
- Reports of possible violations are investigated and clarified within the company in a standardized process
- At least two independent, impartial employees are involved in the investigation to ensure a transparent process
- Checks are always carried out to ensure that reports do not lead to retaliation by the accused or other parties

[Whistleblower system](#)
[Sustainability Statement](#)



1) Where permitted by applicable law.



Measures



Employee Engagement



**Equal Treatment and
Equal Opportunities**



Health and Safety



Motivated and engaged employees are the greatest competitive advantage of DHL Group.

- All employees at DHL Group can anonymously evaluate the strategy, values and working conditions annually
- The survey results are analyzed and need for improvement is identified
- Create the best working environment based on employee feedback

Based on the analysis of the annual survey, Employee Engagement¹ is derived as a key performance indicator

- Key Performance indicator is steering-relevant
- Key Performance indicator is included in the bonus calculation for the Board of Management and senior management



1) Steering- and remuneration-relevant. Aggregated and weighted result of five statements from the annual employee survey. 2) Strategy 20230.



Employee engagement: Share program myShares

Employees can benefit in the Group's long-term success as shareholders.

Share program myShares promotes employee loyalty and motivation.

- Piloted in 2023
- Rolled out¹ step by step
- Conditions

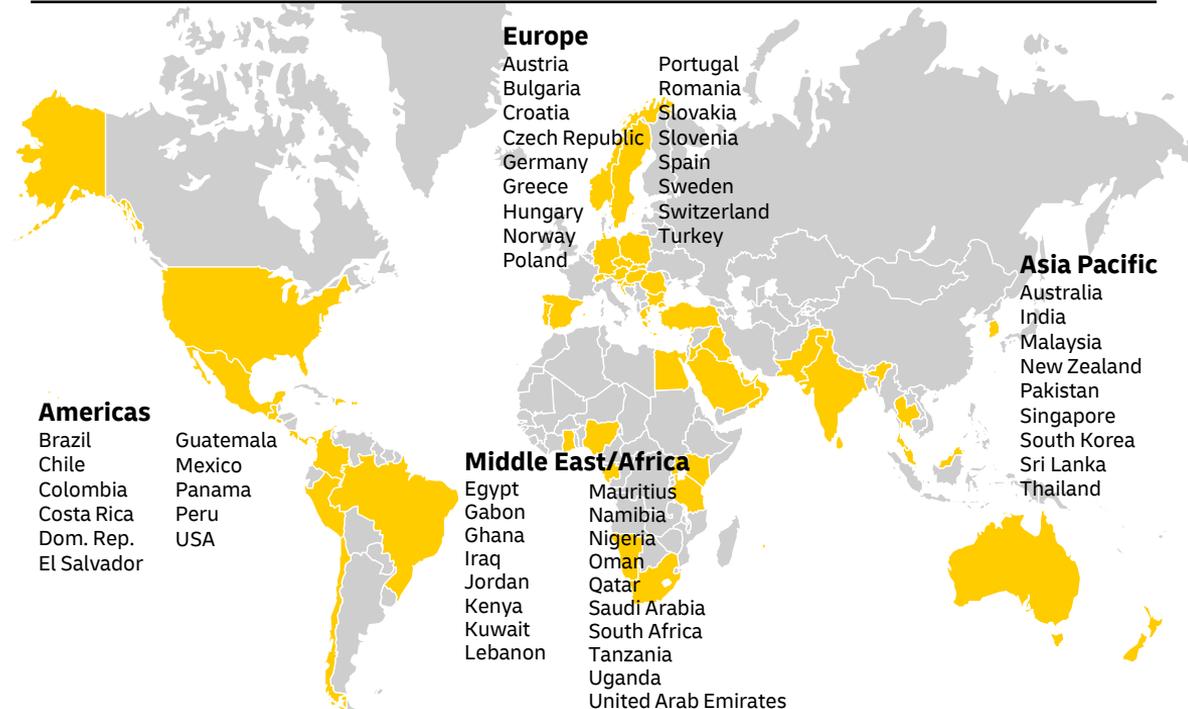
15% Discount rate compared with stock market price

€3,600 Annual cap

2025

- Participation possible in **55** countries
- **~40%** of employees

Participation in share program possible in the following countries



1) Where legally possible and permitted.

Employee engagement: Motivate through development

DHL Group offers all employees a targeted and wide-ranging training program.



Professional training and development measures

Employees¹ are developed and empowered to realize their potential.

- Offering ranges from technical and strategic training to personal development, with a focus on lifelong learning
- Role changes supported through transition plans: upskilling employees to take on new roles within the Group

2025

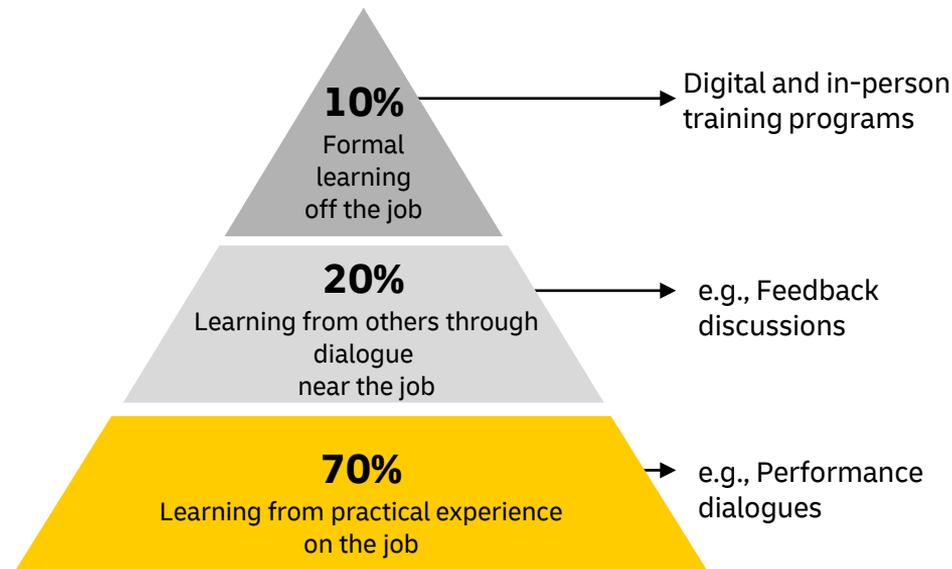
• 5 million hours

were used for training², 8.6 hours per employee

• €229 million

expenditure on training, €428 per FTE³

Learning concept





Employee engagement: Training and development offers

Thematic training (selection)

- Code of Conduct
- Respecting Human Rights
- Compliance Curriculum
- Data Protection, Competition Compliance
- Information Security Awareness
- Risk Management
- Environmental specialist (GoGreen Specialist)

Functional training (selection)

- Certified Logistics Manager
- Certified International Specialist
- Certified Professional Academy
- Introduction to Digitalization and AI
- Further Training and Certification



Personal development (selection)

- Cross-cultural Leadership
- Time Management
- Communications, Presentations
- Coaching, Mentoring
- Participation in interdisciplinary or international projects

Digital career planning

- Employees create profiles in the Career Marketplace
- Each profile comprises employees' skills and development aspirations
- The profiles are considered in further development and succession planning

Equal treatment and equal opportunities



Uniting people from many cultures and with different cultural backgrounds.

Creating an inclusive and fair working environment

- All forms of discrimination are prohibited
- Working together in the spirit of mutual trust and respect
- All employees have equal development opportunities
- Creating a sense of belonging
- Every employee can develop their individuality and be their authentic self without having to pretend
- Filling vacant positions exclusively according to qualifications



Equal treatment and equal opportunities

Making management positions more attractive for women and promoting diversity.



Set of measures

Promoting women in management

- Providing targeted support for female talents
- Preparing them for the next career step

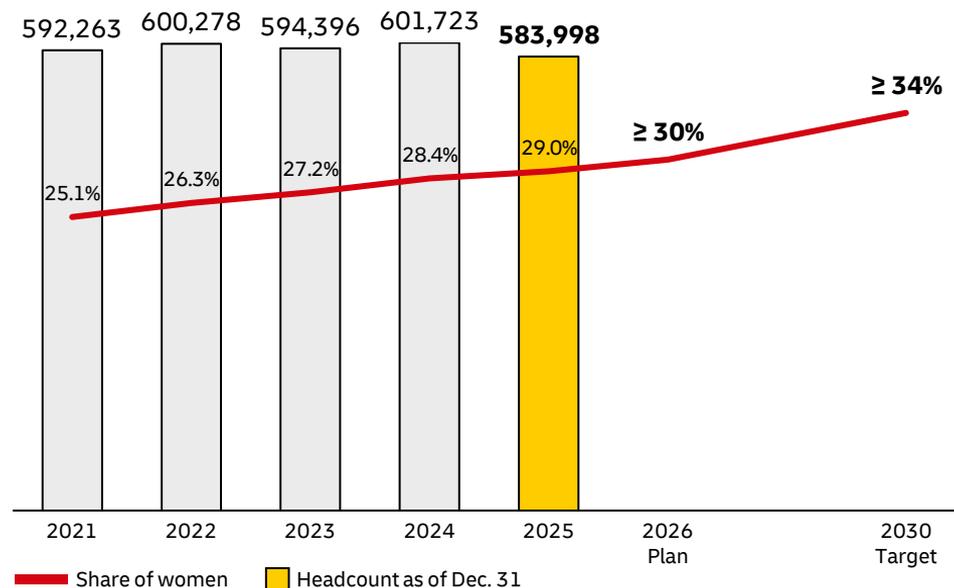
Employees with disabilities

- Providing career prospects for people with disabilities

LGBTQ+

- Enabling career development regardless of sexual orientation or gender identity

Share of women in middle and upper management¹



1) Steering-relevant. Employees in the USA were not considered in either steering or target setting from fiscal year 2025 onwards.

Equal treatment and equal opportunities: Corporate divisions



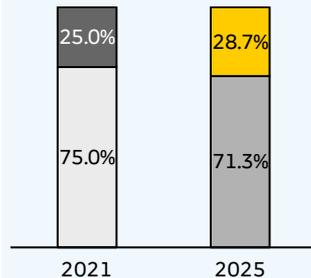
Express

Average age:
40 years

Age structure

<30 years: **17%**
30-50 years: **63%**
>50 years: **21%**

Management positions¹



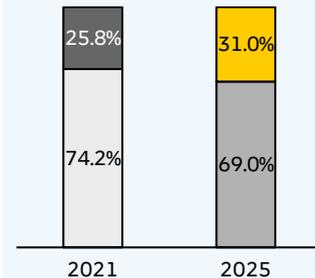
Global Forwarding, Freight

Average age:
40 years

Age structure

<30 years: **21%**
30-50 years: **58%**
>50 years: **21%**

Management positions¹



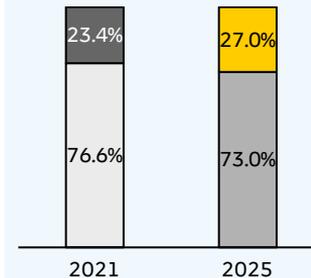
Supply Chain

Average age:
39 years

Age structure

<30 years: **26%**
30-50 years: **54%**
>50 years: **20%**

Management positions¹



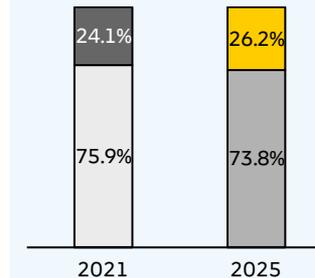
eCommerce

Average age:
34 years

Age structure

<30 years: **40%**
30-50 years: **48%**
>50 years: **12%**

Management positions¹



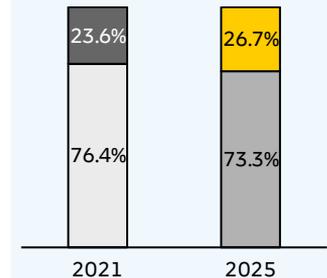
Post & Parcel Germany

Average age:
44 years

Age structure

<30 years: **18%**
30-50 years: **44%**
>50 years: **38%**

Management positions¹



Female Male

1) In middle and upper management.

Equal treatment and equal opportunities : Best practice examples



Germany – Integration

>30,000 refugees integrated into the German labor market over the past ten years (supported by language courses, application training, and internships)

Mexico – Diversity

Involving retired people and utilizing their vast knowledge and experience by acting as mentors

Brazil – Diversity

Joint projects with customers in the consumer sector to promote the employment of women as drivers

India – Inclusion and Diversity

Diversity: Attracting more women to the workforce through recruitment and retention strategies

Inclusion: Attracting people with disabilities to help address the shortage of skilled workers

Taiwan – Inclusion

Parental and family leave for all employees; entitlement to marriage leave also for same-sex couples

Maternity protection, childcare subsidies, nursing rooms, and flexible working hours for parents

Safety allowances for women working night shifts

Kenya – Integration

Internships for female refugees from African countries to develop their professional skills



The health and safety of employees in the workplace are of central importance.

A healthy workplace is a place where employees and managers work together to promote the health, wellbeing and safety of all.

- The health and safety of employees in the workplace are anchored in the Codes of Conduct
- The Group-wide Occupational Health and Safety Policy outlines DHL Group's approach to ensuring employee health and safety in the workplace
- Health and Wellbeing Policy Statement: Workplace health promotion can make a significant contribution to illness prevention
- Responsibilities: Occupational health and safety under the CEO's remit; health and wellbeing under the HR remit

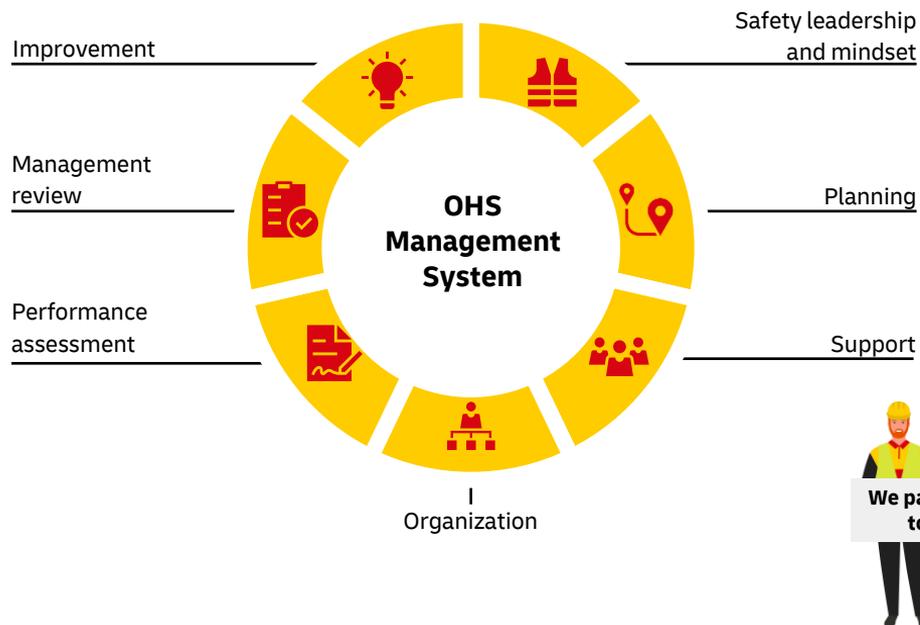




Occupational safety

Health and safety of employees in the workplace are of central importance.

OHS¹ management system according to ISO 45001



“Safety First” concept

- Internal "Safety First" framework provides employees with clear guidance
- Management system is implemented Group-wide and covers all employees (100%)
- Preventing accidents in pick-up and delivery operations is challenging: external factors can only be influenced to a limited extent

Accident prevention

- Assess potential workplace hazards
- Analyze and document the causes
- Mark danger spots
- Provide safety training and instructions

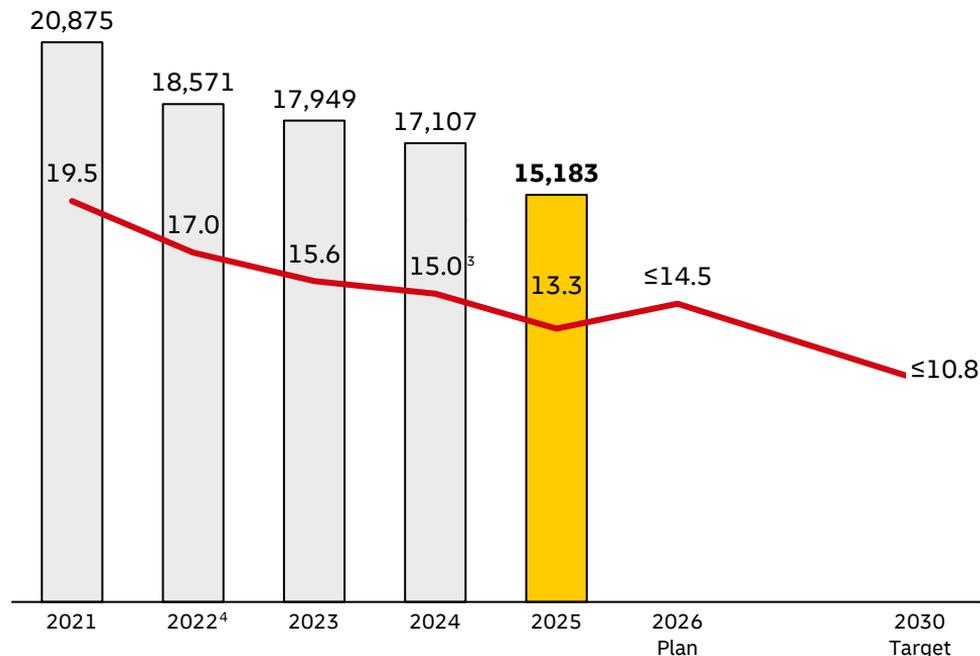
1) OHS: Occupational Health and Safety.



Occupational safety

Accident analysis to eliminate root causes and prevent recurrence.

Occupational accident statistics



Accident rate (LTIFR)¹ for steering purposes

- Success of the occupational safety measures is measured using the key performance indicator accident rate (LTIFR)
- Accident rate is determined based on reportable accidents at work per million hours worked
- Accident-related injuries involving external personnel under direct supervision are included in the metric
- Most common causes of accidents: Tripping, slipping, falling, and manual handling of loads

— Accident rate (LTIFR)¹

■ Number of accidents²

1) Steering-relevant. Accident rate per million hours worked; occupational accidents resulting in at least one lost workday after the day of the accident (Lost Time Injury Frequency Rate).
 2) Occupational accidents resulting in at least one lost workday after the day of the accident. 3) Adjusted. 4) Incl. temporary labor bound by instructions Supply Chain corporate division.



Occupational safety: Transportation of hazardous goods

The safety of employees and minimizing risk will always be top priority.



IATA regulations for transportation of hazardous goods in aviation

IMDG Code
Transportation of hazardous goods by sea-going vessels

ADR/RID
Transportation of hazardous goods by road or rail

The transportation of hazardous goods and materials is carried out in accordance with the GTCs¹ and is one of DHL Group's areas of expertise.

- Customer must declare, pack and label the hazardous goods correctly
- Only specially trained employees are permitted to handle hazardous goods
- Dangerous Goods Safety Advisors serve as points of contact at the sites
- Transportation and storage of hazardous goods in accordance with safety and hazardous goods regulations

1) General Terms and Conditions.

Health and wellbeing (H&W)

Health is a state of physical, mental and social wellbeing and not just the absence of illness.



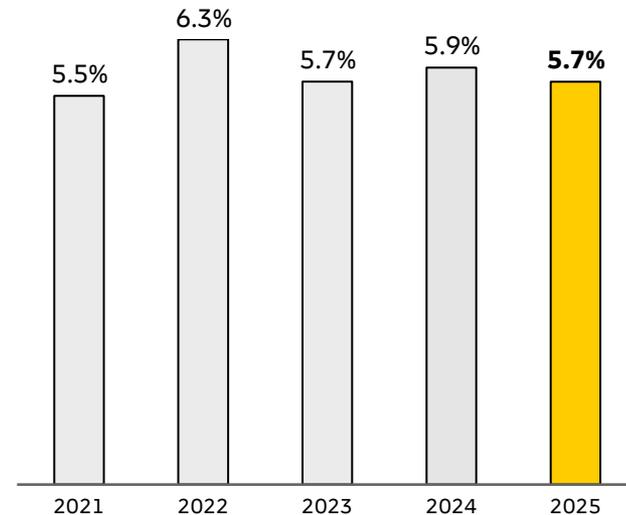
A healthy workplace is a place where employees and managers work together to promote the wellbeing of all.

Health promotion measures

- Locally tailored offerings
- On-site offerings at locations, including various health initiatives, e.g., to promote back health
- Mental health is strengthened, among other things, through a systematic approach to assessing psychosocial risks
- Certified development programs are used to raise awareness of mental health among employees and managers



Sickness rate



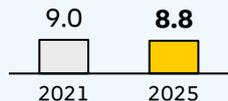


Safety, health and wellbeing at work by corporate division

Express

Sickness rate
3.6%

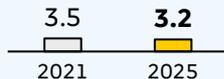
Accident rate (LTIFR)¹



Global Forwarding, Freight

Sickness rate
3.0%

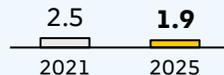
Accident rate (LTIFR)¹



Supply Chain

Sickness rate
3.8%

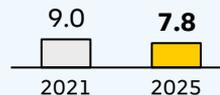
Accident rate (LTIFR)¹



eCommerce

Sickness rate
3.2%

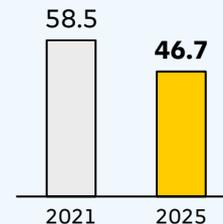
Accident rate (LTIFR)¹



Post & Parcel Germany

Sickness rate
11.1%

Accident rate (LTIFR)¹



1) Occupational accidents resulting in at least one lost workday after the day of the accident (LTIFR: Lost Time Injury Frequency Rate).

Health and wellbeing: Employee Benefits Program

Health promotion positively impacts productivity, employee engagement, sickness, and fluctuation.



Insurance coverage by DHL Group

- Insurance coverage and financial security in the event of death or disability as well as health insurance benefits
- Offer depends on various factors, including local labor law provisions, and is available to around 50% of our workforce in 107 countries
- Incentives for local management to offer health promoting measures
- Expected positive effects of existing health promotion measures are reflected through corresponding premium reductions



Group-wide Health & Wellbeing Hub



H&W Initiatives Hub

H&W Program Resources

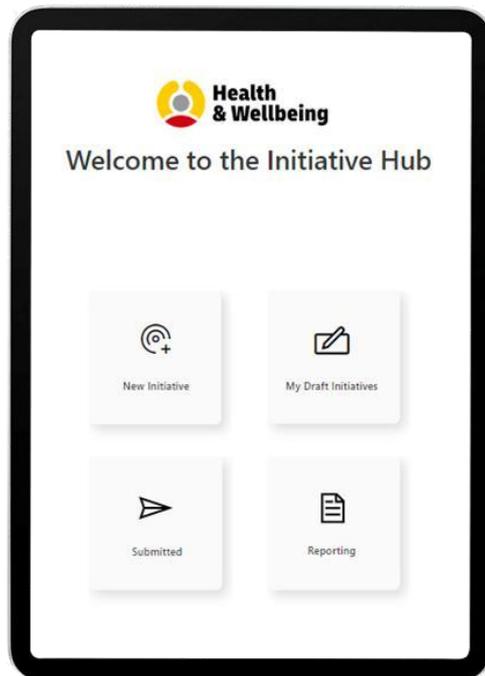
H&W Academy

H&W Best Practices Database

H&W Dashboard

Health and wellbeing : Health and Wellbeing Hub

Best practice initiatives are shared easily and effectively via the Group-wide portal.



Health & Wellbeing Hub

Dimensions

Organization

Prevention

Disease
management

Behavior
change

Vorgehen

Program
description

Communication
strategy

Participation
and motivation
strategy

Program KPIs
and results

Status

>100 countries, **>3,000** Initiatives reported



Provider and Investment of Choice

Provider and Investment of Choice



"Sustainability is an integral part of our corporate management and a strategic success factor. Clear responsibilities, integrity, and transparent processes form the foundation for sustainable growth and stakeholder trust."

Melanie Kreis
Chief Financial Officer

Steering-relevant key performance indicators and targets



For DHL Group, sustainability is not a destination, but a journey we are committed to pursuing.

Being a role model for good corporate governance

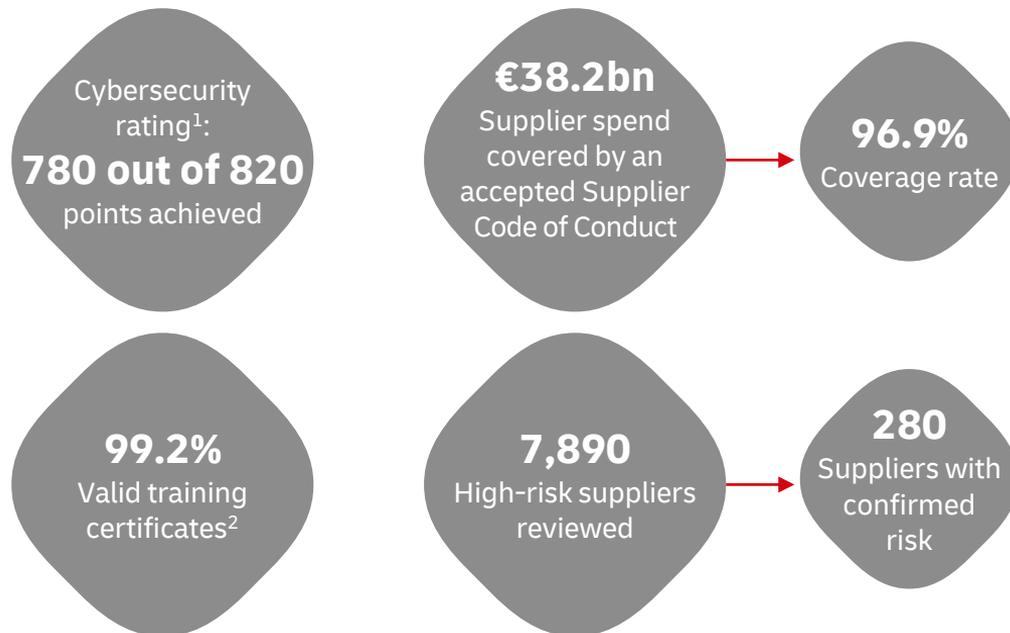
Measures

- Trusted company with a strong compliance culture
- Ensuring cybersecurity and data privacy
- Collaborating with suppliers

Steering-relevant metrics and targets

- **Cybersecurity rating¹:**
Achieve ≥ 720 out of 820 points in fiscal year 2026
- **Compliance training in management²:**
 $\geq 98\%$ valid training certificates in fiscal year 2026

Progress 2025

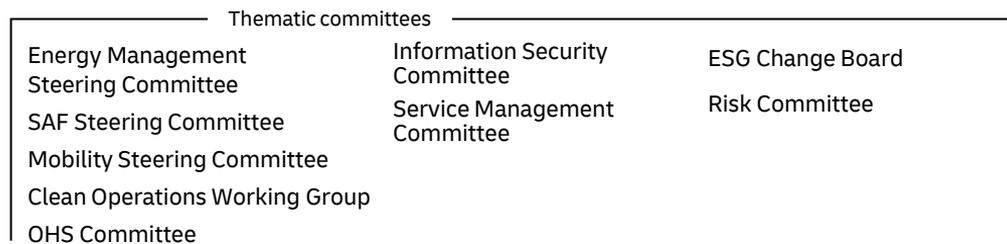
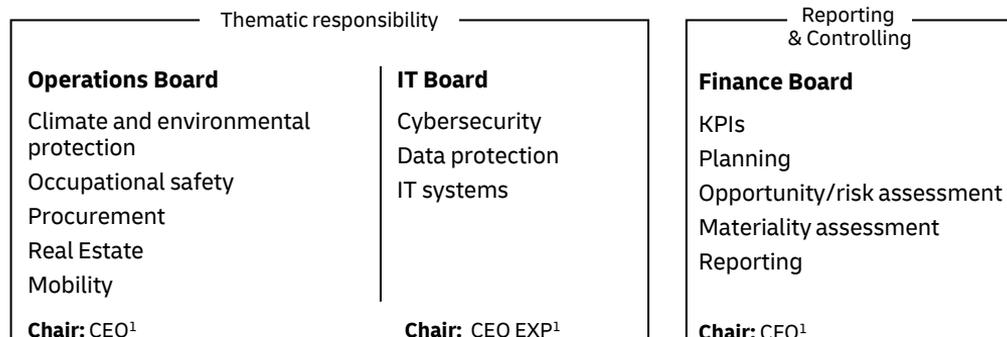


1) Steering- and remuneration relevant. 2) In middle and upper management.



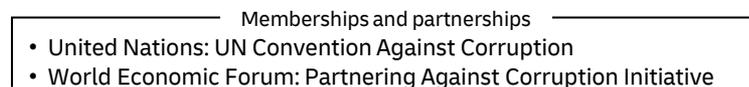
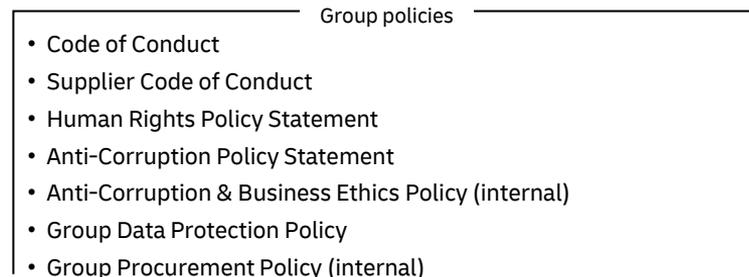
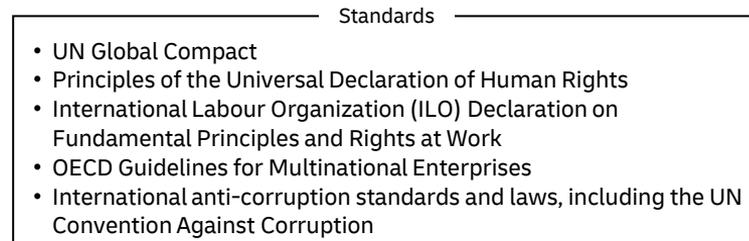
Board of management

Central decision-making and alignment of sustainability



Corporate divisions: operational management of sustainability topics

Key standards, policies, partnerships



1) CEO: Chief Executive Officer, CEO EXP: Member of the Board of Management Express; CFO: Member of the Board of Management Finance.



Global supply chains are exposed to a wide range of risks: Business success depends on secure sites, transportation routes, and resilient networks.

Core elements of resilience management

- **Geopolitical risk assessment**
Analyzing security risks and coordinating measures
- **Risk-based security management system**
Derived from the ISO 28000 standard
- **Protection of employees, sites, and customer goods**
Preventive measures, security policies, and continuous improvement of protection measures
- **Ensuring business continuity** (including supply chains)
Crisis management and systematic approaches to maintain business operations
- **Customer Security Program**
Intelligence sharing, business continuity management (BCM), security technology consulting, and logistics security training
- **Training**
Employees are trained on security risks to enable an appropriate response



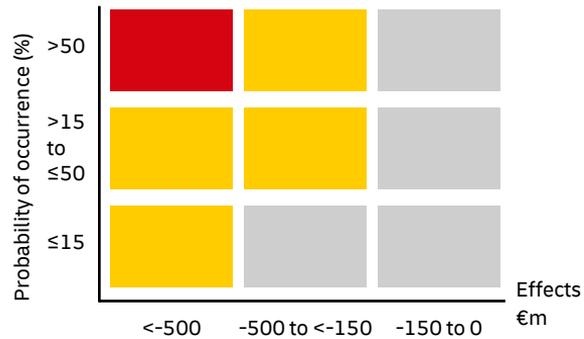
Sustainability-related opportunities and risks



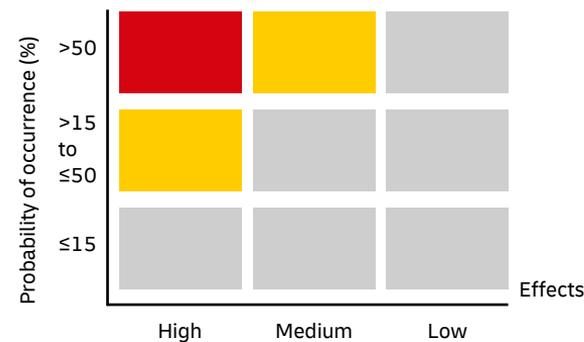
Opportunity and risk management is carried out by Group Controlling and also incorporates sustainability-related aspects as well as a scenario analysis.

Classification of risks and opportunities

Quantitative risk



Qualitative risk



Significance for the Group

- High: Tendency toward impact at Group level
- Medium: Tendency toward impact at divisional level
- Low: Tendency toward impact at local level

Sustainability risks of medium significance for the Group

- IT security incident (quantitative)
- Availability of energy from renewable sources and sustainable fuels (quantitative/qualitative)
- External carbon price (qualitative)
- Uncertainty around the recognition of decarbonization measures and environmental claims (qualitative)



Opportunities and risks from climate change

Climate-related risks are assessed in accordance with the TCFD¹ recommendations.

TCFD scenario analysis: risks assessed

Physical risks²

- Tropical storms
- Floods
- Storm surge
- Increasing precipitation
- Exposure to heat
- Rising sea levels
- Increased drought
- Impacts of fire

Transition risks³

- From regulations and directives
- From technology
- Changed market behavior
- Reputation



Result of the scenario analysis

No material physical² risks identified:

- The sites are subject to limited risk due to worsening climate scenarios
- Flexible business models facilitate the adjustment and relocation of assets

Material transition³ risks identified:

- Introduction of or an increase of an external carbon price
- Lack of clear rules and criteria for the accounting of insetting (GHG Protocol) and for decarbonization claims (Empowering Consumer Directive), as well as the introduction of stricter legislation
- Limited availability of energy from renewable sources and sustainable fuels, including the required infrastructure

 [Sustainability Statement](#)

1) Task Force on Climate-related Financial Disclosures (TCFD): basis for climate risk assessment according to ESRS. 2) Physical risk scenarios: SSP scenarios 1-2.6, 2-4.5 and 5-8.5, as well as RCP scenarios 2.6, 4.5 and 8.5 of the Intergovernmental Panel on Climate Change (IPCC) 3) Transition risk scenario: Sustainable Development Scenario of the International Energy Agency (IEA).

Internal Control System (ICS)

Ensuring reliable, compliant, and risk-aware management of sustainability KPIs and processes.

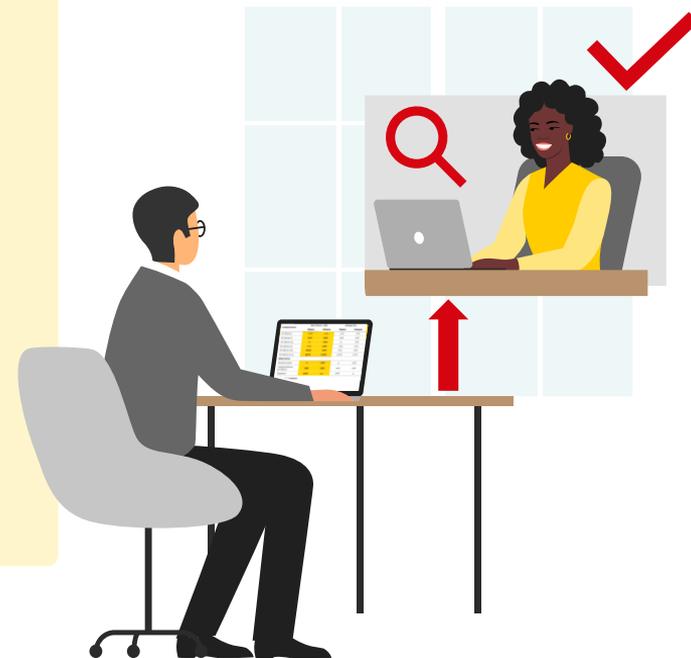


Structure of the Internal Control System

- ICS design is based on the requirements of the Committee of Sponsoring Organizations of the Treadway Commission (COSO)
- Minimum requirements are defined based on identified risks
- Coverage is ensured by incorporating appropriate controls into the control frameworks of the corporate divisions

ICS in sustainability reporting

- Definition of minimum control requirements for sustainability KPIs and governance processes
- Coverage of process risks through controls in data collection and calculation, as well as in the reporting of sustainability KPIs



Corporate Internal Audit

Ensuring governance: Review processes for sustainable performance.

Independent regular and ad hoc audits are carried out at all Group entities and at corporate headquarters on the authority of the Board of Management.

- Audit findings and agreed actions for improvement are discussed with the audited organizational units and their management
- The Board of Management is informed of the results on a regular basis
- The Supervisory Board is provided with a summary once per year in addition to ad hoc reports as needed

217 internal audits carried out in 2025

- Compliance management system processes reviewed
- Implementation of agreed follow-up actions verified
- Audit findings also used to identify additional compliance risks





Measures



Compliance



Cybersecurity



Data Protection



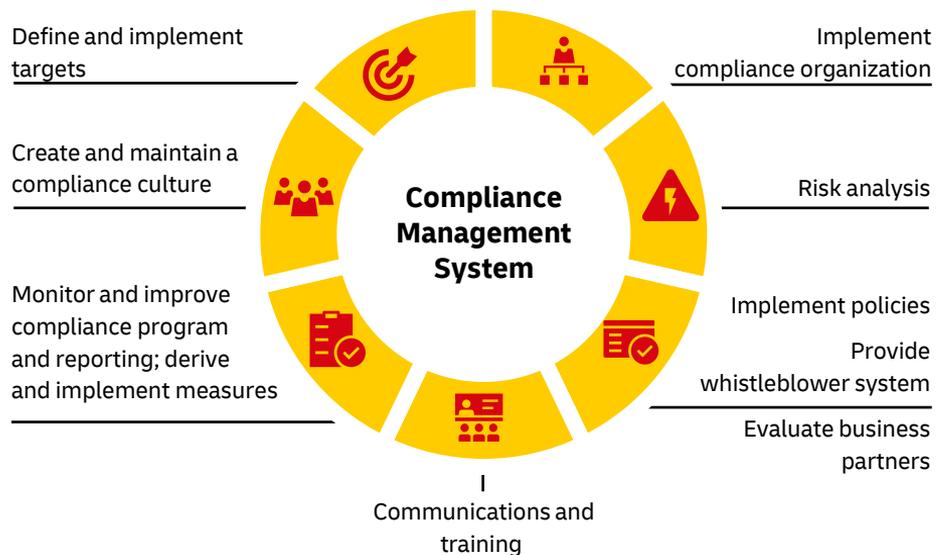
Supplier Management

Compliance

Prevention of potential non-compliance with legal or Group requirements.



Elements of the compliance management system



The Chief Compliance Officer is responsible for the compliance management system and reports directly to the CFO.

Results 2025

- Ongoing communication to employees via the Group intranet, supported by accompanying campaigns and training
- Continuous development of the compliance program
- Suspected violations can be reported at any time via the whistleblower system
- Compliance training¹ is mandatory for managers
- **99.2%** valid compliance training certificates in middle and upper management
- **0** incidents of corruption or bribery²

[↗ Whistleblower system](#)

[↗ Sustainability Statement](#)

1) Steering-relevant. Consists of the Core Compliance Curriculum (anti-corruption, antitrust compliance, Code of Conduct) and data protection training. Employees who have already completed their training must update their certification every two years. 2) Incidents resulting in convictions and fines.



Guidelines and whistleblower system

Internal guidelines and accompanying training courses help employees to recognize situations that could call the company's integrity towards third parties into question.

Policies apply for all levels and all employees

- **Code of Conduct**
Sets out rules for ethical conduct among employees
- **Anti-Corruption Policy Statement¹**
Clarifies these rules. The rules on how to deal with donations and gifts to political parties and government institutions are also set out
- **Supplier Code of Conduct**
Business partners are required to adhere to these same standards



Whistleblower system

- Employees or third parties can report potential violations of policies and legislation 24/7 via the whistleblower system²
- Reports of potential violations are reviewed and investigated internally as part of a standardized process
- Information on this is included in the regular compliance reporting to the Board of Management and to the Supervisory Board's Finance and Audit Committee



➤ [Whistleblower system](#)

1) Detailed in the internal Anti-Corruption Policy Statement & Business Ethics Policy. 2) If legally permitted, also anonymously.

Cybersecurity

Protection of information belonging to the Group, its business partners, employees, and IT systems.



Cybersecurity management

- Robust cybersecurity management to protect sensitive corporate, business partner, and personal data
- Responsible use of AI and management of AI-related cyber risks

Training

Continuous risk mitigation through training², network monitoring and incident simulations

Strong governance structure

- Group CISO reports directly to the CEO; IT Board governs security strategy and measures
- Group-wide security framework with incident, risk, and awareness management to strengthen resilience
- Strict access controls and data backup, including replication of critical data and regular software updates

External assessment

- Cybersecurity is continuously assessed by the external rating agency BitSight



Results 2025

- ISO 27001: IT data centers certified (100% coverage)
- ISO 27002: Processes and policies based on this standard
- Communication measures and training² conducted
- Cybersecurity rating¹:

780 out of 820 achievable points achieved
Rating ranks in the top quartile of the peer group

[↗ Sustainability Statement](#)

1) Steering- and remuneration-relevant. 2) Includes mandatory training and phishing simulations. The "Information Security Awareness" training is mandatory for all employees with business email accounts.

Data protection: Handling personal data

Data protection ensures quality and prevents compliance risks.



- **Group-wide data protection governance:**

DHL Group Data Privacy Policy and data privacy management system set the standard for global data transfer within the Group and for the privacy-compliant handling of personal data

- **Compliance with international data protection requirements**

Implementation of local legal requirements in all countries where DHL Group operates

- **Strengthening data protection through trainings**

Mandatory online training raise awareness among all employees with PC workstations about the responsible and compliant handling of data

- **Global control mechanisms**

Regular reviews and audits by Group Data Protection and the corporate divisions ensure that global data protection regulations are complied with and continuously improved



Group Data Privacy Policy

- 2025 updated
- Binding for all subsidiaries of DHL Group
- Personal data may only be processed in compliance with applicable legal requirements
- Defines minimum standards in countries without data protection regulations

 [Group Data Privacy Policy](#)



Supplier management

Enforcing sustainability standards in the upstream supply chain.

The Supplier Code of Conduct enforces ethical, social, and environmental standards across the upstream supply chain.

- Defines clear requirements for suppliers
- Is a binding contractual component requiring compliance and implementation through the supplier's own supply chain
- Employees are regularly trained to identify potential risks in the supplier base at an early stage
- Suppliers are introduced to DHL Group's expectations and the selection process via the supplier portal
- Selection process: Suppliers must comply with the standards



Supplier spend with accepted Supplier Code of Conduct (SCoC)¹

- Metric measures the ability to enforce standards in the supply chain
- Supplier spend with accepted SCoC¹
 - Coverage rate **96.9%**
 - At least **€38.2 billion**

- Sustainability Statement
- Sustainable Procurement

1) The term "accepted Supplier Code of Conduct" includes the DHL Group Supplier Code of Conduct, the supplier's own code (if applicable), and mutual recognition of the respective Supplier Codes of Conduct when both contractual partners act as both supplier and customer.



Supplier management: risk assessment

Dynamic, transparent, and systematic identification of supplier risk potential.

Risk potential and methodology

- Annual reassessment of risk potential by procurement category and supplier location
- Multidimensional risk analysis
- Consideration of external indices¹
- Final risk classification based on likelihood of occurrence and potential impact
- Additional criteria: Respect for human rights, equal treatment and equal opportunity

Selection criteria for risk reviews

- Frequency of cooperation and continuity of the business relationship,
- Spend volume and geographic location

Assessment tools (modular approach)

- Self-assessment questionnaires
- Virtual or on-site audits
- Third-party certifications, external risk ratings
- Sanctions list screening



Potential high-risk suppliers assessed

The KPI measures the ability to contractually enforce standards in the upstream value chain. Suppliers with an existing business relationship as well as potential new suppliers are subject to review.

Results 2025

7,890 potential high-risk suppliers assessed
of which

280 suppliers with high-risk confirmed

➤ [Sustainability Statement](#)
➤ [Shield Risk Management](#)

1) Corruption Perception Index (Transparency International) and Verisk Maplecroft.



Supplier management: Supplier Code of Conduct

The Supplier Code of Conduct ensures the implementation of our Group standards in the supply chain.

Focus topics in the Supplier Code of Conduct

Human rights and fair working conditions

- No employment of children under the age of 15
- No forced labor, debt bondage, or modern forms of slavery
- Compensation and working hours in accordance with national laws and industry standards on minimum wages and working hours
- Ensure freedom of association and collective bargaining
- Promote diversity and inclusion

Combat bribery and corruption

Occupational safety

Data protection, information security, and disclosure of information

Trade regulations and free competition

Environmental protection



Supplier portal

- Communicates clear expectations to business partners
- The selection process is presented in detail
- Supplier Code of Conduct training module available in multiple languages
- Access to the whistleblower system



- [Supplier portal](#)
- [Supplier Code of Conduct](#)



Further topics



Tax strategy

Taxes are paid where DHL Group operates and creates added value.

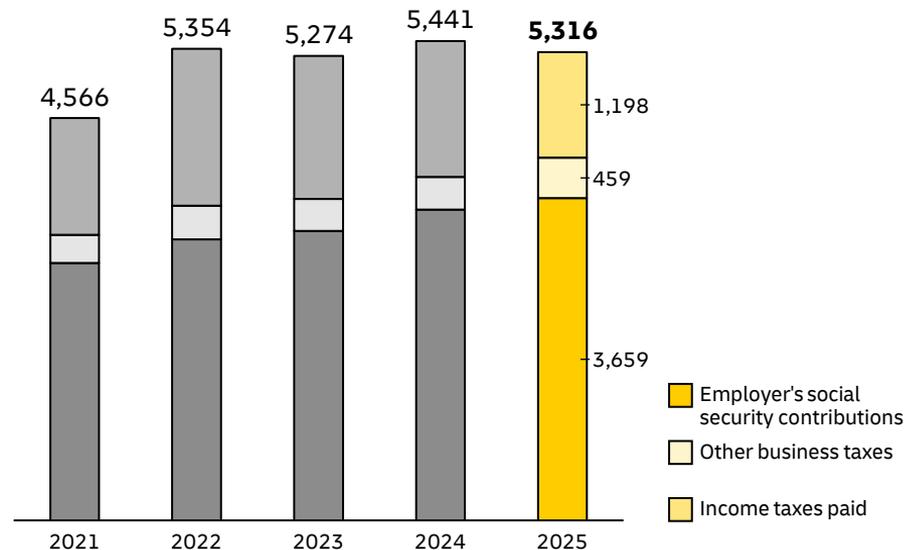
DHL Group's tax contributions help enable the reduction and elimination of poverty as well as the reduction of inequality.¹ A worldwide network of tax experts ensures compliance in a complex tax environment.

Tax principles

- DHL Group is a responsible taxpayer and ensures global compliance with its tax strategy
- Risk appetite: DHL Group does not create artificial tax structures
- DHL Group adheres to the wording of tax laws and their intended purposes
- Uncertainty is reduced where possible through alignment with tax authorities and tax advisors

[Annual Report 2025](#)

Taxes and social security contributions (€m)



1) In the countries where DHL Group operates.



Protecting interests, creating transparency

Transparency on lobbying activities

Lobbying transparency requirements are fully complied with; the nature, scope, and funding of our advocacy activities are disclosed.

- Group representations: Berlin, Brussels, Washington, Beijing
- Disclosure of lobbying expenditures in the German Bundestag Lobby Register, the EU Transparency Register, and in the United States
- China: No public lobbying register available
- Political donations by employees on behalf of DHL Group are prohibited (to political parties, candidates, or government officials)¹
- Exercise of personal political rights is permitted, e.g., through the organization of Political Action Committees (PACs) in the United States

Group representations

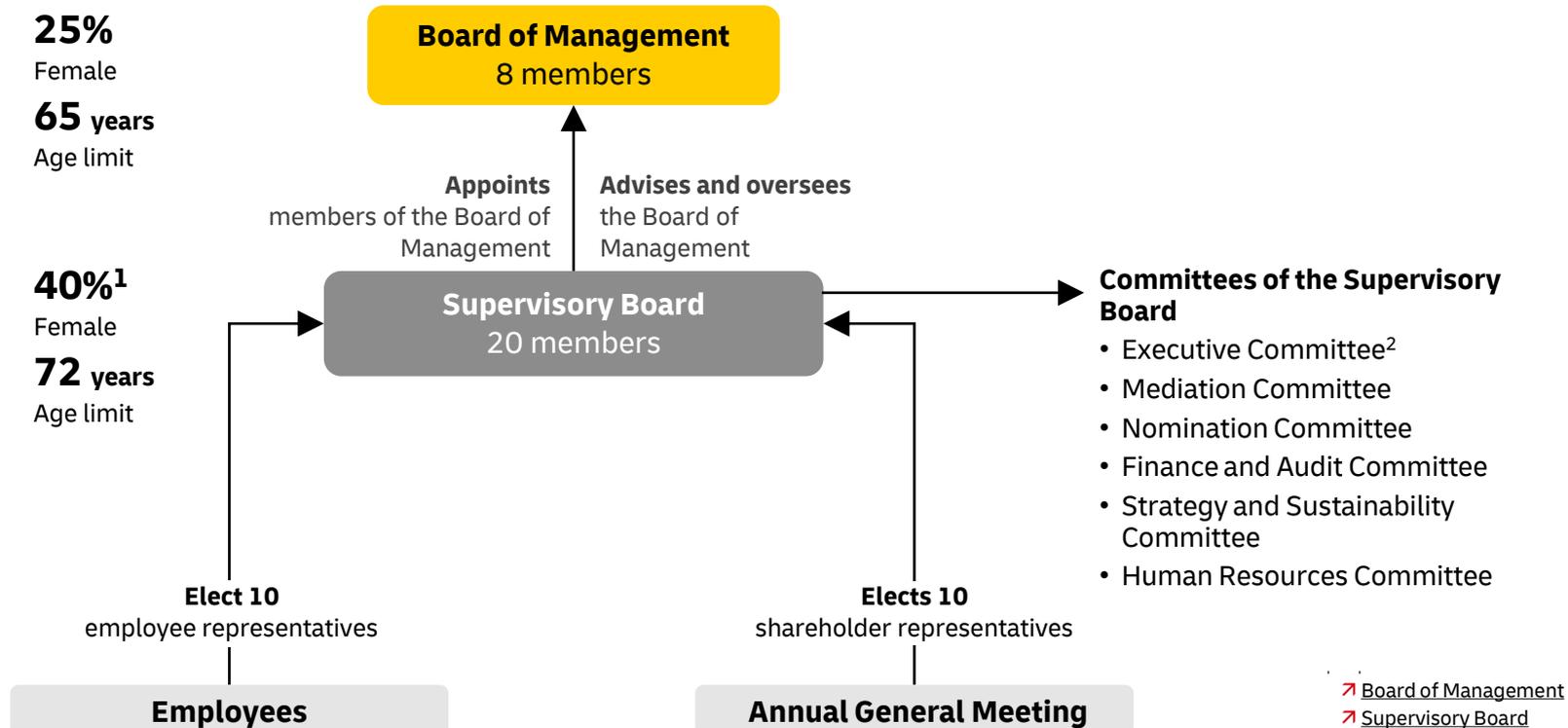


1) According to the internal Anti-Corruption Policy Statement & Business Ethics Policy.



Dual management structure

The Board of Management is responsible for managing the company. It is appointed, overseen and advised by the Supervisory Board.



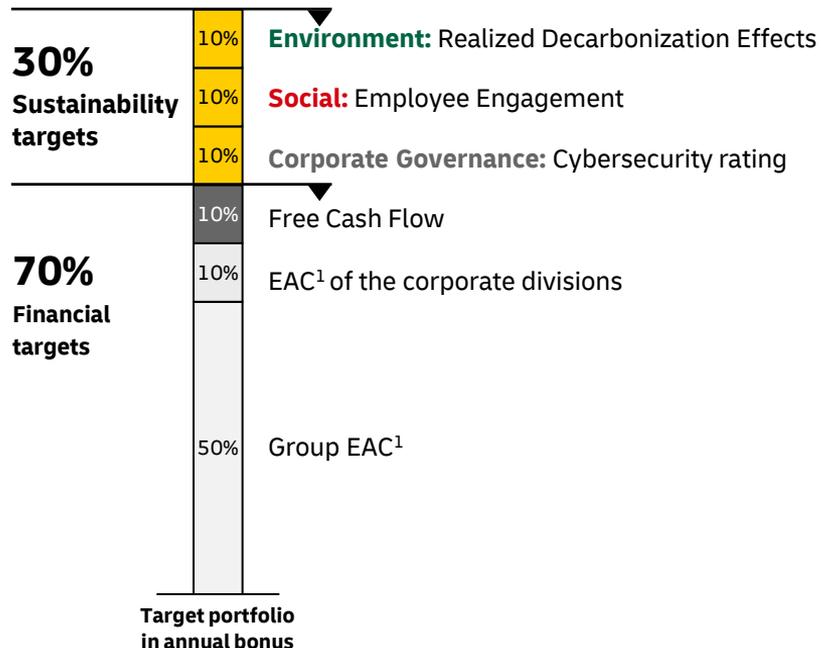
1) As of Feb. 26, 2026. 2) Also responsible for the remuneration of the Board of Management.



Remuneration of the Board of Management through 2025

Sustainability targets are anchored in short-variable remuneration.

Up to and including fiscal year 2025



Bonus payment schedule for annual bonus and medium-term component²

- 50% paid in the following year if performance targets achieved
- 50% of achieved bonus is paid out after additional two years (medium-term component)

The medium-term component is only paid out, if the EAC target is achieved during the sustainability phase, i.e., if at least the cost of capital has been earned

➤ [Remuneration Report](#)
➤ [Sustainability Statement](#)

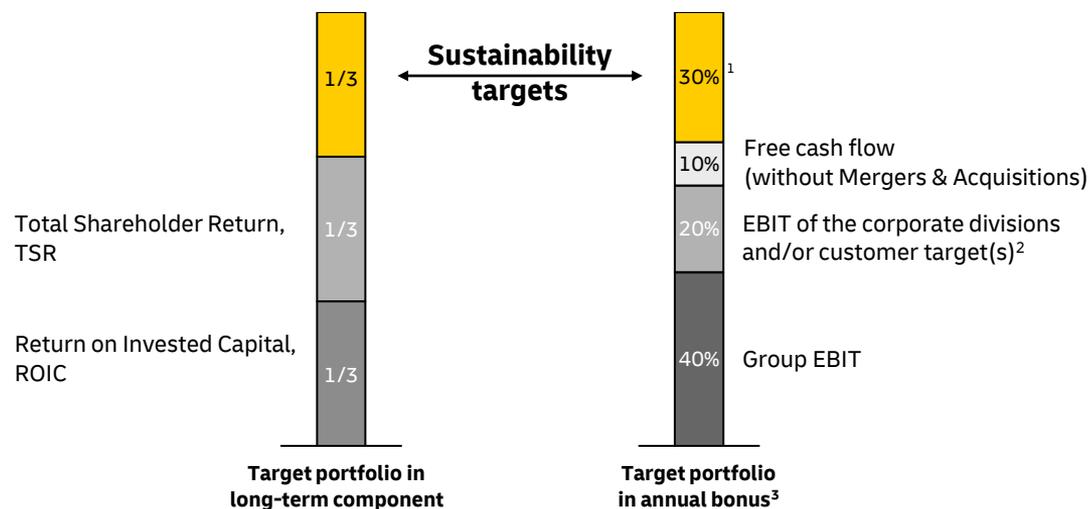
1) Group EAC (EBIT after asset charge) is weighted at 50% for members of the Board of Management of the Corporate Divisions and the EAC of the respective corporate division for which they are responsible at 10%. For the other Board of Management members, Group EAC is weighted at 60%. 2) Deferral.

Board of Management remuneration as of fiscal year 2026

Sustainability targets are additionally anchored in long-term variable remuneration.



From fiscal year 2026



- Only the steering-relevant key performance indicators derived from the materiality assessment are considered as sustainability targets
- In the case of multiple targets, the Supervisory Board ensures suitable weighting of each individual target
- For the annual bonus and long-term incentives, different sustainability target criteria will be applied to avoid double incentivization

[Remuneration Report](#)
[Sustainability Statement](#)

1) The mandatory requirement of setting one target per year from each sustainability category will be withdrawn. Greater flexibility in setting sustainability targets for the annual bonus provides the opportunity to set priorities in line with the Strategy 2030. 2) 40% / 20% for Board of Management members responsible for the corporate divisions, 60% / 0% for the CEO and other Board of Management members. 3) Short-term component.



Useful links

2025 Corporate Reporting

- ↗ [Annual Report 2025](#)
 - ↗ [Combined Management Report](#)
 - ↗ [Consolidated Financial Statements](#)
 - ↗ [Notes to the Consolidated Financial Statements](#)
- ↗ [Group Sustainability Statement](#)
 - ↗ [Environment](#)
 - ↗ [Own Workforce](#)
 - ↗ [Workers in the Value Chain](#)
 - ↗ [Business Conduct](#)
 - ↗ [Cybersecurity](#)
- ↗ [Sustainability Statbook](#)
- ↗ [List of Shareholdings](#)
- ↗ [Remuneration Report](#)

Further Information

- ↗ [German Lobby Register](#)
- ↗ [EU Transparency Register](#)
- ↗ [U. S. Lobbying Disclosure](#)
- ↗ [Group Website](#)
- ↗ [Group Policies](#)
- ↗ [GoGreen Dashboard](#)
- ↗ [Corporate Divisions](#)
- ↗ [Annual General Meeting](#)
- ↗ [Rules of Procedure of the Board of Management](#)
- ↗ [Rules of Procedure of the Supervisory Board](#)

Contact

- ↗ [Media](#)
- ↗ [Investors](#)



Deutsche Post AG

Headquarters

Dep. 612 - Sustainability Reporting and Controlling

53250 Bonn

Germany

Publication

This presentation contains the progress made in sustainability in the 2025 fiscal year, as published on March 5, 2026. The document has been published in German and English; in case of doubt, the German version shall prevail. Next update: March 5, 2027

Disclaimer

This presentation is based primarily on DHL Group's current Annual Report and on the Sustainability Statbook. To the extent any forward-looking statements are contained herein, they relate to statements in the 2025 Annual Report. Because these forward-looking statements are based on plans, estimates and projections, they are subject to risks and uncertainties that could cause actual results to differ materially from the future developments, performance or achievements expressed or implied by the forward-looking statements. They are neither historical facts nor a guarantee of future performance. Deutsche Post AG undertakes no obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date of this presentation.

[← Back to Content – Navigation](#)