Q2 2019 Highlights

- Good quarter, with all divisions improving operational performance
- Yield management and cost measures deliver increasing benefits
- 2019 P&P Germany and Group guidance lifted at lower end - 2020 guidance confirmed
DPDHL Investment Case Summary

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Q2 2019 Group Revenue

GROUP
€15,480m
€+454m
(+3.0%)

Revenue growth yoy
All in €m

Organic Growth

<table>
<thead>
<tr>
<th>Group:</th>
<th>P&amp;P Germany</th>
<th>Express</th>
<th>DGFF</th>
<th>DSC</th>
<th>DeCS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group:</td>
<td>+3.1%</td>
<td>+1.5%</td>
<td>+4.0%</td>
<td>+2.3%</td>
<td>+3.4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

MANAGEMENT ROADSHOW | FRANKFURT | 8 AUGUST 2019
**P&P Germany: Parcel yield measures show visible benefit**

<table>
<thead>
<tr>
<th>Q2 2019 yoy</th>
<th>Volume</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mail*</td>
<td>-4.7%</td>
<td>-3.5%</td>
</tr>
<tr>
<td>Parcel Germany</td>
<td>+6.6%</td>
<td>+10.5%</td>
</tr>
</tbody>
</table>

*Mail Communication & Dialogue Marketing

- Incl. working day effect (1 day less yoy), mail volume decline (MC + DM) close to expected trend at -3.2%
- Parcel yield measures show further significant positive effect as revenue growth rate outpaces solid volume growth
### P&P: Price increase on regulated mail as of July 1st

<table>
<thead>
<tr>
<th>Category</th>
<th>2018 Revenue</th>
<th>Increase Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex-ante regulated mail products</td>
<td>€ 2.8bn</td>
<td>+10.6% starting July 1&lt;sup&gt;st&lt;/sup&gt; 2019 Valid till end 2021</td>
</tr>
<tr>
<td>Partial services (Teilleistungen)</td>
<td>€ 2.0bn</td>
<td>2019: no increase 2020: average increase of +3-4% planned</td>
</tr>
</tbody>
</table>
Express: TDI growth continues, with expected mix effects

- Solid Q2 19 TDI volume growth in light of macro uncertainties, supported by selective B2C growth and continued – although slower - growth in B2B volumes
- Revenue growth rate remains below volume growth rate, as expected, due to mix effects triggered by measures on heavyweights

<table>
<thead>
<tr>
<th>REVENUE PER DAY</th>
<th>in €m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2015</td>
<td>38.8</td>
</tr>
<tr>
<td>Q2 2016</td>
<td>40.3</td>
</tr>
<tr>
<td>Q2 2017</td>
<td>45.3</td>
</tr>
<tr>
<td>Q2 2018</td>
<td>49.6</td>
</tr>
<tr>
<td>Q2 2019</td>
<td>52.4</td>
</tr>
</tbody>
</table>

+6.6% yoy

<table>
<thead>
<tr>
<th>SHIPMENTS PER DAY</th>
<th>‘000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2015</td>
<td>758</td>
</tr>
<tr>
<td>Q2 2016</td>
<td>820</td>
</tr>
<tr>
<td>Q2 2017</td>
<td>890</td>
</tr>
<tr>
<td>Q2 2018</td>
<td>964</td>
</tr>
<tr>
<td>Q2 2019</td>
<td>1,028</td>
</tr>
</tbody>
</table>

+6.6% yoy
DGFF: GP increase despite slower markets

<table>
<thead>
<tr>
<th>Q2 2019 yoy</th>
<th>Air Freight</th>
<th>Ocean Freight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volumes</td>
<td>-5.8%</td>
<td>+0.2%</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>+4.8%</td>
<td>-3.0%</td>
</tr>
<tr>
<td>GP/EXP t ; GP/TEU</td>
<td>+11.3%</td>
<td>-3.2%</td>
</tr>
</tbody>
</table>

- Volume development continues to decelerate, reflecting weaker markets as a result of macro and trade worries
- Overall DGFF Gross Profit up 2.6%, supported by GP/t increase in AFR
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Q2 2019 Group EBIT

GROUP €769m
€+22m (+2.9%)  

Reported EBIT yoy growth

P&P Germany
2019: Parcel pricing & volume growth as well as cost measures begin to offset ongoing cost inflation; effect of mail price increase to come 2018: €-51m restructuring charge

Express
2019: Back to profit growth despite heavyweight campaign effect (on revenue and capacity utilization) as well as ongoing FX headwind

DGFF
2019: Further improvement of DGF GP-to-EBIT conversion (+190bp to 15.3%) driven by ongoing efficiency and process improvements

DSC
2019: €-53m restructuring charge masks good operating performance across all regions as UK stabilises

DeCS
2019: €-28m restructuring costs; continued improvement in operating performance and overhead costs

Corp. Functions
2019: No significant ramp-up in Corporate Incubation costs yet
P&P Germany: Progress in line with expected 2020 Trajectory

H1 2019 EBIT levers:
- Parcel price increases
- Early retirement in ramp-up phase
- Efficiency measures initiated

H2 2019 EBIT levers:
- Mail price increases (as of July 1)
- Parcel price increases, predominantly for business customers
- Gradual increase in benefits from early retirement
- Ramp-up of benefits from efficiency measures

FY 2020 EBIT levers:
- Further yoy contribution from mail price increases
- Further parcel price increases, predominantly for business customers
- Full effect of early retirement
- Full deployment of efficiency measures

2020 EBIT:
> €1.6bn
= EBIT levers
- cost inflation

2019 YTD: EBIT yoy, excl. Pension revaluation (Q1/18) and restructuring cost (Q2/18):
- Q1 19: €-70m
- Q2 19: €+18m

Ongoing cost inflation:
- Wage costs +3.0% (Oct 2018)
- Wage costs +2.1% (Oct 2019)
- Transport cost: Trucking / Toll
P&P Germany 2020 bridge: main elements confirmed

EBIT contribution, in €m 2020 vs 2018

<table>
<thead>
<tr>
<th>EBIT 2018 Clean Base</th>
<th>Revenue</th>
<th>Staff cost</th>
<th>Material cost</th>
<th>Direct cost measures</th>
<th>Indirect cost measures</th>
<th>Expected EBIT Contribution</th>
<th>Overhead cost</th>
<th>EBIT Guidance 2020 confirmed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+1,050</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>€+150 to €+250m√</td>
<td></td>
<td>&gt;€+200m√</td>
</tr>
<tr>
<td>Expected EBIT Contribution</td>
<td></td>
<td></td>
<td></td>
<td>Productivity improvement</td>
<td></td>
<td>€+150 to €+250m√</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current status</td>
<td>Good development of (parcel) revenue growth offset by higher cost inflation</td>
<td>Productivity ramping up as expected</td>
<td>Program in full execution mode</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Express: Continuation of expected EBIT effects

Reminder: Heavyweight Campaign

Topline Management for Profitable Growth
- Shipments per Day (SpD)
- Weight per Shipment
- Revenue per Day (RpD)

Efficiency in Ground Operations
- Cost per Move: short term, medium term

Leverage Aviation Network
- Cost per Kilo: short term, medium term

Main Q2 effects
- Lower rev/shipment due to lower average weight
  - SpD: +6.6%
  - Lower weight: -
  - Yield & mix effects: +5.6%
  - RpD: +

- Temporary lower utilization in Aviation Network
  Weight-load-factor

Q1 2018 | Q2 2018 | Q3 2018 | Q4 2018 | Q1 2019 | Q2 2019
DGF: Further improvement in GP-to-EBIT conversion

DGF EBIT margin and GP/EBIT conversion, 12-months rolling (LTM)

- Simplify program to improve global organisation, processes and IT continues to provide steady, gradual improvement
- Profitability also supported by AFR GP/t expansion as a result of slowing markets

*Adjusted for NFE one-off
### Q2 2019 Group P&L

<table>
<thead>
<tr>
<th></th>
<th>Q2 2018</th>
<th>Q2 2019</th>
<th>vs. LY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>15,026</td>
<td>15,480</td>
<td>+3.0%</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>747</td>
<td>769</td>
<td>+2.9%</td>
</tr>
<tr>
<td><strong>Financial result</strong></td>
<td>-135</td>
<td>-137</td>
<td>-1.5%</td>
</tr>
<tr>
<td><strong>Taxes</strong></td>
<td>-54</td>
<td>-139</td>
<td>&lt;-100%</td>
</tr>
<tr>
<td><strong>Consolidated net profit</strong></td>
<td>558</td>
<td>493</td>
<td>-11.6%</td>
</tr>
<tr>
<td><strong>EPS (in €)</strong></td>
<td>0.42</td>
<td>0.38</td>
<td>-9.5%</td>
</tr>
</tbody>
</table>
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## Q2 2019 Group Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>Q2 2018</th>
<th>Q2 2019</th>
<th>vs. LY</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT</td>
<td>747</td>
<td>769</td>
<td>+22</td>
</tr>
<tr>
<td>Depreciation/Amortization</td>
<td>807</td>
<td>918</td>
<td>+111</td>
</tr>
<tr>
<td><strong>Operating Cash Flow before chg in WC</strong></td>
<td><strong>1,485</strong></td>
<td><strong>1,446</strong></td>
<td><strong>-39</strong></td>
</tr>
<tr>
<td>Changes in working capital</td>
<td>-130</td>
<td>-181</td>
<td>-51</td>
</tr>
<tr>
<td><strong>Operating Cash Flow</strong></td>
<td><strong>1,355</strong></td>
<td><strong>1,265</strong></td>
<td><strong>-90</strong></td>
</tr>
<tr>
<td>Net Capex</td>
<td>-485</td>
<td>-1,188</td>
<td>-703</td>
</tr>
<tr>
<td>(incl. € 743m B777 payment)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Cash from Leases</td>
<td>-498</td>
<td>-572</td>
<td>-74</td>
</tr>
<tr>
<td>Net M&amp;A</td>
<td>-61</td>
<td>-8</td>
<td>+53</td>
</tr>
<tr>
<td>Net interest</td>
<td>-23</td>
<td>-44</td>
<td>-21</td>
</tr>
<tr>
<td><strong>FCF</strong></td>
<td><strong>288</strong></td>
<td><strong>-547</strong></td>
<td><strong>-835</strong></td>
</tr>
</tbody>
</table>
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5. **Guidance and Wrap-Up**
2019 P&P Germany and Group EBIT guidance increased at lower end - 2020 guidance confirmed

<table>
<thead>
<tr>
<th>EBIT, € bn</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>P&amp;P Germany</td>
<td>1.1-1.3 (from 1.0 – 1.3)</td>
<td>&gt;1.6</td>
</tr>
<tr>
<td>DHL – incl. eCom. Solutions</td>
<td>3.4 – 3.5</td>
<td>&gt;3.7</td>
</tr>
<tr>
<td>Corporate Functions</td>
<td>~-0.5</td>
<td>~-0.35</td>
</tr>
<tr>
<td>Group</td>
<td>4.0 – 4.3 (from 3.9 - 4.3)</td>
<td>&gt;5.0</td>
</tr>
</tbody>
</table>

FY 2019:
- **Free Cash Flow:** >€0.5bn (incl. ~€1.1bn debt-financed Express intercontinental fleet renewal)
- **Tax rate:** Between 19% and 22%
- **Gross Capex (excl. leases):** ~€3.7bn (incl. ~€1.1bn for debt-financed Express intercontinental fleet renewal)
DPDHL drivers: external vs internal

Diversified revenue exposure... …with significant self-help support to EBIT

- **P&P**: mail & parcel pricing, overhead reduction, productivity measures
- **Express**: disciplined yield management & network optimization
- **DGFF**: Simplify program measures
- **DSC**: Strategy 2020 measures
- **DeCS**: portfolio & overhead measures

2018 revenue
*B2C Express, Parcel Germany and DHL eCommerce Solutions*
WRAP UP

- Good Q2 as self-help measures on cost and pricing show increasing benefits
- Market environment remains marked by slowing growth and high level of uncertainty
- 2019 guidance narrowed upwards - 2020 guidance confirmed
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