Please consider your environmental responsibility before printing this document.
1 Why sustainability matters for DPDHL GROUP

2 Sustainability at DPDHL Group (E)

3 Sustainability at DPDHL Group (S)

4 Sustainability at DPDHL Group (G)
Sustainability is One of the Four Addressable Global Mega Trends With Rising Attention by all

- Globalization
- E-Commerce
- Digitalization
- Sustainability
**OUR PURPOSE**

**CONNECTING PEOPLE, IMPROVING LIVES**

We exist to connect people and improve their lives. We enable trade and help businesses and people grow. And we are taking responsibility for the world we live in.

Our Strategy 2025 will focus on performing at best in class standards across the three bottom lines within the profitable core of each BU, in a sustainable way.
Sustainability in our 3 Bottom Lines

- We become
  - Employer of Choice by assuming social responsibility for our employees and society
  - Provider of Choice by offering green solutions to help our Customers become environmental leaders
  - Investment of Choice by establishing governance structures to minimize risks and ensure high ethical standards
DPDHL Group has Embedded Sustainability Since a Long-time in its Strategy/Execution

2009 – 2015
Start of systematic sustainability activities exploration, “do good and talk about it”, establishment of first standards

2014 – 2020
Closer conjunction of sustainability with the business and articulation of bolder vision (mission 2050)

2020 – 2025
Sustainability as strategic differentiator - we are now ready to shift boundaries again
Our Common DnNA is a Set of Behaviors, Tools and Programs that we Put Into Practice Everyday

Our connecting cultural layer for delivering excellence along the 3 bottom lines

Employer of Choice

Provider of Choice

Investment of Choice
Sustainability

THE TANGIBLE OUTCOME OF OUR PURPOSE FOR LONG-TERM VALUE CREATION

Excellence. Simply delivered. along the three bottom lines in a sustainable way

**ENVIRONMENTAL IMPACT**
- Mission 2050
- Green solutions
- Green policies & guidelines
- Carbon-efficient delivery solutions
- Tree planting

**SOCIAL IMPACT**
- Employee Engagement (EOS, EOY, GVD...)
- Certified
- Safety First
- Diversity & Inclusion
- Explore introduction of additional “Go”-programs

**GOVERNANCE STRUCTURES**
- Codes of Conduct and Supplier Code of Conduct
- Compliance Management
- Employee Relations
- Internal Audit
- Data Protection Management
Target settings for topics such as CR, remuneration, occupational safety and health management are defined by Corporate Center and Global Business Services.

The divisions are responsible for implementing our strategic, ethical and environmental guidelines in line with customer needs.

CR focus areas are managed by specialist committees, with review by the Board of Management as needed.

External expertise is provided by members of the Sustainability Advisory Council (SAC).
### Current SAC Members and Their Fields of Expertise and Backgrounds

#### Sustainability Advisory Council Members

<table>
<thead>
<tr>
<th>Member Name</th>
<th>Title and Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr. Günter Bentele</td>
<td>Professor of Public Relations at University of Leipzig and Professor of Corporate Media at Leipzig School of Media, Leipzig/Germany</td>
</tr>
<tr>
<td>Kristian Heydenreich</td>
<td>Senior Director, Global Head Compliance &amp; CSR at Vestas Wind Systems A/S, Copenhagen, Denmark</td>
</tr>
<tr>
<td>Valerie Mocker</td>
<td>Head of Development &amp; European Digital Policy at Nesta, London, UK</td>
</tr>
<tr>
<td>Michael Schmidt</td>
<td>Chief Investment Officer, Lloyd Fonds – Frankfurt, Germany</td>
</tr>
<tr>
<td>Changhua Wu</td>
<td>Chair of China Redesign Hub and China/Asia Director of Office of Jeremy Rifkin, Beijing/China</td>
</tr>
<tr>
<td>Dr. Catherine Bragg</td>
<td>Adjunct Professor at Centre for Humanitarian Action, Former Assistant Secretary-General for Humanitarian Affairs and Deputy Emergency Relief Coordinator in the United Nations, Toronto/Canada</td>
</tr>
<tr>
<td>Naazneen Karmali</td>
<td>India Editor of Forbes Asia and Mumbai Bureau Manager of Forbes, Mumbai/India</td>
</tr>
<tr>
<td>Prof. Dr. Eberhard Sandschneider</td>
<td>Professor of Political Science at Free University Berlin and Director of the German Council of Foreign Relations, Berlin/Germany</td>
</tr>
<tr>
<td>Prof. Dr. habil. Josef Wieland</td>
<td>Chair for Institutional Economics, Organizational Governance, Integrity Management &amp; Transcultural Leadership at the Zeppelin University Friedrichshafen/Germany</td>
</tr>
<tr>
<td>Dr. Monika Wulf-Mathies</td>
<td>CEO of WULF.MATHIES.CONSULT, Beratung für Politik und nachhaltige Unternehmensführung, Former member of the European Commission, Bonn/Germany</td>
</tr>
<tr>
<td>Sofia García García</td>
<td>SOS Children’s Villages Representative to the United Nations in New York, US</td>
</tr>
<tr>
<td>Dr.-Ing. Peter E. Kruse</td>
<td>Independent consultant, Wollerau/Switzerland</td>
</tr>
<tr>
<td>Daniel Schmid</td>
<td>Chief Sustainability Officer of SAP, Walldorf/Germany</td>
</tr>
</tbody>
</table>
Our Commitment To The UN Sustainable Development Goals

We have selected five focus SDGs, reflecting our company’s responsibility and best possible impact on solving sustainable development challenges.

- We seek to make quality education and lifelong learning opportunities accessible for all.
- We support growth by facilitating global trade in a responsible manner.
- We minimize (transportation-induced) air pollution in cities and support disaster-affected communities.
- We seek to minimize our business’ impact on the environment with our environmental protection program.
- We collaborate with the UN and other partners to ensure the sustainable impact of our activities.
Sustainable Development Goals

- The Go programs are part of our DNA and make a positive impact on the communities we operate in.

- This underlines our commitment to the United Nations’ Sustainable Development Goals, the blueprint to achieve a more sustainable future.
DPDHL Group Aim is: Become the First Fully CO2 Neutral Logistics Company in the World

Environmental focus of importance for our customers

- 100% of our largest customers already have environmental protection programs in place.
- 82% of our largest customers have set their own environmental targets.
- 66% of our largest customers have set their own carbon targets.

1. Mission 2050 & 2025 sub-targets
2. Carbon efficiency index (CEX)
3. Use of Green Energy
4. Offsetting Projects
5. Electro Mobility
6. Synthetic Fuels
By 2025, we will **increase our carbon efficiency by 50% over 2007 levels** to support the global ambition to limit global warming to well below 2°C.

Deliver **70% of our own first and last mile services with clean pick-up and delivery solutions.**

> **80% of our employees to become certified GoGreen specialists.** **Plant one million trees a year with partners by 2025**
2 - Carbon Efficiency Index: Definition of CEX

Carbon Efficiency Index = CO₂ from our operations including own transportation and those of subcontractors

Footprint of DPDHL's service

Reference base of DPDHL service

Sum of products / services our customers purchased from DPDHL

<table>
<thead>
<tr>
<th>Division</th>
<th>Main Reference base</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post &amp; Paket</td>
<td>CO₂e per Liter (physical volume)</td>
</tr>
<tr>
<td>Express</td>
<td>CO₂e per Ton km</td>
</tr>
<tr>
<td>Global Forwarding, Freight</td>
<td>CO₂e per Ton km, CO₂e per TEU km</td>
</tr>
<tr>
<td>Supply Chain</td>
<td>CO₂e per Transportation revenue, CO₂e per m² operational space</td>
</tr>
<tr>
<td>eCommerce Solutions</td>
<td>CO₂e per pieces</td>
</tr>
</tbody>
</table>
We control the development of greenhouse gas emissions using greenhouse gas efficiency, by measuring CO2 Efficiency Index (CEX).

We use internationally recognized standards such as the Greenhouse Gas Protocol (GHG) and also include emissions from our transport subcontractors (GHG-Scope 3).
## 2 - CEX: Carbon Emission and Volume Development

<table>
<thead>
<tr>
<th></th>
<th>2013*</th>
<th>2018</th>
<th>CAGR 2013-18</th>
<th>2018 yoy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total emissions</strong></td>
<td>28.31</td>
<td>29.48</td>
<td>0.8%</td>
<td>3.7%</td>
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<tr>
<td><strong>Scope 1</strong></td>
<td>5.13</td>
<td>6.3</td>
<td>4.2%</td>
<td>6.8%</td>
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<tr>
<td><strong>Scope 2</strong></td>
<td>0.49</td>
<td>0.27</td>
<td>-11.2%</td>
<td>-38.6%</td>
</tr>
<tr>
<td><strong>Scope 3</strong></td>
<td>22.69</td>
<td>22.91</td>
<td>0.2%</td>
<td>3.7%</td>
</tr>
</tbody>
</table>

### Divisional Volume Development

<table>
<thead>
<tr>
<th></th>
<th>CAGR 2013-18</th>
<th>2018 yoy</th>
</tr>
</thead>
<tbody>
<tr>
<td>TDI</td>
<td>8.2%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Parcel</td>
<td>7.6%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Mail</td>
<td>-3.1%</td>
<td>-4.2%</td>
</tr>
<tr>
<td>Ocean</td>
<td>2.8%</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Air</td>
<td>-0.8%</td>
<td>-3.9%</td>
</tr>
</tbody>
</table>

### Scope 1-3 Emissions 2018 development

**Scope 1:** Increase in transport volumes drives emission increase, only partially offset by efficiency measures.

**Scope 2:** Increased use of renewable energies in accordance to our Green Electricity Policy

**Scope 3:** First-time application of the 15% mark-up for indirect routes for ocean freight

*as reported in 2013
3 - Use of Green Electricity and Alternative Fuels

Total electricity consumption in 2018
- 1.732m kWh
- 77% Green Electricity
- 23% Standard Electricity

Alternative fuels used for road transport in 2018
- 2 million liters of Biodiesel and bioethanol
- 0.3 million kg of Bio natural gas
4 – Offsetting Projects

High-quality climate protection projects – for a better climate and the local people.

By purchasing CO₂ credits, we support carbon offset projects around the world, ensuring carbon offsetting for customers using our carbon neutral GoGreen products and services.

In 2018, we transported some 2 billion climate neutral shipments, which offset approx. 250,000 tons CO₂e
Urban Container Cubes / DHL Cubicycles

- The eco-friendly DHL Cubicycle can carry 125-kg containers for inner-city deliveries across several European cities
- This optimized container format replaces 60% of inner-city vehicle journeys
- Custom dimensions enable quick and easy transfer across different modes of transport (vehicles or cycles)
- Container can also be reloaded for outbound shipments, increasing sustainability and enabling circular economy concepts
- 1 Cubicycle substitutes 1 delivery truck = -8t CO2 per year. 85 Cubicycles already in use
5 - Electro Mobility: Electric Last Mile Delivery With Streetscooter

**StreetScooter**

- Fast achievement of target costs
- Guarantee of optimal ergonomics
- Better visibility conditions and robustness
- Reduction of CO₂, local emissions and noise
- Hydrogen fuel cells and autonomous driving piloted in 2019

**Economics**

- 60-80% less fuel costs
- 60-80% less maintenance and repair costs
- Subsidized and no motor vehicle tax in Germany
6- Sustainable Synthetic Fuels: Looking for the Next Horizon

- Long-term competitiveness and “right to play”
- Customers increasingly demand sustainable logistics
- Economic value lever
- Power to liquid fuels close to mass market viability
- Increased availability urgently needed
- Engagement in initiatives and partnerships necessary

Production of plan-based biofuels should not lead to monocultures and destruction of crop land and rain forests.
1 ESG framework at DPDHL Group
2 Sustainability at DPDHL Group (E)
3 Sustainability at DPDHL Group (S)
4 Sustainability at DPDHL Group (G)
Intro Social: Becoming the Community “Provide of Choice”

1. Employee relations
   Respect and fairness at workplace. Institutionalized through Employee Relations Management System

2. Health & Safety
   Providing a safe work environment – what do we do for health and well-being

3. Supporting Employees & the Community
   We give back to communities with our corporate citizenship programs GoHelp, GoTeach
1- Employee Relations: Management System

Our ER Management System helps ensure consistent implementation of our human rights policy and the same processes in all countries and cultures throughout the Group and to satisfy the requirements of the UN Guiding Principles on Business and Human Rights.

- **Policies**
  - Implement and further develop policies

- **Training**
  - Train employees with management responsibilities

- **Self-assessment**
  - Local management evaluate local risk potential

- **Reporting**
  - Monitor the progress of action plans and regularly report results internally

- **Action plans**
  - Derive concrete measures from review findings and set deadlines

- **Reviews**
  - Certified experts from the divisions and HQ review the local situation
1- Employee Relations / Human Rights Due Diligence

The “Employee Relations (ER) Reviews” are a part of our ER Management System and the due diligence process in line with the UN Guiding Principles on Business and Human Rights issued in 2011

Objectives

- Anticipate ER risks in one business before it impacts another
- Proactively manage local ER issues before they escalate globally
- Show customers and investors we take ER seriously
- Adhere to international standards (UN Guiding Principles, SDGs, German NAP)
For more than ten years we have exchanged information with global union federations UNI Global Union (UNI) and the International Transport Workers’ Federation (ITF).

Since 2016 we conduct regular dialogue under the protocol of the German National Contact Point for the OECD discussing and resolving Employee Relations matters.

Today, we are discussing challenges and opportunities, in particular innovations and trends that transform work as well as responsibility in the supply chain.

Currently, we are jointly reviewing the terms of the OECD protocol mirroring the positive development in the relationship.
Common understanding of social partnership - part of our DNA

Key elements
• Operational co-determination
• Corporate co-determination
• Autonomous tariff policy

Our understanding
• Digitalization shapes tomorrow's world of work, so constant development of social partnership is particularly important and our common responsibility as social partners
Reduce accident rate versus 2017 level by 30% until 2025

- In line with the Group’s “Safety First” approach, our occupational health and safety organization has made accident prevention its top priority.

- Within this framework we empower and engage managers as well as employees in recognizing workplace hazards and taking appropriate action.

- While legal compliance will always have the highest priority, we are determined to apply international standards for workplace safety.

Our internal guidelines/programs

- OHS Mission Statement
- Road Safety Code
- DPDHL Group Health and Safety Awards
3 - Supporting Employees & the Community:

GoHelp
Humanitarian assistance through our global presence, logistics network and the know-how of our employees

- Since 2005
- 40+ DRT deployments & 50+ GARD workshops in partnership with the United Nations
3 - Supporting Employees & the Community:

**GoTeach**

Our employees are contributing their time and expertise through activities in cooperation with local partners

- 10 years

- Partnerships with SOS Children’s Villages and Teach For All in 50+ different countries
Sustainability at DPDHL Group (G)
Intro Governance - Becoming a Role Model for Responsible Business Practice

Internal Governance

1. Code of Conduct and other guidelines
2. Internal Control Systems & Compliance
3. Data Protection & Security

Corporate Governance

4. Governance Structure
5. Management Remuneration
1- Code Of Conduct & The Supplier Code of Conduct – Constitute Our Human Rights Policy.

Human Rights Policy

Code of Conduct and Supplier Code of Conduct

Further policies and guidelines (excerpt)

Resilience & integrity
- Anti-Corruption and Business Ethics Policy
- Competition Compliance Policy
- Sponsorship Guideline
- Corporate Procurement Policy
- Data Privacy Policy
- Corporate Security Policy

Employees
- Occupational Health & Safety Policy Statement

Society
- Corporate Citizenship Guideline
- Stakeholder Engagement Guideline

Environment
- Environmental and Energy Policy
- Investment Policy
- Green Electricity Policy
- Paper Policy

1 Together, the two codes constitute our human rights policy. We have therefore foregone formulation of a separate policy. 2 Guided by the principles of the Universal Declaration of Human Rights and the UN Global Compact with reference to the International Labour Organization (ILO) Declaration on the Fundamental Principles and Rights at Work from 1998 and the OECD Guidelines for Multinational Enterprises. 3 The term suppliers also refers to our transportation subcontractors. 4 Not available to the public.
1- Code Of Conduct is our Guide for Good Business Practice

The key pillars are respect, tolerance, honesty and candor as well as willingness to assume social responsibility. The guidelines apply to all employees, irrespective of their place in the Group's hierarchy, and to divisions. Fundamental principles are observance of human rights, equal opportunity, transparency, and clear stands in the battle against discrimination, bribery and corruption.
### 1- Our Ethical Standards: Examples from Supplier Code of Conduct

<table>
<thead>
<tr>
<th>Child labor</th>
<th>Forced labor</th>
<th>Compensation and working hours</th>
<th>Diversity</th>
<th>Freedom of association and collective bargaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suppliers shall not employ children under the prevailing legal age of employment. In countries where no legal provisions exist, the minimum hiring age for minors shall be 15.</td>
<td>Suppliers shall not use any form of forced, bonded, or involuntary labor. Suppliers shall ensure that employees are not required to pay fees or make payments of any kind in return for employment. Punishments and physical and mental coercion are prohibited.</td>
<td>National laws and binding industry standards apply with regard to working hours, overtime and compensation. Suppliers must pay employees promptly and provide them with clear and concise information about the basis on which they are paid.</td>
<td>Suppliers shall promote an inclusive work environment in which the diversity of its employees is valued. Suppliers shall not discriminate or tolerate discrimination with respect to gender, race, religion, age, disability, national origin or any other characteristic protected by law.</td>
<td>Suppliers’ employees are free to join or not to join a union or employee representative body of their choice. In addition, suppliers shall recognize and respect the right to collective bargaining within the framework of the applicable law.</td>
</tr>
</tbody>
</table>
2- Internal Control Systems - Compliance Management

Code of Conduct introduced in 2006

The rules for ethical conduct defined in our Code of Conduct are broken down in more detail in our Anti-Corruption Policy. The aim is to prevent violations of our own standards and legal requirements.

Compliance hotline
- Available 24 hours a day worldwide
- Anonymous tips are possible – where permitted by law
- Accessible in some 150 countries
- Web application and telephone hotline
- >30 languages

Elements of the Compliance Management System

- Culture: Create and foster a working environment based on a culture of compliance
- Objectives: Define and implement compliance-specific objectives
- Organization: Establish and foster the compliance organization throughout the Group
- Risks: Identify compliance risks; continuously analyze them and amend as required

- Monitoring and improvement: Monitor implementation of the compliance program and compliance reporting. Derive and implement improvement measures
- Communication: Ongoing communication of compliance-relevant matters; develop and implement training concepts
- Program: Create and update guidelines; evaluate business partners; develop and make available a system to facilitate whistle-blowing
DPDHL Group Data Privacy Policy is aligned with GDPR

- Policy, embedded in Code of Conduct, and rules are applied globally and every employee needs to go through training to be familiar with the requirements of the policy and GDPR

- GDPR leads to an extension of information obligation and an adjusted request management

- To ensure application we do audits on the level of implementation of the GDPR requirements and verifying their conformity (through Privacy Impact Assessments)

- Distinct roles and bodies within data protection Management (Including: Corporate data protection officer, Data protection officials and Country Data Protection Counsels, Data privacy circles, Data protection steering committee and Data protection network)
4- German 2-tier Board System / Supervisory Board

Two-tier system

**Board of Management**
Responsible for managing the company on its own authority

**Supervisory Board**
20 members
Appoints, advises and oversees the Board of Management

- Elects 10 shareholder representatives
- Elects 10 employee representatives

**Annual General Meeting**

**Employees**

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**Targets for the Supervisory Board’s composition and skills profile**

- Reflect DPDHL’s international activities adequately
- Independence of at least 75% helps to guarantee integrity of accounting process and ensure independence of auditors.
- Independence Avoid conflicts of interest affecting Supervisory Board members
- At least 30% women
- Particular international knowledge and experience either by origin, education or professional experience
- Provide competent advice on fundamental future issues, in particular digital transformation.
- Sufficient expertise of accounting or financial statement audits incl. international developments in accounting.

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1 as defined in number 5.4.2 of the German Corporate Governance Code

DPDHL GROUP ESG PRESENTATION 2019
## 4 - Supervisory Board, Shareholder Representatives

<table>
<thead>
<tr>
<th>Director</th>
<th>Independence</th>
<th>Gender</th>
<th>Outside Boards**</th>
<th>Executive Committee***</th>
<th>Finance and Audit Committee***</th>
<th>Personnel Committee***</th>
<th>Mediation Committee***</th>
<th>Nomination Committee***</th>
<th>Strategy Committee***</th>
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<tbody>
<tr>
<td>Dr. Nikolaus von Bomhard</td>
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<td>Dr. Günther Bräunig</td>
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<td>Dr. Mario Daberkow</td>
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<td>Ingrid Deltenre</td>
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<td>Simone Menne</td>
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<td>Roland Oetker</td>
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<tr>
<td>Prof. Dr.-Ing. Katja Windt</td>
<td>●</td>
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*Independence definition according to number 5.4.2 of the German Corporate Governance Code; **Number of mandates at external public company Boards; *** C = Chairman
4 - DPDHL Group: Board of Management

CFO DPDHL GROUP
Melanie Kreis
Member since Oct 14
Appointed until Jun 2022

CEO DPDHL GROUP
Frank Appel
Member since Nov 2002
CEO since Feb 2008
Appointed until Oct 2022

HR, Corporate Incubations
Thomas Ogilvie
Member since Sep 2017
Appointed until Aug 2025

P&P Deutschland
Tobias Meyer
Member since Apr 2019
Appointed until Mar 2022

Express
John Pearson
Member since Jan 2019
Appointed until Dec 2021

Forwarding, Freight
Tim Scharwath
Member since Jun 2017
Appointed until May 2025

Supply Chain
Oscar de Bok
Member since Oct 2019
Mandate until Sept 2022

eCommerce Solutions
Ken Allen
Member since Feb 2009
Appointed until Jul 2022
**Total compensation** (without fringe benefits and occupational pension plan)

| Variable compensation | Long-term component | Medium-term component | Annual bonus |

**Fix annual compensation**

- **FIX: Base salary**

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### Chairman of the Board

- **Min.**: 1x
- **Target**: 2,8x
- **Max.**: 5,75x

*Overall Cap on remuneration granted / received* *8m €*

### Ordinary Board member

- **Min.**: 1x
- **Target**: 2,8x
- **Max.**: 8x

*Overall Cap on remuneration granted / received* *5m €*

*starting 2022*
5- Board of Management Remuneration: Annual Bonus & Deferral

**Annual bonus criteria**

- Individual Targets
- Employee Opinion Survey
- Free Cash Flow
- EBIT after Asset Charge Divisional
- EBIT after Asset Charge Group

**Bonus payment schedule**

- 50% paid in current year when bonus criteria achieved
- 50% payout of achieved bonus deferred by additional 2 years
- Medium-term component will only be paid out if EBIT after Asset Charge (EAC) target is reached during the sustainability phase; at least the cost of capital was covered

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1. For Dr Frank Appel, Melanie Kreis and Dr Thomas Ogilvie, the weighting is 65%.
2. Only for the Board of Management members responsible for the Post - eCommerce - Parcel, Express, Global Forwarding, Freight and Supply Chain divisions.
5- Board of Management Remuneration: Long-term Component

Cash remuneration linked to the company’s share price performance

Participation in Long-Term Incentive Plan (LTIP) requires personal investment of 10% of annual base salary.

We comply with the requirement regarding the ability to retain or reclaim (clawback) variable remuneration in justified cases by making the granting of LTIP components (SARs) dependent upon the attainment of previously stipulated goals.

1- Allocation of LTIP

- 1/3 Share price performance vs competitors
- 1/3 Strategic individual targets
- 1/3 Digital transformation targets

2- Exercisable Options

<table>
<thead>
<tr>
<th>SAR performance targets</th>
<th>Thresholds</th>
<th>Number of exercisable SARs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absolute increase in share price</td>
<td>+10%</td>
<td>1/6</td>
</tr>
<tr>
<td></td>
<td>+25%</td>
<td>1/6</td>
</tr>
<tr>
<td></td>
<td>+20%</td>
<td>1/6</td>
</tr>
<tr>
<td>Performance versus STOXX Europe 600</td>
<td>+15%</td>
<td>1/6</td>
</tr>
<tr>
<td></td>
<td>+10%</td>
<td>1/6</td>
</tr>
</tbody>
</table>
**5- Board of Management Remuneration: Remuneration Caps**

**Total caps limit the maximum annual payout**
- Remuneration granted in financial year capped to €8 million for CEO, €5 million for ordinary board members (excluding fringe benefits)

**Adjusted methodology from 2022 includes 2nd cap**
- Remuneration received in a single financial year does not exceed €8 million for CEO, €5 million for ordinary board member, caps on received remuneration

---

**Overall cap on remuneration granted**

**Example: 2018**

- Remuneration components included:
  - 2018 base salary
  - Proportion of 2018 annual bonus for immediate payout
  - Deferral from 2018 annual bonus
  - Long-Term Incentive Plan 2018 tranche
  - 2018 pension expense (service cost)

**Overall cap on remuneration received**

**Example: 2022**

- Remuneration components included:
  - 2022 base salary
  - Proportion of 2022 annual bonus for immediate payout
  - Deferral from 2020 annual bonus
  - Long-Term Incentive Plan 2016/2017/2018 tranches
  - 2022 pension expense (service cost)

---

1 The time the tranches are paid depends on when they are exercised within the two-year period.
Way Forward

- Embrace the holistic definition of sustainability along ESG criteria
- Develop an ESG roadmap to meet investors’ demands on non-financial targets and KPIs and shape our sustainability 2.0 agenda
- Capture new opportunities to leverage our core business to contribute to the SDGs
1 Why sustainability matters for DPDHL GROUP

2 Sustainability at DPDHL Group (E)

3 Sustainability at DPDHL Group (S)

4 Sustainability at DPDHL Group (G)

5 Appendix: Rankings, SDG´s, IR Contacts
**DPDHL Performs Very Well On Key Investor And Supplier Platform Ratings**

### Key rating organizations

- Dow Jones Sustainability Indices
- MSCI
- FTSE4Good
- CDP
- Sustainalytics

### Rating results

<table>
<thead>
<tr>
<th>CR Rating/Index</th>
<th>Rating 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDP</td>
<td>Rating: A-</td>
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<tr>
<td>FTSE4Good</td>
<td>Listed</td>
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<tr>
<td>MSCI</td>
<td>Rating: AAA</td>
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<tr>
<td>Oekom research</td>
<td>Prime status: C+</td>
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<tr>
<td>RobecoSam (DJSI Rating)</td>
<td>DJSI World and Europe</td>
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<table>
<thead>
<tr>
<th>Supplier platforms</th>
<th>Rating 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>EcoVadis</td>
<td>“Gold” category (Top 1%)</td>
</tr>
<tr>
<td>Responsible Business Alliance (formerly EICC)</td>
<td>92% (“Low risk”)</td>
</tr>
</tbody>
</table>
Our Track Record as a Responsible Logistics Provider

4.7 mn hours of employee education and training

1st global logistics company to provide climate-friendly products

33% carbon efficiency improvement since 2007

77% green electricity worldwide

Global Compliance Management System

290,000 employees certified as experts

Zero emissions by 2050 Ambitious environmental protection target

Since 2014 manufacturer of electric delivery vehicles

Note: 2018 data. Deutsche Post DHL Group has set itself a zero net emissions target for 2050 for all transport-related emissions.
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