Please consider your environmental responsibility before printing this document.
Purpose of Sustainability at DPDHL Group

1. Environment at DPDHL Group (E)
2. Social Responsibility at DPDHL Group (S)
3. Governance at DPDHL Group (G)
Sustainability is one of the four addressable global mega trends with rising attention by all.
Sustainability is fully integrated into our Three Bottom Lines

Our Purpose
Connecting People. Improving Lives.

Our Values
Respect & Results

Our Mission
Excellence. Simply delivered. Along the three bottom lines in a sustainable way

Responsibility for our employees & society
Green solutions helping our customers to understand their footprint and how to minimize their impact

Governance structures to minimize risks and ensure high ethical & ecological standards
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:

- **SDG 4**: We seek to make quality education and lifelong learning opportunities accessible for all.
- **SDG 8**: We support growth by facilitating global trade in a responsible manner.
- **SDG 11**: We minimize (transportation-induced) air pollution in cities and support disaster-affected communities.
- **SDG 13**: We seek to minimize our business’ impact on the environment with our environmental protection program.
- **SDG 17**: We collaborate with the UN and other partners to ensure the sustainable impact of our activities.
Sustainability/Responsibility embedded in structures and processes for our sustainability agenda

We aim to continuously improve our performance and to ensure that we meet the expectations of the stakeholder groups that are relevant to us with regard to social and environmental issues.

1st stage: Supports continuous improvement, identify new topics early that could become important for our future business success.

2nd stage: We work with stakeholder groups to identify and analyze the material issues on which our sustainability disclosures are also based.
Company structures involved in sustainable management

**Board of Management**

- **Chief Executive Officer**
  Communications, Sustainability & Brand central function coordinates the sustainability agenda

- **Sustainability Council (RBP Council)**
  Steers the sustainability agenda
  Chair: Monika Schaller

- **Operations Board**
  Monitors operating performance, the accident rate and other indicators
  Chair: Dr. Frank Appel

- **GoGreen Sponsors Board**
  Steers environmental issues in the Group
  Chair: Dr. Frank Appel

- **Finance Board**
  Steers matters including risk management, Internal Audit, security; observes trends in internal management indicators
  Chair: Melanie Kreis

- **Human Resources Board (HR Board)**
  Steers HR issues in the Group
  Chair: Dr. Thomas Ogilvie

Various special committees and working groups prepare decisions for the above bodies.

**Sustainability Advisory Council**
External advisors from the scientific community, business and politics; Chair: Jill Meiburg
Targets from our materiality analysis

**ENVIRONMENTAL IMPACT**

- **Energy efficiency & climate change**
  - **Target:** Improve carbon efficiency
  - **Carbon Efficiency Index (CEX)**
    - 2018: 33%
    - 2019: 35%
    - 2020: 36%
    - 2025: 50%

- **Air pollution**
  - **Target:** Reduce local air pollutants emitted during pick-up and delivery
  - **Percentage of zero-emission solutions**
    - 2018: 32%
    - 2019: 33%
    - 2020: 79%
    - 2025: 80%

**SOCIAL IMPACT**

- **Occupational health & safety**
  - **Target:** Avoid accidents in the workplace
  - **Accident rate per 200,000 working hours**
    - 2018: 4.3
    - 2019: 4.2
    - 2020: 4.0
    - 2025: 3.1

**GOVERNANCE STRUCTURES**

- **Anti-corruption & bribery**
  - **Target:** Prevent violations of legal and internal Group requirements
  - Prevent corruption, bribery and anti-competitive practices using the compliance management system

- **Respect for human rights**
  - **Target:** Prevent human rights violations
  - Use ER Reviews to develop a common, Group-wide understanding of respect for human rights

**Environmental & social standards in the value chain**

- **Target:** Embed standards in the value chain
- Define principles for supplier management and ensure that there are standardized processes for supplier selection and drafting contracts

*Also part of Governance Structures*
1 Purpose of sustainability
2 Environment at DPDHL Group (E)
3 Social Responsibility at DPDHL Group (S)
4 Governance at DPDHL Group (G)
The importance of emission targets for the sector

DPDHL Group emissions and targets
We are responsible for 0.4% of global greenhouse emissions

Two main focus targets:
Energy efficiency & climate change, and air pollution

Dual Strategy (“burn less & burn clean”) Reducing energy/fuel consumption while increasing the use of alternative drive systems and sustainable fuels

Emissions of global transportation sector
7.5Gt or 14% of global greenhouse emissions
Mission 2050 and sub-targets 2025

1. Increase carbon efficiency by 50% over 2007 levels
2. Operate 70% of our own first and last mile services with zero-emission solutions
3. Certify 80% of our employees as GoGreen specialists
4. Join partners in planting one million trees every year
Environmental and climate protection measures 2019

**Europe**
- **>11,100** Vehicles, including 15 in Germany and 24 in the United Kingdom fitted with photovoltaics
- **87%** Green electricity

**Americas**
- **1,100** Vehicles
- **94%** Green electricity
- **1,456,000** Trees
- **Offset projects:**
  - Energy from compost, Brazil
  - Electricity from waste, Chile
  - Water filters, Guatemala

**Other regions**
- **12** Trucks fitted with photovoltaics
- **751,000** Trees
- **Offset projects:**
  - Well rehabilitation, Eritrea
  - Stoves replace firewood, Lesotho

**Asia Pacific**
- **40** Vehicles, including 6 fitted with photovoltaics
- **65%** Green electricity
- **875,000** Trees
- **Offset projects:**
  - Wind power plant, India
  - Hydroelectric power plant, Laos
  - Small biogas plants, Vietnam
CEX: 50% efficiency improvement by 2025

Efficiency principle and target

CEX Methodology

Index development 2019

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

DPDHL GROUP ESG PRESENTATION 2020
DPDHL Group carbon emissions by source

Total emissions reduced by 2% to 28.95m t CO²e

Emission intensity (Scopes 1 & 2)
103g CO²e per € revenue vs. 107g in 2018

Total emissions intensity
455g CO²e per € revenue vs 479 g in 2018
65% of our emissions are generated by air transport and 81% of our fuel consumption is attributed to kerosene. We continued upgrading our fleet of 260 dedicated cargo aircraft, which includes smaller feeder aircraft.

14 Boeing 777 aircraft ordered in 2018 will replace older planes and will generate roughly 18% less carbon emissions and contribute to improved fuel and emissions efficiency.
DPDHL Group energy consumption in 2019

Group fleet energy consumption – 23.51kWh

- 81% Kerosene
- 18% Diesel
- 1% Gasoline
- <1% Gas & biofuels

Group energy consumption – 3.139 m kWh

- 53% Electricity of which
  - 83% Green electricity
  - 3% LPG
  - 6% District heating
  - 8% Heating oil
  - 30% Natural gas

2% of our CO₂e come from our approx. 12,600 sites.

Energy consumption in our buildings and facilities was around 0.54 m t CO₂e emissions (-2 %)

Measures:
- Increased use of new technologies and the high percentage of renewal energy
Increased use of alternative drive systems up to 13% of our fleet

Alternative drive systems of global vehicles of 103,573

- **11,610** E-drive systems
- **680** Natural gas
- **880** Hybrids

Vehicles by emission class under Euro Norm: 75,638

- **2015**
  - Zero-emission vehicles (ZEVs): 4,592
  - Euro 6: 18,052
  - Euro 5: 15,618
  - Euro 4: 14,288

- **2016**
  - Zero-emission vehicles (ZEVs): 8,701
  - Euro 6: 39,542
  - Euro 5: 36,768
  - Euro 4: 35,173

- **2017**
  - Zero-emission vehicles (ZEVs): 6,040
  - Euro 6: 12,613
  - Euro 5: 35,173
  - Euro 4: 33,688

- **2018**
  - Zero-emission vehicles (ZEVs): 9,114
  - Euro 6: 17,321
  - Euro 5: 13,292
  - Euro 4: 11,118

- **2019**
  - Zero-emission vehicles (ZEVs): 11,161
  - Euro 6: 19,671
  - Euro 5: 11,118
  - Euro 4: 33,688
Electromobility: City logistics concepts

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 can save up to 8t CO₂ emissions per year. 85 Cubicycles already in use.
Electromobility: Electric last mile delivery with StreetScooter

StreetScooter

- 10,802 in use, charged by 13,460 stations
- 120m km driven = 39,600t CO² saved
- 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
Local environmental success stories

**Buildings (Scope 2)**

- **Panama:** Photovoltaics provide 82% of the energy required at one of our sites. 2019: -65 t CO\textsubscript{2}e emissions

- **Finland: Tampere** is the site of our first zero-emission facility. Combining photovoltaics with geothermal systems for heating and cooling.

- **Germany: Cologne-Bonn** Airport uses an ice energy storage system with a holding capacity of over 1.3 million liters for heating and cooling. In combination with a heat pump and photovoltaics, this system is also entirely emissions free.

**Transport (Scope 3)**

- **Carrier scorecards:** Integrate air and ocean freight subcontractors with our environmental efficiency measures and systematically evaluate their environmental performance.

- **In-Setting:** In Sweden, we offer customers the option of supporting climate-friendly transportation for a small surcharge. The mileage of insetting distance due to this option is equivalent to circling the globe 800 times.
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 plant-based biofuels should not lead to monocultures and destruction of crop land and rain forests.
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### Targets and current status on Social Standards & Processes

**Respect for human rights**

- **KPI:** On-site reviews (ER Reviews)

**Target for 2019:** Perform ER Reviews in Europe, Asia, Africa and Latin America, and train employees. Status: ✔ Achieved

**Target for 2020:** Perform ER Reviews in Turkey, Côte d’Ivoire, Costa Rica and Slovakia, and train employees

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**Employee development**

- **KPI:** Participant rate in the Certified initiative

**Target for 2019:** Certify 69% of our workforce. Status: ✔ Achieved

**Target for 2020:** Certify 80% of our workforce by 2020

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**Employee engagement**

- **KPI:** Active Leadership approval rating in the Employee Opinion Survey

**Target for 2019:** Increase approval rating by one percentage point. Status: ✔ Achieved

**Target for 2020:** The Active Leadership indicator will be replaced with the overall value for Employee Engagement; the target for the indicator is 78%

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**Occupational safety**

- **KPI:** Accident rate per 200,000 working hours (LTIFR)

**Target for 2019:** Improve LTIFR to 4.0. Status: ☒ Not achieved

**Target for 2020:** Reduce LTIFR to 4.0. Improve LTIFR to 3.1 by 2025
Employees by region and “Employee Relations Reviews”

- **Americas:** 96,413 Employees
  - 9% USA
  - 3% Mexico
- **Europe:** 348,604 Employees
  - 9% United Kingdom
  - 40% Germany
  - 2% China
- **Other regions:** 21,220 Employees
  - Bulgaria
  - Hong Kong
  - Kenya
  - South Africa
- **Asia Pacific:** 80,687 Employees
  - 4% India
Employee development in 2019

EMPLOYEE ENGAGEMENT 77%: + 1%
ACTIVE LEADERSHIP 78%: + 2%

The questionnaire comprises 41 questions that are assigned to 10 key performance indicators (KPIs).

The Performance Enablement Index is also derived from these questions.

We consult external ratings to shed light on our own observations and results.
**Certified program for employee development**

Certified training sessions are run by employees and managers who have completed special facilitator training. The effects are:

- Create common understanding of values, DPDHL Group setup and its strategy
- Increase learning effect and impact of the training
- Foster a sense of loyalty and team spirit within the company

### Progress of the Certified initiative

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>2017</td>
<td>51%</td>
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<td>2018</td>
<td>59%</td>
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<td>2019</td>
<td>69%</td>
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<tr>
<td>2020</td>
<td>80%</td>
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</table>
Employee Relations: Successful management system

- Satisfying the requirements of the **UN Guiding Principles on Business and Human Rights**
- Ensuring uniform Group-wide implementation of the Human Rights Policy
- Manage ER related topics and assessing potential risks
- Share information and best practices on human rights and the risk potential throughout the Group
Employee Relations: Dialogue with Global Union Federations

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.

In 2019, we worked with UNI and ITF to enhance the content of the OECD protocol and to continue the constructive dialogue. The German National Contact Point for the OECD Guidelines for Multinational Enterprises signed the protocol in the presence of both parties on 25 November 2019.

In various workshops we discussed how the dialogue can be enhanced and future challenges could be faced.

The Deutsche Post DHL Group, International Transport Workers Federation and UNI Global Union agree to continue dialogue under new OECD Protocol

- Parties look back on constructive dialogue in 2019

Bozen – Dec. 3, 2019: Representatives from global union federations, ITF (International Transport Workers’ Federation) and UNI (UNI Global Union), together with Deutsche Post DHL Group reaffirmed their commitment to continued dialogue under the umbrella of the new OECD Protocol in 2020.

The Deutsche Post DHL Group, ITF and UNI believe that being under the auspices of the German National Contact Point for the OECD Guidelines for Multinational Enterprises has provided an exceptional framework to build mutual trust and foster positive relationships over the years.

Looking ahead to the 2020 agenda, the parties agreed to continue their focused discussions. At least once a year, the General Secretaries from ITF and UNI, along with DPDHL Group’s Corporate Board Member for Human Resources attend the dialogue meeting exchanging their views.

The collaboration between all parties has been significant in 2019 and relationships continue to develop and strengthen. In addition to the regular dialogue between the parties, several workshops were conducted to evolve the existing OECD Protocol and include reference to potential future challenges in Employee Relations.

On 25 November 2019, the German National Contact Point signed the new OECD Protocol in the presence of representatives from all parties in Berlin.
Safety: OHS and LTIFR

Reduce accident rate to 3.1 from 2019 level of 4.4 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
Corporate Citizenship pillars

We want to contribute real solutions to the global challenges of our time, which is why our programs and partnerships are designed to achieve maximum effectiveness and impact for society.
Global Volunteer Day

114,239 Employees Volunteered in 2019

- *Since 2008,* our GVD has been a major driver of employee volunteer work
- Employees involved year-round in projects that serve local needs
- Employee motivation and company loyalty are higher when individual interests and skills are aligned with the area of involvement
- *Since 2011,* financial support for ~100 outstanding projects every year
Corporate Citizenship: Disaster management

GoHelp

Humanitarian assistance at airports 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

In 2019, DRT deployments in Mozambique and Bahamas, GARD workshops in Honduras, Iraq, Madagascar, Nepal and Peru
Corporate Citizenship: Improving Employability

GoTeach

We support young people from disadvantaged socioeconomic backgrounds due to poverty, loss of family or being forced to flee their country.

Since 2009, Partnerships with SOS Children’s Villages and Teach For All in 50+ different countries and 11,000 children and young people reached.

Since 2015, refugee support initiative: 11,000 refugees hired.

In 2019: ~4,200 refugees from Eritrea, Iran, Iraq, Somalia and Syria received an employment contract.
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Code of Conduct and Supplier Code of Conduct – constitute our Human Rights Policy.

Code of Conduct
Supplier Code of Conduct
(together these constitute our human rights policy)

- Guided by the principles of the Universal Declaration of Human Rights and the UN Global Compact
- Observe the principles of the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, which was adopted in 1998, and the OECD Guidelines for Multinational Enterprises

Other Group policies (excerpt)
- Anti-Corruption and Business Ethics Policy
- Environmental and Energy Policy
- Investment Policy
- Corporate Procurement Policy
- Data Privacy Policy
- Corporate Security Policy
- Occupational Health & Safety Policy Statement
- Competition Compliance Policy
- Sponsorship Guideline
Code of Conduct is our guide for good business practice

Key pillars:
Respect, tolerance, honesty and candor as well as willingness to assume social responsibility

Applied to all employees, irrespective of their place in the Group's hierarchy, and to divisions

Fundamental principles:
Observance of human rights, equal opportunity, transparency, and clear stands in the battle against discrimination, bribery and corruption
Our ethical standards as stated in our Supplier Code of Conduct

- **Child labor**: No employment of children below the legal minimum working age. In countries where no legal provisions exist, the minimum hiring age is 15.

- **Forced labor**: No forced, bonded or involuntary labor. Employees must not be required to pay fees or make payments of any kind in return for employment. Punishments and physical and mental coercion are not permitted.

- **Compensation and working hours**: National laws and binding industry standards on working hours, overtime and compensation apply. Employees must be paid promptly and provided with clear and unambiguous information about the basis for payment.

- **Freedom of association and collective bargaining**: Employees are free to decide whether to join a union or employee representative body, and if so, which one. The right to collective bargaining in accordance with applicable laws is to be respected.

- **Diversity**: Measures must be taken to encourage inclusion in the workplace. We do not discriminate or tolerate discrimination based on gender, race, religion, age, disability, sexual orientation or identity, national origin or any other characteristic protected under law.

- **Occupational safety**: Compliance with the applicable occupational health and safety regulations, and responsibility for a safe and healthy work environment, must be ensured.

- **Business continuity**: Preparations for business disruptions of all kinds must have been made. Contingency plans must exist to protect both employees and the environment as far as possible from the effects of any disasters occurring in the vicinity of the supplier’s operations.

- **Bribery**: Suppliers must comply with applicable international anti-corruption standards as set out in the United Nations Global Compact and in local anti-corruption and bribery laws.

- **Environment**: Compliance with all applicable environmental laws, regulations and standards must be ensured, and an effective system to identify and eliminate potential hazards to the environment must be in operation. Climate protection must be afforded sufficient importance in internal operations, for example by setting and achieving climate protection goals.

**Dealing with violations**

Any suspected violations of legal and internal rules – including, for example, the human rights policy and the codes of conduct – can always be reported by employees and external staff using the compliance hotline. Compliance violations can be reported by name or anonymously, where this is permitted by local law. Third parties can report their suspicions via the Group website.
Internal control systems – compliance management

Dealing with violations
Any suspected violations of legal and internal rules – including, for example, the human rights policy i.e., the codes of conduct – can always be reported by employees and external staff using the compliance hotline. Compliance violations can be reported by name or anonymously, where this is permitted by local law. Third parties can report their suspicions via the Group website.

Compliance hotline
- Web application and telephone hotline
- Available 24 hours a day worldwide
- >30 languages
Data protection and data security at DPDHL Group

DPDHL Group Data Privacy Policy is aligned with GDPR

- Our Data Privacy Policy sets out the global minimum standards for the Group. These standards are also stipulated in our Code of Conduct and Supplier Code of Conduct. Online trainings serve to familiarize employees with the requirements of the policy and the GDPR.

- The GDPR leads to an extended information obligation and an adjusted request management system.

- 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).
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.
- 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
# 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>Nominating Committee***</th>
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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
**Total compensation**
(without fringe benefits and occupational pension plan)

<table>
<thead>
<tr>
<th>Fix annual compensation</th>
<th>Variable compensation</th>
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<td><strong>Long-term component</strong></td>
<td><strong>Medium-term component</strong></td>
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<td><strong>Annual bonus</strong></td>
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**Variable compensation**

<table>
<thead>
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<th>Chairman of the Board</th>
<th>Ordinary Board member</th>
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<td><strong>1x</strong></td>
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<td><strong>Target</strong></td>
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<td><strong>2.8x</strong></td>
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<td><strong>Max.</strong></td>
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<td><strong>5.75x</strong></td>
<td><strong>8x</strong></td>
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*Overall Cap on remuneration granted / received* 8m €

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

*starting 2022*
Board of Management remuneration: Annual bonus and 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.
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

SAR performance targets

<table>
<thead>
<tr>
<th>Performance versus STOXX Europe 600</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></td>
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<td>1/6</td>
</tr>
<tr>
<td></td>
<td>+10%</td>
<td>1/6</td>
</tr>
</tbody>
</table>
**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

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

---

**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)
Way forward

- Embrace the holistic definition of sustainability along ESG criteria
- Develop an ESG roadmap 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, IR Contacts**
Good results in key investor ratings and on supplier platforms

Confirmed listing in FTSE Index series since 2002

ISS Oekom gave us Prime status and a C+ rating

MSCI gave us a rating of AA for engagement

Listed in the DJSI World and DJSI Europe indices and thus among the top 10% of rated companies

Sustainalytics rates us as a leader

Our environmental performance received a “B” rating

REFINITIV Global Diversity & Inclusion Index

Bloomberg Gender Equality Index

Rating

Follow-up confirmation

Follow-up confirmation

Supplier platforms

Ecovadis

GOLD 2019

Rating

Gold Level;

“Low risk” category

Responsible Business Alliance
Investor Relations contacts

Robert Schneider  
+49 228 182 63201  
robert.schneider1@dpdhl.com

Sebastian Slania  
+49 228 182 63203  
sebastian.slania@dpdhl.com

Martin Ziegenbalg  
+49 228 182 63000  
m.ziegenbalg@dpdhl.com

Christian Rottler  
+49 228 182 63206  
christian.rottler@dpdhl.com

Agnes Putri  
+49 228 182 63207  
a.putri@dpdhl.com

ESG Presentation: [www.dpdhl.com/2019sustainabilityreport](http://www.dpdhl.com/2019sustainabilityreport)