GROUP BRANDS

Deutsche Post DHL Group is the world’s leading logistics company. With about 550,000 employees in 220 countries and territories worldwide, we connect people and markets and drive global trade.

Deutsche Post DHL Group

The logistics company for the world

- 380,000 employees
- USD 16.6 billion brand value

DHL

Leading mail and parcel delivery service provider in Germany

- 150,000 employees
- USD 4.5 billion brand value

Deutsche Post

This brochure serves as a compact source of information about the Group. Discover the diversity of our services and solutions.

Monika Schaller
Executive Vice President
Group Communications, Sustainability & Brand
Deutsche Post DHL Group operates some 12,600 sites around the world.

1) Express division. 2) Post & Parcel Germany division.
# THE GROUP IN 2019

## Finance

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>€63,341 million</td>
<td>Revenue</td>
</tr>
<tr>
<td>€4,128 million</td>
<td>EBIT</td>
</tr>
<tr>
<td>€867 million</td>
<td>Free cash flow</td>
</tr>
</tbody>
</table>

## Operations

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>~55 million</td>
<td>Letters per working day (6 days/week)</td>
</tr>
<tr>
<td>5.2 million</td>
<td>Parcels per working day (6 days/week)</td>
</tr>
<tr>
<td>&gt;1 billion</td>
<td>International parcel shipments a year</td>
</tr>
<tr>
<td>&gt;1 million</td>
<td>Time-definite international shipments per working day</td>
</tr>
<tr>
<td>~3.6 million t</td>
<td>Air freight</td>
</tr>
<tr>
<td>&gt;3.2 million TEUs</td>
<td>Ocean freight</td>
</tr>
<tr>
<td>12.5 million m²</td>
<td>Warehouse space (owned and leased)</td>
</tr>
</tbody>
</table>

## Employees

- **546,924 Employees**
  - 65.6% male; 34.4% female
  - Approx. 5,500 trainees
- **41 years** Average age

## Fleets

- **>260** Aircraft
  - >25% of jet aircraft meet highest pollution and noise standards
- **103,573** Vehicles
  - 13% alternative drive systems
- **27,000** Bicycles
  - 48% E-drive systems

---

Unless otherwise noted, the facts and figures published here are valid as of Dec. 31, 2019; employee numbers reported in terms of headcount.
ORGANIZATION

The Group is organized into five operating divisions, each under the control of its own divisional headquarters.

Group management functions are performed by the Corporate Center, which comprises the Chief Executive Officer (CEO), Finance and HR functions.

Internal Group services, including Corporate Procurement, IT Services, Insurance & Risk Management and Corporate Real Estate, are bundled under Global Business Services.

Customer Solutions & Innovation is responsible for key account management, and Corporate Incubations drives the development of innovative products.
MANAGEMENT & OVERSIGHT

As a publicly listed company in Germany, Deutsche Post AG has a dual management and supervisory structure. The Board of Management is responsible for managing the company. It is appointed, overseen and advised by the Supervisory Board.

Dual management structure

Board of Management
Responsible for managing the company

Supervisory Board (20 members)
Advises and oversees the Board of Management, and appoints its members
6 committees

Elects 10 representatives

Annual General Meeting

Employees

SHAREHOLDER STRUCTURE

The company’s share capital amounted to €1,236.5 million at the end of 2019 and is composed of an equal number of no-par value registered shares. Each share entitles the holder to one vote at the Annual General Meeting.

Shareholder structure

Total: 1,236,506,759 no-par value shares¹

20.5% KfW Bankengruppe

79.5% Free float

¹) Registered shares with a notional interest in the share capital of €1.
BOARD OF MANAGEMENT

The Board of Management has eight board departments, which are managed autonomously by the people pictured here.

The Board’s rules of procedure govern how its members collaborate and work together.

**Dr. Tobias Meyer**
*POST & PARCEL GERMANY*
Born 1975
Member since April 2019
Appointed until March 2022

**Melanie Kreis**
*FINANCE*
Born 1971
Member since Oct. 2014
Appointed until June 2022

**Oscar de Bok**
*SUPPLY CHAIN*
Born 1967
Member since Oct. 2019
Appointed until Sept. 2022

**Dr. Frank Appel**
*CEO GLOBAL BUSINESS SERVICES*
Born 1961
Member since Nov. 2002
Appointed until Oct. 2022

**Dr. Thomas Ogilvie**
*HR CORPORATE INCUBATIONS*
Born 1976
Member since Sept. 2017
Appointed until Aug. 2025

**Ken Allen**
*eCOMMERCE SOLUTIONS*
Born 1955
Member since Feb. 2009
Appointed until July 2022

**Tim Scharwath**
*GLOBAL FORWARDING, FREIGHT*
Born 1965
Member since June 2017
Appointed until May 2025

**John Pearson**
*EXPRESS*
Born 1963
Member since Jan. 2019
Appointed until Dec. 2021
SUPERVISORY BOARD

The Supervisory Board advises the Board of Management, oversees its management activities, appoints its members and determines each board member’s remuneration.

Composition of the Supervisory Board

10 shareholder representatives
elected by Annual General Meeting

10 employee representatives
elected by employees

35% female

Chairman
Dr. Nikolaus von Bomhard

Resolutions for plenary meetings of the Supervisory Board are prepared by the Supervisory Board’s committees.

Committees of the Supervisory Board

Executive Committee
Mediation Committee
Finance and Audit Committee
Nomination Committee
Personnel Committee
Strategy Committee
STRATEGY

With our Strategy 2025, we aim to further strengthen our focus on profitable long-term growth in our core businesses and to accelerate the digital transformation in all of our divisions. The four trends—globalization, e-commerce, digitalization and sustainability—will continue to be important drivers of growth in the logistics industry.

We are committed to meeting not only our own operational requirements and the interests of our stakeholders but also to addressing the needs of society and the environment.

Our purpose is to connect people and improve their lives by facilitating trade and helping businesses grow.
CONTINUOUS IMPROVEMENT

In line with our strategic goal of becoming Provider of Choice, we want to keep optimizing our business processes and improving in everything we do.

We have been employing First Choice methodology – based on Six Sigma, Lean and change management techniques – since 2006 in order to drive continuous improvement in our business operations. In doing so, we ensure that our customers are top priority as we deliver our promise of “Excellence. Simply delivered.” everywhere, every day.

FIRST CHOICE

Continuous improvement is part of our culture
Employee training is key to ensuring the successful deployment of First Choice methodology and tools. Equipped with this know-how, they play a part in making sure we get a little better every day at all our sites around the world.

**Key tools**

- **Performance Dialogues**
  Regularly discussing relevant KPIs and ideas for improvement as a team

- **GEMBA Walks**
  Systematically identifying need for improvement directly at the source

- **Problem solving**
  Solving everyday problems using a simple, structured approach

- **DMAIC**
  A structured process improvement approach for resolving complex issues

**Achievements since 2006**

- **>38,000** Managers and employees trained
- **>31,000** Improvement activities implemented
- **>180,000** Employees are involved in performance dialogues every day
- **>170** Customer satisfaction surveys commissioned and analyzed
SUSTAINABILITY

Our sustainability standards are defined by Corporate Center and Global Business Services and documented in Group policies.

The divisions are responsible for aligning customer requirements with our strategic and ethical principles, and for anchoring the Supplier Code of Conduct in their contractual relationships.

Bodies involved in sustainable management (excerpt)

- **Sustainability Council** steers the sustainability agenda
- **Operations Board** monitors operating performance as well as trends in carbon efficiency and accident rates
- **Finance Board** oversees the finance and risk systems and monitors trends in key non-financial performance indicators
- **HR Board** manages all personnel issues Group-wide
- **Sustainability Advisory Council** advises the Sustainability Council, which has members from the sciences, business and politics
- **Working groups** prepare decisions for the above bodies
SUSTAINABLE DEVELOPMENT GOALS

As a longstanding partner to the United Nations, we support the UN Sustainable Development Goals (SDGs). Our responsibility is especially well reflected in the following five SDGs:

Ensuring quality education and promoting lifelong learning opportunities for all (SDG 4).

Facilitating global trade and promoting economic growth in a sustainable way (SDG 8).

Minimizing air pollution in cities and supporting recovery efforts following natural disasters (SDG 11).

Minimizing the environmental impact of our business activity (SDG 13).

Collaborating with the UN and other partners to ensure that the impact of our social and environmental activities is sustained over the long term (SDG 17).

SUSTAINABILITY AGENDA

Our aim: To improve continuously while addressing the expectations of our stakeholders.

We use a multistage management process to monitor our progress and the relevance of our agenda.

Management process for our sustainability agenda

1. Gain insights
2. Review the agenda on a regular basis (materiality analysis)
3. Review and record progress
4. Report on progress internally and externally
5. Engage in dialogue with stakeholders
SUSTAINABILITY ISSUES

Working with our stakeholders, we have identified the following key issues for the Group.

**Social responsibility**
- Employee development – Certify 80% of our workforce by 2020
- Employee engagement – Achieve a consistent level of employee engagement throughout the Group

**Governance**
- Anti-corruption & bribery – Prevent violations of legal and internal Group requirements
- Data protection & security – Ensure proper handling of personal data
- Embed environmental & social standards in the value chain
- Respect for human rights – Prevent human rights violations

**Environment**
- Energy efficiency & climate change – Improve efficiency and reduce emissions
- Air pollution – Increase percentage of zero-emission solutions during pick-up and delivery

**Carbon Efficiency Index**
- 2018: 33%
- 2019: 35%
- 2020: 36%
- 2025: 50%

**Corporate Citizenship Index**
- 2018: 76%
- 2019: 78%
- 2020: 78%

**Employee engagement**
- Achieve a consistent level of employee engagement throughout the Group
- 2018: 4.3
- 2019: 4.2
- 2020: 4.0
- 2025: 3.1

**Accident rate**
- 2018: 76%
- 2019: 78%
- 2020: 78%
CODES OF CONDUCT

Our Code of Conduct is the Group’s guideline for the ethical, social and legally correct behavior of our workforce. For our contractors, we have set out our values in our Supplier Code of Conduct, which is a binding component of all Group contracts.

Group policies

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

1) Not available to the public.
CUSTOMERS & QUALITY

We take a systematic approach to improving the quality of our services across all divisions. The way we measure customer satisfaction is based in part on the Net Promoter Approach and is also tailored to the business models and customer profiles involved.

Post & Parcel Germany

92%  Letter mail delivered on next working day

83%  Parcels delivered on next working day

55 hours  Average weekly business hours in our 26,000 sales points

Global Forwarding, Freight

• Customer feedback system
• Customer surveys in more than 30 countries in the Freight business unit

Supply Chain

• Standardized processes and solutions
• Quality experts at all locations

eCommerce Solutions

>97%  Customer satisfaction in the United States

>96%  Customer satisfaction in the Asia Pacific region

Express

• Worldwide shipment tracking
• Global certification according to ISO 9001:2015
• Approx. 360 TAPA-certified sites
POST & PARCEL GERMANY

Our two strong brands – Deutsche Post and DHL – offer comprehensive solutions for communications and commerce in Germany.

Products & services

Mail communication  Parcel logistics
Dialogue marketing  International mail
Press services
<table>
<thead>
<tr>
<th>Financial performance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>€15,484 million</td>
<td>Revenue</td>
</tr>
<tr>
<td>€1,230 million</td>
<td>EBIT</td>
</tr>
<tr>
<td>€1,137 million</td>
<td>Operating cash flow</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>~55 million</td>
<td>Letters per working day (6 days/week)</td>
</tr>
<tr>
<td>5.2 million</td>
<td>Parcels per working day (6 days/week)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employees</th>
<th></th>
</tr>
</thead>
</table>
| 190,263              | Employees  
  • 113,500 deliverers |

<table>
<thead>
<tr>
<th>Locations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>82</td>
<td>Mail centers</td>
</tr>
<tr>
<td>36</td>
<td>Parcel centers</td>
</tr>
<tr>
<td>4,500</td>
<td>Packstations¹</td>
</tr>
<tr>
<td>26,000</td>
<td>Sales points</td>
</tr>
</tbody>
</table>

¹ As at March 1, 2020.

<table>
<thead>
<tr>
<th>Fleets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>60,841</td>
<td>Vehicles</td>
</tr>
</tbody>
</table>
| 27,000               | Bicycles  
  • 13,000 E-bikes  
  • 235 cargo bikes |
EXPRESS

We provide reliable, on-time, door-to-door transport of urgent documents and goods via our global network.

Products & services

<table>
<thead>
<tr>
<th>Products</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time Definite</td>
<td>Optional services</td>
</tr>
<tr>
<td>Day Definite</td>
<td>Logistics services</td>
</tr>
<tr>
<td>Same Day</td>
<td>Customs services</td>
</tr>
</tbody>
</table>
Our global air fleet comprises over 260 aircraft, which we are continuously upgrading. The latest generation of jet aircraft generates 18% less carbon emissions and uses less fuel.

- **25%** satisfy the highest emissions standards for local air quality and ICAO standards for aircraft engine emissions (CAEP/8).
- **27%** satisfy the highest ICAO noise standards (Chapter 14).

### Aircraft by NO$_x$ emissions standards$^{1,2}$

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aircraft 214</td>
<td>40</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Aircraft 219</td>
<td>50</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>85</td>
<td>88</td>
</tr>
</tbody>
</table>

1) Dedicated aircraft (jet aircraft) in the Express division.
2) Nitrous oxide emissions (NO$_x$).

### ICAO noise standards

- **Chapter 2**: approx. -16 EPNdB
- **Chapter 3**: approx. -10 EPNdB
- **Chapter 4**: approx. -7 EPNdB
- **Chapter 14**

### Aircraft$^1$ by noise standard

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aircraft 214</td>
<td>49</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>130</td>
<td>130</td>
</tr>
<tr>
<td>Aircraft 219</td>
<td>35</td>
<td>30</td>
</tr>
</tbody>
</table>

1) Dedicated aircraft (jet aircraft) in the Express division.
### Financial performance

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>€17,101 million</td>
<td>Revenue</td>
</tr>
<tr>
<td>€2,039 million</td>
<td>EBIT</td>
</tr>
<tr>
<td>€3,291 million</td>
<td>Operating cash flow</td>
</tr>
</tbody>
</table>

### Operations

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>~2.7 million</td>
<td>Customers</td>
</tr>
<tr>
<td>&gt;1.0 million</td>
<td>Time-definite international shipments per working day</td>
</tr>
</tbody>
</table>

### Employees

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>103,878</td>
<td>Employees</td>
</tr>
</tbody>
</table>

### Locations

- **3 Main global hubs**
  - Germany (Leipzig)
  - USA (Cincinnati)
  - Asia (Hong Kong)
- **>84,000 Service points**
- **~3,200 Locations**

### Fleets

- **>260 Dedicated aircraft**
- **>500 Airports served worldwide**
- **~36,300 Vehicles**
- **>100 Cargo bikes (CubiCycles)**
GLOBAL FORWARDING, FREIGHT

We specialize in brokering air and ocean freight services, in road freight, in sector-specific solutions and comprehensive transport solutions.

Products & services

<table>
<thead>
<tr>
<th>Global Forwarding</th>
<th>Freight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air &amp; Ocean freight</td>
<td>Full truck load / Part truck load</td>
</tr>
<tr>
<td>Large-scale logistics projects</td>
<td>Less than truckload</td>
</tr>
<tr>
<td>Transport management</td>
<td>Intermodal transport</td>
</tr>
<tr>
<td>Customs clearance</td>
<td>Customs clearance</td>
</tr>
</tbody>
</table>

No. 1 in air freight  
No. 2 in ocean freight
Financial performance

€15,128 million  Revenue
€521 million  EBIT
€801 million  Operating cash flow

Operations

3.6 million t  Air freight
  • 2.1 million t export
>3.2 million TEUs¹  Ocean freight

¹) Twenty-foot equivalent unit.

Employees

45,426  Employees

Locations

>150  Countries and territories

No. 2 in European road transport
SUPPLY CHAIN

We offer custom solutions along the entire supply chain as well as logistics services such as planning, sourcing, production, warehousing, delivery and returns.

Financial performance

- €13,436 million Revenue
- €912 million EBIT
- €1,330 million Operating cash flow

Employees

- 159,430 Employees

Operations

- ~12.5 million m² Warehouse space (owned and leased)

No. 1 in contract logistics
## eCOMMERCE SOLUTIONS

In selected markets in Europe, North America, Asia and India, we provide domestic and international parcel services for business customers and consumers, as well as individual services and tailored solutions for e-commerce businesses.

### Financial performance

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>€4,045 million</td>
<td>Revenue</td>
</tr>
<tr>
<td>€-51 million</td>
<td>EBIT</td>
</tr>
<tr>
<td>€161 million</td>
<td>Operating cash flow</td>
</tr>
</tbody>
</table>

### Employees

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>34,795</td>
<td>Employees</td>
</tr>
</tbody>
</table>

### Operations

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;67,000</td>
<td>Service points</td>
</tr>
<tr>
<td>&gt;1 billion</td>
<td>International parcel shipments a year</td>
</tr>
<tr>
<td>Presence in</td>
<td>&gt;30 countries</td>
</tr>
</tbody>
</table>
CORPORATE FUNCTIONS
CUSTOMER SOLUTIONS & INNOVATION

With a special focus on growth markets, we offer our customers global key account management.

We provide top customers with innovative, industry-specific products and solutions with the goal of becoming their Provider of Choice. The unit is headed by Ken Allen, Board Member for eCommerce Solutions.

Innovations are the driving force within our industry

Our Innovation Centers in Germany (Troisdorf), Asia (Singapore) and the United States (Chicago) are the main venue for regular dialogue with customers concerning technological solutions and how best to use them.
Corporate Incubations is home to innovative projects that develop new business models. Our Start-up Lab lets employees contribute their own suggestions for new business ideas. One successful example is the TRAILAR project for equipping trucks and trailers with solar mats that generate power for vehicle electrical systems.
INTERNAL AUDIT

Corporate Internal Audit systematically evaluates the effectiveness of our risk management system, control mechanisms, and management and monitoring processes, contributing to their improvement. In this way, the department supports the Group in achieving its internal objectives. It does this by performing independent regular and ad hoc audits at all Group companies and at corporate headquarters with the authority of the Board of Management.

Internal audit planning and execution

1. Strategic risk analysis
2. Develop audit plan
3. Perform audit
4. Define measures
5. Inform management
6. Verify implementation of measures

INTERNAL AUDIT

CORPORATE SECURITY

Like any business, Deutsche Post DHL Group is exposed to numerous security risks worldwide; these risks can affect our business processes and assets, the resilience of our supply chains, or our employees and their families. Our security management system allows us to take effective action and protect ourselves globally.

Security management certified according to ISO 28001

Corporate security bodies

Operations Board

Security Steering Committee

Counter-crime Working Group

Global Security Situation Center
“Managers and employees can lead by example by exercising due care when dealing with third parties.”

Melanie Kreis
Board member
Finance

COMPLIANCE

Acting in an ethically and legally irreproachable way in our dealings with business partners, shareholders and the public is a major factor behind our company’s reputation. Our Compliance Management System focuses on preventing corruption and anticompetitive practices.

Elements of the compliance management system

- Create culture
- Define objectives
- Establish organization
- Identify risks
- Monitor and improve
- Ongoing communication
- Implement program
DATA PROTECTION

As a multinational company, we believe we have a special responsibility to protect personal data. Our Data Privacy Policy sets out global minimum standards for the Group, enabling our employees throughout the Group to handle personal data in accordance with legal requirements.

Elements of the data protection management system

- Exchange information in global network
- Raise awareness through training
- Create and manage policies
- Perform checks

SUPPLIER MANAGEMENT

Our Supplier Code of Conduct is the foundation for our successful supplier network. By signing a contract with us, our suppliers agree to comply with our strategic goals and ethical/environmental standards. We also encourage them to implement the same standards in their own supply chains.

Elements of the supplier management system

- Objective selection process, including risk assessment
- Ongoing review of supplier performance
- Fostering lasting relationships
- Raise awareness among our own employees
THE EMPLOYER
WORKFORCE

With 546,924 employees, Deutsche Post DHL Group is one of the world’s largest employers in the transportation and logistics industry.

Employees by region¹

<table>
<thead>
<tr>
<th>Region</th>
<th>Employees</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>348,604</td>
<td>64%</td>
</tr>
<tr>
<td>Americas</td>
<td>96,413</td>
<td>18%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>80,687</td>
<td>15%</td>
</tr>
<tr>
<td>Other regions</td>
<td>21,220</td>
<td>4%</td>
</tr>
</tbody>
</table>

Europe: 40% Germany, 9% United Kingdom
Americas: 9% United States, 3% Mexico
Asia Pacific: 2% China, 4% India

Employees by division¹

<table>
<thead>
<tr>
<th>Division</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply Chain</td>
<td>29%</td>
</tr>
<tr>
<td>eCommerce Solutions</td>
<td>6%</td>
</tr>
<tr>
<td>Post &amp; Parcel Germany</td>
<td>35%</td>
</tr>
<tr>
<td>Express</td>
<td>19%</td>
</tr>
<tr>
<td>Global Forwarding, Freight</td>
<td>8%</td>
</tr>
<tr>
<td>Corporate Functions</td>
<td>3%</td>
</tr>
</tbody>
</table>

¹ Countries with the most employees: headcount at year end.

Our success depends on the commitment and expertise of our employees.

Workforce numbers¹

<table>
<thead>
<tr>
<th>Year</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>497,745</td>
</tr>
<tr>
<td>2016</td>
<td>508,036</td>
</tr>
<tr>
<td>2017</td>
<td>519,544</td>
</tr>
<tr>
<td>2018</td>
<td>547,459</td>
</tr>
<tr>
<td>2019</td>
<td>546,924</td>
</tr>
</tbody>
</table>

1) Headcount at year end.

Average growth rate: 2.5%
SUCCESSION PLANNING

Systematic recruiting, talent management and the training of new hires are the main components of our strategic succession planning.

For both internal and external hires, the principle of equal opportunity applies. Applicants are judged on the basis of merit alone.

We fill vacant positions or newly-created jobs internally whenever appropriate. The Group offers a wide range of employment opportunities to high-school and university graduates.

<table>
<thead>
<tr>
<th>Succession planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>83% of management positions are filled by internal applicants</td>
</tr>
<tr>
<td>Approx. 5,500 trainees, of which some 4,000 in Germany</td>
</tr>
<tr>
<td>Approx. 2,000 new trainee positions in Germany</td>
</tr>
</tbody>
</table>

REMUNERATION

74% of the Group’s employees are employed under contracts which are based on works agreements, collective labor agreements, or statutory salary adjustments. Compensation is subject to local and position-specific requirements and regulations. It includes a base salary plus agreed variable remuneration components and, in some countries, contributions for retirement plans and health insurance.

74% of staff employed under collective labor agreements

<table>
<thead>
<tr>
<th>Staff costs (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
</tr>
<tr>
<td>19,640</td>
</tr>
<tr>
<td>2.8% Average growth rate</td>
</tr>
</tbody>
</table>
RESPECT FOR HUMAN RIGHTS

As an employer, we set a good example:

- Human rights policy in place throughout the Group
- Group-wide minimum standards for fair working conditions
- Respect for human rights in our employee relations

With our management system, we can effectively implement our human rights policy and fulfill the UN’s Guiding Principles on Business and Human Rights.

**ER**<sup>1</sup> management system

- Early detection of potential risks
- On-site review of Group-wide standards
- Derive and review local action plans
- Conduct training

---

1) ER = Employee relations.

---

Employee Relations Reviews since 2013

Brazil (BRA), Bulgaria (BUL), Chile (CHI), Colombia (COL), Germany (D), Hong Kong (HK), India (IND), Indonesia (INO), Kenya (K), Malaysia (MAL), Mexico (MEX), Panama (PAN), Philippines (PHI), Romania (RUM), Singapore (SGP), South Africa (SA), South Korea (KOR), Thailand (THAI), Turkey (TRK), United Kingdom (UK), Vietnam (VN)
DIVERSITY

We consider the diversity of our workforce to be one of the company’s great strengths. Deutsche Post DHL Group brings together people from a wide range of cultural backgrounds with different skills, experiences and views.

Our understanding of diversity extends beyond gender, national or ethnic origin, religion, age, sexual orientation and identity, or disability or any other characteristic protected under law.

RainbowNet supports LGBT+ employees in coming out at work

EQUAL OPPORTUNITIES

Career prospects and opportunities in the Group are the same for everyone. Both internal and external applicants for open positions are judged on the basis of professional and personal qualifications alone. We use neutral job grading to avoid discrimination based on characteristics such as gender or age.

Employees by gender

- **65.6%** Male
- **34.4%** Female
- **22.2%** Female employees in upper and middle management; **30%** Group target 2025
- **12.5%** Women on the Board of Management
- **35.0%** Women on the Supervisory Board

External ratings

<table>
<thead>
<tr>
<th>Total E-Quality award</th>
<th>Add-On Diversity award</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Diversity Award</td>
<td>2019 Catalyst Award</td>
</tr>
</tbody>
</table>
INCLUSION

In line with our inclusive approach, we offer career prospects to people with disabilities all over the world. For example we employ people with physical and mental disabilities in a Spanish logistics center.

In Germany, we take part in events held by public authorities, showcasing not only Deutsche Post DHL Group as an employer but also the various vocational pathways available within the company. We also want to remove any hurdles that might prevent candidates from applying.

Inclusion in Germany

15,382¹ Employees with disabilities, of whom 14 are in training

9.1% Employment rate

1) Annual average; Deutsche Post AG, principal company in Germany.
EMPLOYEE DEVELOPMENT

We offer a broad spectrum of individualized training and career development opportunities. Focus areas include compliance, lifelong learning and career development plans, including appropriate training courses and activities.

With our Group-wide Certified initiative, employees are trained and certified as specialists in their respective divisions. The training conveys a common understanding of our strategy, business and corporate culture, and the importance of each employee’s contribution.

Employee development

>€83 million invested in training

4.7 million hours spent in classroom and online training

1.3 days average time spent by employees in training

83% satisfaction with offering

Progress of the Certified initiative

- 2017: 51%
- 2018: 59%
- 2019: 69%
- 2020: 80%
HEALTH

Continuous change – in the workplace, in demographics, in global health trends – is demanding more and more of our employees. We provide a healthy work environment and encourage our employees to live healthy lifestyles and take advantage of our preventive care offerings. Many of them live and work in countries that do not offer sufficient social health insurance coverage.

Available in more than 100 countries for approx. 250,000 employees

Through our Group-wide employee benefits program, employees and their families receive primary or supplementary health insurance benefits.

Sickness rate

<table>
<thead>
<tr>
<th>Department</th>
<th>Sickness Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Group</td>
<td>5.3%</td>
</tr>
<tr>
<td>Post &amp; Parcel</td>
<td>10.2%</td>
</tr>
<tr>
<td>Germany</td>
<td></td>
</tr>
<tr>
<td>Express</td>
<td>2.7%</td>
</tr>
<tr>
<td>Global Forwarding,</td>
<td></td>
</tr>
<tr>
<td>Freight</td>
<td>3.1%</td>
</tr>
<tr>
<td>Supply Chain</td>
<td>3.3%</td>
</tr>
<tr>
<td>eCommerce Solutions</td>
<td>2.5%</td>
</tr>
</tbody>
</table>
OCCUPATIONAL SAFETY

Accident prevention in the workplace is our top priority. Some of our biggest challenges are in our pick-up and delivery operations. Bad weather, road work, complex traffic situations or dealing with animals require employees to pay attention, concentrate and take responsibility for themselves.

We defined the elements of a management system based on ISO 45001 in a Group guideline. Each division makes its own decision regarding the degree of implementation.
SOCIAL COMMITMENT
SOCIAL RESPONSIBILITY

Our corporate programs are designed to maximize benefits for society. We leverage the power of our global network and the expertise of our employees to make a difference at the local level.

The pillars of our corporate citizenship activities

**Local projects**
- Volunteering
- Financial support

**Disaster management**
- Get Airports Ready for Disaster (GARD)
- Disaster relief

**Improving employability**
- Partnership with Teach For All
- Partnership with SOS Children’s Villages
- Refugee aid

Corporate citizenship drives motivation
LOCAL PROJECTS

There is a measurable correlation between participation in corporate citizenship activities and motivation on the job. We have also found that employees are more motivated when their interests and skills are aligned with their area of involvement.

We use a variety of tools to promote employee engagement. Our objective is for them to act as role models and ambassadors for volunteering.

Volunteering

- 2,607 Employees as initiators and ambassadors
- 72,422 Employees got involved in projects
- 39,210 Employees made donations

Managers volunteer as job application mentors
DISASTER MANAGEMENT

Our GoHelp program leverages the core logistics knowledge and skills of our employees to support the United Nations.

Disaster management in 2019

Our activities:
- Get Airports Ready for Disaster (GARD)
- Disaster Response Teams (DRT)

1) Bilateral framework agreements reached to provide disaster management support in:
The Americas: Chile, El Salvador, Guatemala, Peru. Asia Pacific: Brunei, Indonesia, Cambodia, Laos, Malaysia, Myanmar, Philippines, Thailand, Vietnam. Other regions: Turkey.
IMPROVING EMPLOYABILITY

By providing insights into working life, our GoTeach program supports young people who live in disadvantaged socioeconomic circumstances as a result of poverty, loss of family or being forced to flee their country. We also work to promote the integration of refugees.

GoTeach numbers

<table>
<thead>
<tr>
<th>Global partners</th>
<th>Teach For All and SOS Children’s Villages</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,100 employees</td>
<td>involved in projects</td>
</tr>
<tr>
<td>11,000 people</td>
<td>supported by projects</td>
</tr>
<tr>
<td>4,200 refugees</td>
<td>received an employment contract</td>
</tr>
<tr>
<td>246 refugees</td>
<td>in training</td>
</tr>
</tbody>
</table>
CLIMATE & ENVIRONMENTAL PROTECTION
CLIMATE & ENVIRONMENTAL PROTECTION

As a logistics company, our business activities impact the environment primarily in the form of greenhouse gas emissions.

Environmental and climate protection measures

Europe
- >11,100 Vehicles, including 40 fitted with photovoltaics
- 87% Green electricity

Asia Pacific
- 40 Vehicles, including 6 fitted with photovoltaics
- 65% Green electricity

Other regions
- 12 Trucks fitted with photovoltaics
- 751,000 Trees¹
- Offset projects: Well refurbishment, Eritrea
  Stoves replace firewood, Lesotho
- 875,000 Trees¹
- Offset projects: Wind power plant, India
  Hydroelectric power plant, Laos
  Small biogas plants, Vietnam

Americas
- 1,100 Vehicles
- 94% Green electricity
- 1,456,000 Trees¹
- Offset projects: Energy from compost, Brazil
  Electricity from waste, Chile
  Water filters, Guatemala

1) Trees planted since 2017.

This is why our GoGreen environmental program focuses on energy efficiency, climate change and the reduction of air pollution.
CLIMATE PROTECTION TARGET

We have set ourselves an ambitious goal with our Mission 2050: We want to reduce our logistics-related emissions to net zero by 2050.

Mission 2050 and interim targets for 2025

- **CO₂ free**: Increase carbon efficiency by 50% over 2007 levels
- **Zero net emissions by 2050**: Operate 70% of our first- and last-mile services with zero-emission solutions
- **Certify 80% of our employees as GoGreen specialists**
- **Join partners in planting one million trees every year**

ISO-certified sites

<table>
<thead>
<tr>
<th>Total: 12,613</th>
<th>None</th>
<th>14001</th>
<th>50001</th>
<th>Dual certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,275</td>
<td>6,028</td>
<td>6,401</td>
<td>5,091</td>
<td></td>
</tr>
</tbody>
</table>

Efficiency principle and target

With our environmental management system, we establish consistent conditions at our locations.
ENERGY EFFICIENCY

We address the environmental impact of our business activity by means of a comprehensive efficiency management system, innovative technologies and new acquisitions.

We have already achieved a 35% improvement over the 2007 baseline. This figure also includes the emissions by our subcontractors.

<table>
<thead>
<tr>
<th>Carbon Efficiency Index (CEX)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The Group</td>
<td>35</td>
<td>15</td>
</tr>
<tr>
<td>Post &amp; Parcel Germany</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>Express</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Global Forwarding, Freight</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Supply Chain</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>eCommerce Solutions</td>
<td>24</td>
<td></td>
</tr>
</tbody>
</table>

![CO₂e emissions by sources](image)

Total: 28.95 million t CO₂e

- 65% Air transportation
- 21% Road transportation
- 12% Ocean transportation
- 2% Buildings

![CO₂e emissions trend (million t)](image)

## CO₂e emissions trend (million t)

<table>
<thead>
<tr>
<th>Year</th>
<th>Scopes 1 &amp; 2</th>
<th>Scope 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>20.97</td>
<td>6.05</td>
</tr>
<tr>
<td>2016</td>
<td>20.81</td>
<td>6.05</td>
</tr>
<tr>
<td>2017</td>
<td>22.52</td>
<td>6.34</td>
</tr>
<tr>
<td>2018</td>
<td>22.89</td>
<td>6.57</td>
</tr>
<tr>
<td>2019</td>
<td>22.36</td>
<td>6.59</td>
</tr>
</tbody>
</table>

Carbon Efficiency Index (CEX)
AIR & OCEAN FREIGHT

Our Express division operates its own air fleet, which we are continuously upgrading. In contrast, our Global Forwarding, Freight division operates no fleets of its own but primarily brokers load capacity and partners with airlines, shipping companies, freight carriers and rail companies. We use “carrier scorecards” to integrate our subcontractors into our environmental efficiency measures. At the customer’s request, we give preference to providers with stronger environmental performance when selecting a carrier.
ROAD TRANSPORT

Of our 103,600 vehicles, 13% are fitted with alternative drive systems. Most of our conventional vehicles satisfy the highest European emissions standards, Euro 5 and 6.

In 2019, E-drive systems helped avoid some 40,000 t of CO₂e

Road fleet by vehicle category

Total: 103,573 Vehicles

- 72% Vans
- 11% Cars
- 17% Trucks

Vehicles by Euronorm class

Total: 75,638 Vehicles¹

<table>
<thead>
<tr>
<th>Year</th>
<th>Zero-emission vehicles (ZEVs)</th>
<th>Euro 6</th>
<th>Euro 5</th>
<th>Euro 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>4,592</td>
<td>18,052</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>8,701</td>
<td>15,618</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>6,040</td>
<td>14,288</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>9,114</td>
<td>13,292</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>11,161</td>
<td>11,118</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Alternative drive systems

Total: 103,573 Vehicles

- 11,610 E-drive systems
- 680 Natural gas
- 880 Hybrids¹

¹) Covers our largest vehicle fleets within the scope of Euro emission classification.

¹) Including 71 dual-fuel drive systems.
REDUCING AIR POLLUTION

By using zero-emission solutions, we aim to reduce the impact of fossil fuel combustion on urban air quality.

Our goal: To reduce local air pollution emissions (scopes 1 and 2) by operating 70% of our own first- and last-mile services with zero-emission solutions by 2025. In 2019, the share of zero-emission solutions was 33%.

Zero-emission delivery¹

Number of delivery districts in Germany: 68,091

- 4% Delivery on foot
- 22% Delivery by bike
- 15% E-vehicles
- 59% Other

¹) Post & Parcel Germany in 2019
ENERGY CONSUMPTION

Our Group-wide Green Electricity Policy ensures that the electricity we use is generated primarily using renewable sources (green electricity).

In 27 countries we meet nearly all of our electricity needs with green electricity.

With our dual “burn less” and “burn clean” strategy, we aim to reduce our dependency on fossil fuels. We are also involved in various initiatives to develop and test sustainable fuels.

**Buildings: Energy consumption**

- Total: 3,139 million kWh
- 53% Electricity, of which 83% Green electricity
- 3% LPG
- 6% District heating
- 8% Heating oil
- 30% Natural gas

**Fleet: Energy consumption**

- Total: 23,519 million kWh
- 81% Kerosene
- 18% Diesel
- 1% Gasoline
- <1% Gas & biofuels
GREEN PRODUCTS

Our mix of standardized and customized transport solutions helps customers achieve their own climate targets and improve the efficiency of their supply chains. In this way, we create value for us and our customers while also honoring our responsibility to society and the environment.

- Carbon Reports
- Climate-neutral products
- Green solutions
- Enabling the circular economy

Carbon Reports
Climate-neutral products
Green solutions
Enabling the circular economy

Training & Reforesting

Our employees play a key role in achieving our environmental targets. By 2025, we aim to certify 80% of our employees as GoGreen specialists. In addition, we work with recognized partner organizations to plant one million trees each year as part of our commitment to forest conservation.

Climate-neutral products

- ~2 billion shipments
- ~270,000 t of CO₂e offset
- ~30,000 CO₂ certificates generated by our climate project in Lesotho

Facts & figures

20,000 employees completed the GoGreen curriculum foundation module

>3 million trees planted since 2017
- 1,456,000 Americas
- 875,000 Asia Pacific
- 751,000 Other regions
HISTORY OF THE GROUP

1490 Birth of the modern-era postal system
Franz von Taxis establishes the first cross-border courier network. By the mid-16th century, the network covers all of Western Europe.

1815 Danzas founded
Louis Danzas enters the shipping and transport business. The company plays an active role in the development of rail and steamship transport and paves the way for the modern logistics industry.

1969 DHL founded
Adrian Dalsey, Larry Hillblom und Robert Lynn invent the international air express industry with their founding of DHL.

1999 Acquisition of Danzas
The acquisition of Danzas marks the beginning of the Group’s development into an integrated logistics service provider.

2000 IPO
Deutsche Post AG goes public on November 20.

2002 Acquisition of DHL
DHL International becomes a wholly owned subsidiary of Deutsche Post AG.

First environmental product
DHL launches its “Green Tonnage” service in Sweden – the first green transport service.

2003 First environmental report
Publication of the first Environment Report, followed by the company’s first Human Resources and Social Report in 2004. In 2005 the two reports are combined into the Sustainability Report.

2005 Partnership with the United Nations
The Group launches its strategic partnership with the United Nations in the area of disaster management.
2005 Acquisition of Exel
With the acquisition of the British logistics company, the Group further expands its worldwide presence.

Disaster management – GoHelp
Strategic partnership with the UN, integrating DHL into the global humanitarian community.

2006 UN Global Compact and Code of Conduct
Deutsche Post DHL Group signs the UN Global Compact and sets out its corporate values in the Code of Conduct.

First environmental product for Germany
The “Pluspäckchen GoGreen” is added to the company’s product portfolio in Germany.

2007 First DHL Innovation Center opened
The DHL Innovation Center provides a central platform where customers and partners from academia, research and industry can engage with our logistics experts.

2007 Code of Conduct
Ethical and ecological values and socially and legally appropriate conduct by employees are documented in the Code of Conduct.

2008 Supplier Code of Conduct
The Group’s values and principles are embedded in the supply chain through the adoption of the Supplier Code of Conduct as part of our supplier contracts.

Environmental and climate protection program GoGreen
The Group becomes the first global logistics company to establish a measurable carbon efficiency target that also includes transportation partner emissions.

2009 Improving employability with GoTeach
The company commits to improving employability and career opportunities for young people. In 2010 it joins forces with two established partner organizations: Teach For All and SOS Children’s Villages.
2009 **Group-wide Employee Opinion Survey (EOS)**
Since the survey was introduced, its results have been used to determine employee engagement, a KPI used for management purposes and calculating management-level bonuses.

2011 **StreetScooter launch**
The Group begins developing its zero-emission electric delivery vehicle, which it deploys for the first time in 2013 as part of a Bonn-based pilot program.

2015 **GoTeach program**
The program expanded to assist in the integration of refugees.

2016 **First climate protection target achieved**
The climate protection target we set in 2008, to improve carbon efficiency by 30% over the 2007 baseline, is achieved ahead of schedule.

2017 **New climate protection target: Mission 2050**
As its contribution to limit global warming, the Group sets a new climate target to achieve zero-emission logistics by 2050.

2018 **Launch of TRAILAR**
Photovoltaic-supported power supply in vehicles.

2019 **Strategy 2025**
Group strategy focuses on sustainability, committed to meeting not only operational requirements and the interests of stakeholders but also to addressing the needs of society and the environment.
INDEX

Accident statistics  77
Air pollution  100
Alternative drive systems  99
Carrier scorecard  97
Certified initiative  73
Codes of conduct  24
Collective wage agreements  65
Compliance  57
Continuing education  72
Customers  28
Customer Solutions & Innovation  51
Data protection  58
Diversity  68
Emissions  92
Energy consumption  102
Energy efficiency  94
Equal opportunity  69
Euro emission classification  36
European Standard categories  98
GoGreen  91
GoHelp  84
GoTeach  86
Health  74
Human rights  66
Inclusion  70
Innovation Center  51
LGBT+  68
LTIFR  77
Material issues  22
Occupational training  64
Parcels  32
Post & Parcel Germany  31
Strategy  16
Succession planning  64
Suppliers  59
Sustainable Development Goals (SDGs)  20
UN Global Compact  24
Vehicles  98
Women in management  69

FURTHER INFORMATION

Date of publication
The Pocket Guide was published in German and English in April 2020: dpdhl.com/pocket-guide

Orders
Print versions can be ordered via the Group website: dpdhl.com/pocket-guide

Deutsche Post DHL Group employees can order via the internal GeT and DHL Webshop systems.
German: Mat. no. 675-800-237
English: Mat. no. 675-800-238
Contact
Global Media Relations
Tel.: +49 228 182-9944
Fax: +49 228 182-9880
E-mail: pressestelle@dpdhl.com

Translation
Deutsche Post DHL Group, Corporate Language Services et al.,
Bonn, Germany

Design
CC.Construct GmbH & Co. KG, Wuppertal, Germany

Production
Woeste Druck + Verlag GmbH & Co. KG, Essen, Germany

Sustainably produced
Printed on Envirotol with
Ecolabel 244053 (recycled paper
made of 100% recycled paper, FSC certified,
climate neutrally produced).
Complies with the guidelines of
EU Ecolabel AT/11/002.