

A DHL cargo aircraft is parked on a tarmac. A yellow DHL fuel truck is positioned next to the aircraft. The aircraft has a yellow body with red stripes and a rainbow-colored tail. The DHL logo is visible on the side of the fuselage. The background shows a cloudy sky and airport infrastructure.

SUSTAINABILITY CERTIFICATIONS AND THE SAF CREDITS PROCESS

DHL GROUP CASE STUDY

Dr. Andreas Muendel, SVP Strategy & Operations Programs

Global Biofuels Alliance SAF Webinar, 25 July 2025

FACTS & FIGURES

DHL GROUP

DHL Group is the **largest logistics company** globally

~600,000 employees worldwide

179 nationalities of employees in Germany



2 strong brands
DHL
Deutsche Post



Business in **>220 countries** and territories

>42.000 electric vehicles worldwide

Nr.1 share of sustainable aviation fuel (SAF) among all airlines

Target by 2030**:
Reducing GHG emissions to **<29m** metric tons p.a.



Group Revenue around EUR **84.2** billion*

Group EBIT around EUR **5.9** billion*

Free Cashflow around EUR **3.0** billion*

* FY 2024

** subject to potential restatement due to methodology updates or change in business scope, e.g., due to M&A

GOVERNANCE STRUCTURE

MANAGEMENT ORGANIZATION



Central Functions

Corporate Center

Group management functions are centralized in the Corporate Center, incl. Finance and Human Resources

Global Business Services (GBS)

Internal services that support the entire Group

Customer Solutions & Innovations (CSI)

Cross-divisional account management and innovation unit

Five Operating Divisions



Express

International time-definite shipments with **~300 dedicated aircraft**



Global Forwarding, Freight

Forwarding air, ocean and road freight, **3.1m tonnes air freight, 3.3m ocean TEUs** in 2024



Supply Chain

Tailor-made logistics services and supply chain solutions, **operating ~3,000 warehouses**



eCommerce

Domestic parcel transport; deferred cross-border services, **>145,000 service points**

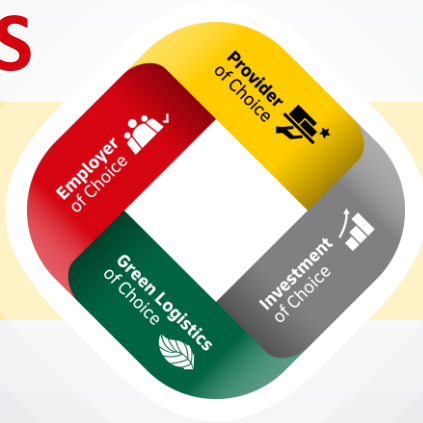


Post & Parcel Germany

Mail & parcel services in Germany, **~6.7m parcels per business day**



OUR BOTTOM LINES



EMPLOYER OF CHOICE

As **Employer of Choice**, we strive to create a **safe and healthy workplace**: We promote a Safety First culture, our employees' health and well-being, and our values of "Respect & Results"

PROVIDER OF CHOICE

As **Provider of Choice**, we aim to deliver a **best-in-class customer experience** by emphasizing customer-centricity, digital innovation, and quality

INVESTMENT OF CHOICE

As **Investment of Choice**, we plan to **accelerate our growth** - in a profitable and sustainable way. This will be underpinned by reliable and resilient execution, strong compliance, and robust cybersecurity measures

GREEN LOGISTICS OF CHOICE

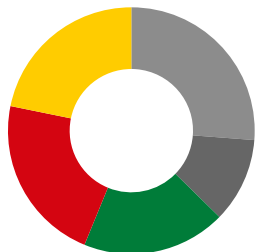
As **Green Logistics of Choice**, sustainability is becoming an increasingly differentiating feature in logistics. Assisting our customers to decarbonize is crucial, and we aim to achieve this by remaining the frontrunner in **low-carbon logistics operations**

Focus today

DHL EXPRESS REMAINS A LEADER IN SAF

**73 KT VOLUNTARY¹ SAF
USE IN OWN FLEET**

3.5 % SAF SHARE



**Key DHL Express
suppliers in 2024:**

AirBP, Neste, Shell,
World Energy & IAG
(scope 3)

~7.3 % of global SAF²

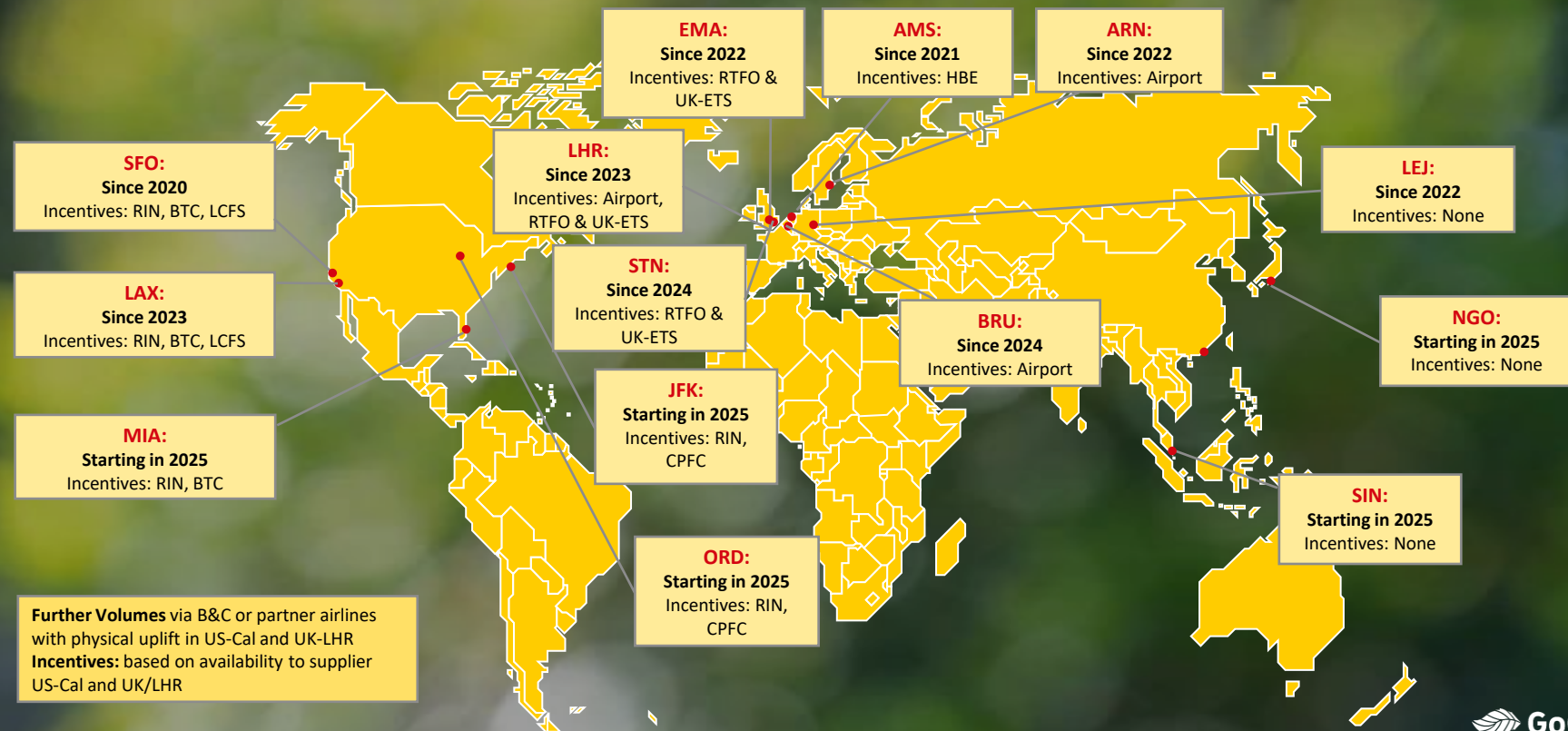
was used by DHL Express own operations in 2024. Including joint investments with partner airlines – also at DHL Global Forwarding – DHL has used 9.8 % of global SAF.

DHL Express continues to focus on SAF use in its **own fleet** (Scope 1) but since 2024 also uses **SAF via partner airlines** (Scope 3).

Majority of DHL Express SAF use took place in **EU, US and UK** – new SAF uplift locations in **Asia added in 2025**.

SAF use remains focused on sustainable waste & residue feedstocks with **avg. GHG-reduction > 80 %**.

COVERING 14 AIRPORTS ON THREE CONTINENTS



ALLOCATING SAF REDUCTIONS TO CUSTOMERS

Procurement of sustainable fuels



Enabling cost- and resource-efficient purchase of sustainable fuels via Book & Claim:

- Without unnecessary logistics costs
- Without necessity to establish separate green infrastructure
- Without market barriers for SF supplier



DHL Group

Pool of emission reductions



Insetting customer products



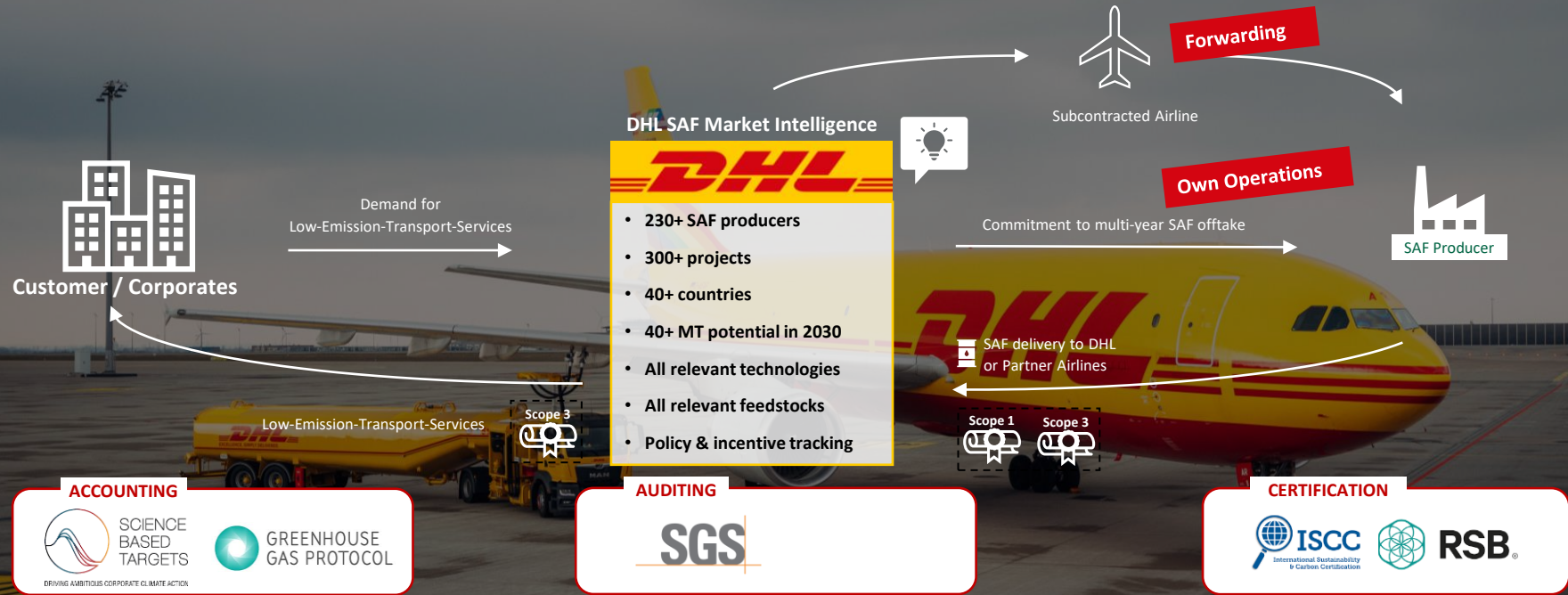
Enabling customers to actively contribute to emission reductions:

- Targeted allocation of reductions to customers, i.e. opportunity to reduce footprint already now
- Customer contributes to decarbonization cost
- Without necessity to establish a separate green infrastructure

Prerequisite: Clear standard and system for a robust and fraud-resistant Book & Claim mechanism

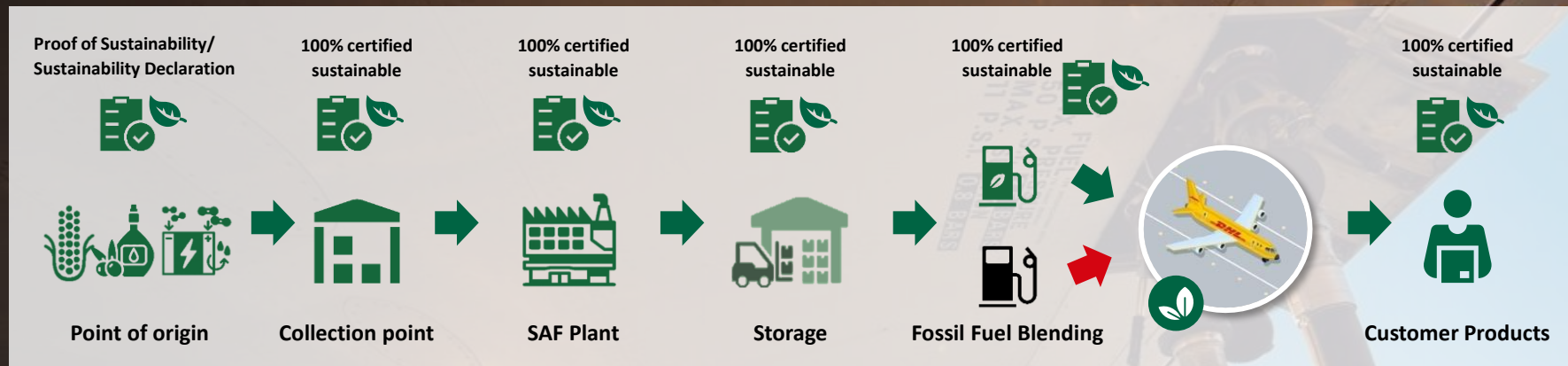
CREATING PRODUCTS WITH CUSTOMER VALUE

TRUST IN STANDARDS UNLOCKS COMMITMENT



New SAF projects need firm long-term offtake to be bankable and reach Final Investment Decision. DHL can offer this only if our customers create demand for decarbonized transport. **Customer's GoGreen+ purchase today will enable the SAF production of tomorrow.**

TRACING SUPPLY CHAIN SUSTAINABILITY



DHL is committed to purchase all SAF in line with our Sustainable Fuels Policy, which is updated regularly under stakeholder consultation:

- Current focus on waste & residue feedstocks such as used cooking oil, manure and tallow; no fuels from feedstocks with a high risk of unsustainable production – e.g. ban on palm oil
- Fuels' production does not contribute to deforestation or undesired land-use-change; no other negative impact on local communities by feedstock sourcing or processing (e. g. water depletion)
- Certified life-cycle GHG emission reduction of >60% according to relevant frameworks (e.g. EU RED) for individual contracts, targeting average reduction >75% across the Group
- Third party verification required – for liquid fuels from ISCC or RSB or equivalent



RECAP: PREREQUISITES FOR TRUST IN SAF SUSTAINABILITY

CORNERSTONES FOR SUCCESSFUL SAF USE



SUPPLY CHAIN DUE DILIGENCE

Certification bodies need to adhere to **stringent assessment criteria** and sound **due diligence**



CONSTRUCTIVE DIALOG

Continuous dialog is important, e.g. on **sustainability criteria** and **feedstock eligibility**



BOOK & CLAIM ACCEPTANCE

Standards incl. necessary safeguards to be developed, **broad acceptance crucial** for scale-up



FRAUD-PROOF REGISTRIES

Independent registries as a cornerstone for **credible, fraud-proof transfer** of SAF sustainability attributes



THANK YOU