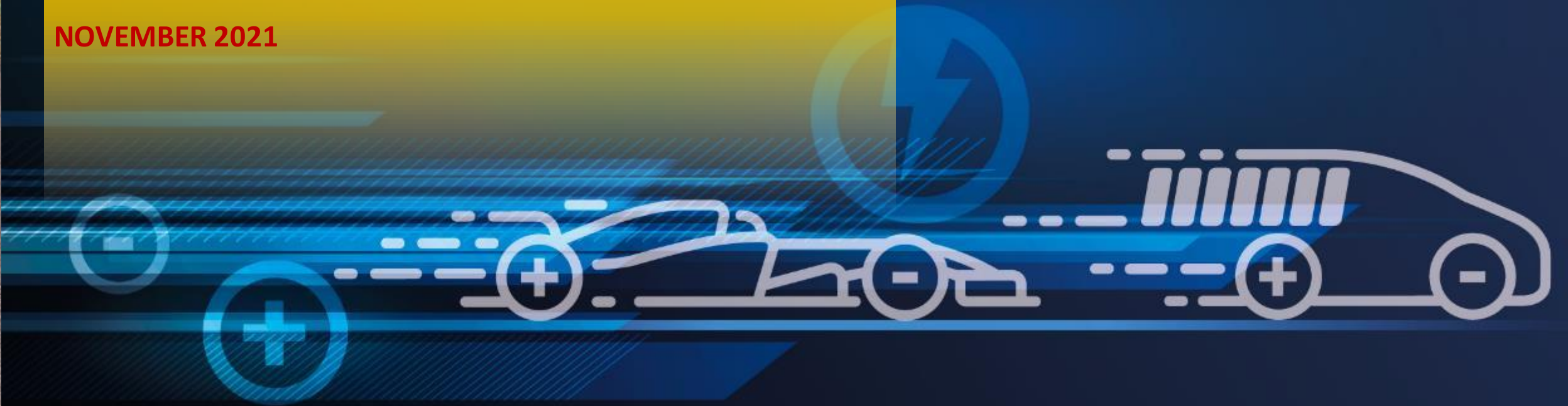




DHL EXPRESS EUROPE EV BATTERY SOLUTION DEVELOPMENT

NOVEMBER 2021



Priority Sequence

- 1 Electric Vehicle (EV) batteries up to 333kgs on our DDI network
- 2 Reverse flows of non-critical used or defective EV batteries on our DDI network
- 3 Mild Hybrid EV batteries <35kgs but >100Wh on our TDI & DDI networks



1. EV batteries up to 333kgs on DDI network

Current Situation (MOPAR)

- Consistent high performance from current origins (PL /HU /IT)
- Fourth origin recently added: AT
- Small volumes but revenue increasing gradually
- All shipments moved on our DDI network

Next Steps

- Finalise & submit DG GSOP EU variation for ADR 1.1.3.6
- Expand to additional customers
- Criteria for on-boarding:
 - ✓ Only batteries less than 333kgs in each vehicle
 - ✓ 1 battery = 1 shipment
 - ✓ Limited to recurrent pick up locations
 - ✓ Satisfy the DHL DG approval process

Considerations

- Network investments based on capabilities required
- Impact to countries of increased DG volumes

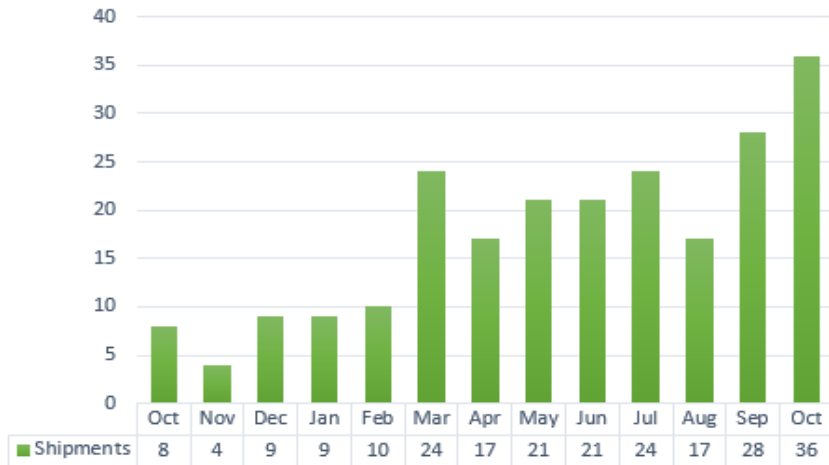


Your Endorsement:

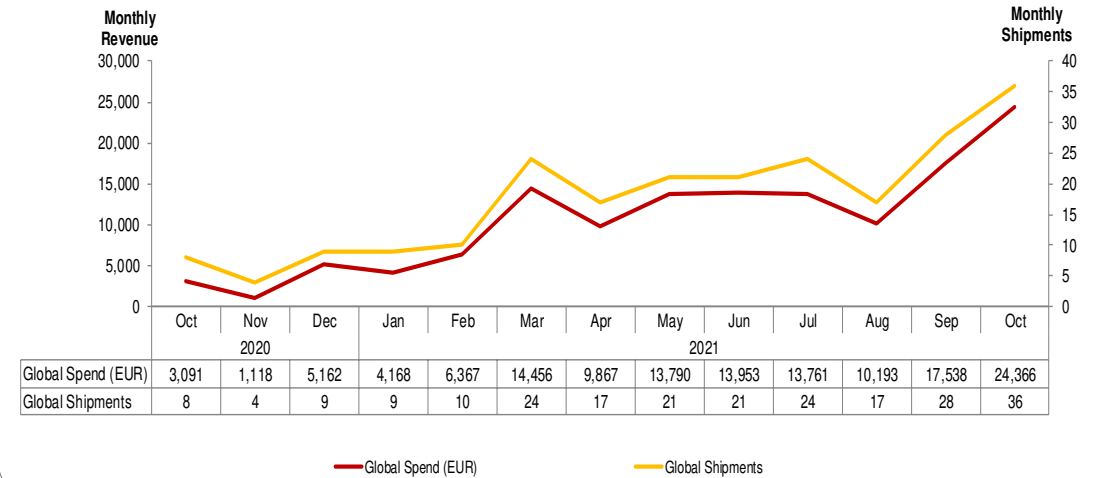
- Onboard two more pipeline customers:
 - Husqvarna
 - Lamborghini
- Full support from origins to on-board new customers
- Full support from key destination countries (DE, FR, IT, GB) for increased volumes

Increasing volumes confirms the need for operational expansion

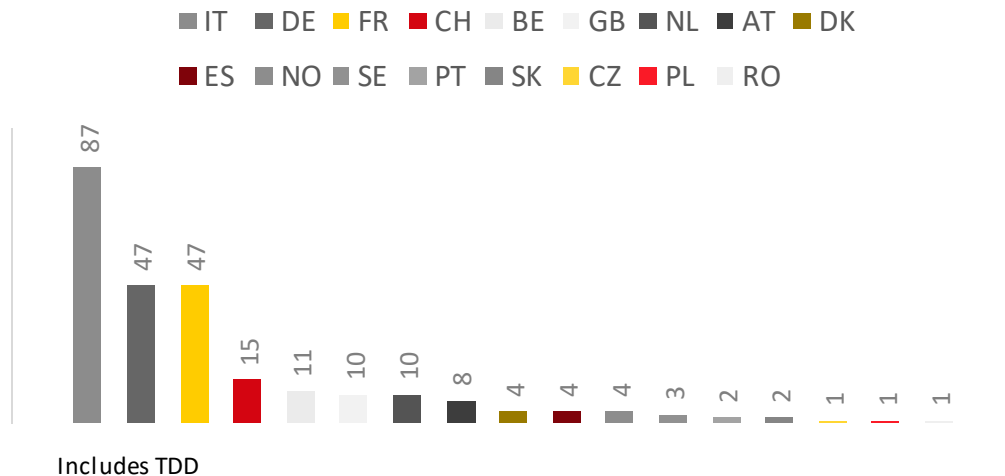
Monthly Volume Trend



Monthly Revenue trend (without surcharges)



Shipments YTD per inbound country



Notes

On Time Performance

- Transit Times based on standard DDI & TDD targets
- Overall YTD performance in line with regular DDI & TDD performance

Revenue generation

- ADR load exemption surcharge: 80Euro/ shipment
- Non-standard delivery (tail lift) extra charge: 80 Euro/shipment
- All other surcharges as published e.g. OWP, OSP, NSP
- Revenue potential from known customers: EUR 2M /pa

2. Reverse of non-critical, used or defective EV batteries up to 333kgs on DDI network

Current Situation

- Every shipment triggers a reverse flow of a used battery
- Reverse flows controlled by Express Sameday NL
- 100% of reverse flow shipments are subcontracted off our network

Next Steps

- Test reverse flows within our DDI network (90% of total)
- Agree pick-up process management with EKAS using ELP
- Finalise commercial agreement with Sameday NL & EKAS for the costs and rates per shipment
- MOPAR will be pilot customer based on current contract terms
- Confirm FR /DE as pilot origin countries for the reverse flows

Considerations

- Ensure all process, costing & commercial elements are clear and aligned prior to go-live
- Validate and confirm all processes throughout the pilot process



Your Endorsement

- Awareness only
- Pipeline customer: Nissan

3. Mild Hybrid EV batteries $\leq 35\text{kgs}$ but $>100\text{Wh}$ on both TDI & DDI networks

Current Situation

- Pilot customer identified with commercial agreement (Maserati)
 - 1 shipment = 1 battery
 - Completed DHL DG approval & on-boarding process
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Next Steps

- Contract addendum signature
 - Exact destination countries to be agreed with Maserati
 - Begin pilot shipments
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Considerations

- Ensure full customer adherence to our current capabilities
- Maserati pushing us to expand our DG capabilities to cover their key markets globally
- Pipeline customers awaiting confirmation of successful pilot & DG capability expansion



Your Endorsement

- Pipeline customers: Husqvarna, MOPAR
- Not only the automotive sector would benefit, also Life Sciences
- After Europe is established, explore global expansion on TDI network

Any Questions?

