

Capital Markets Day 2010

Hermann Ude, CEO GLOBAL FORWARDING, FREIGHT
Frankfurt, 23 November 2010

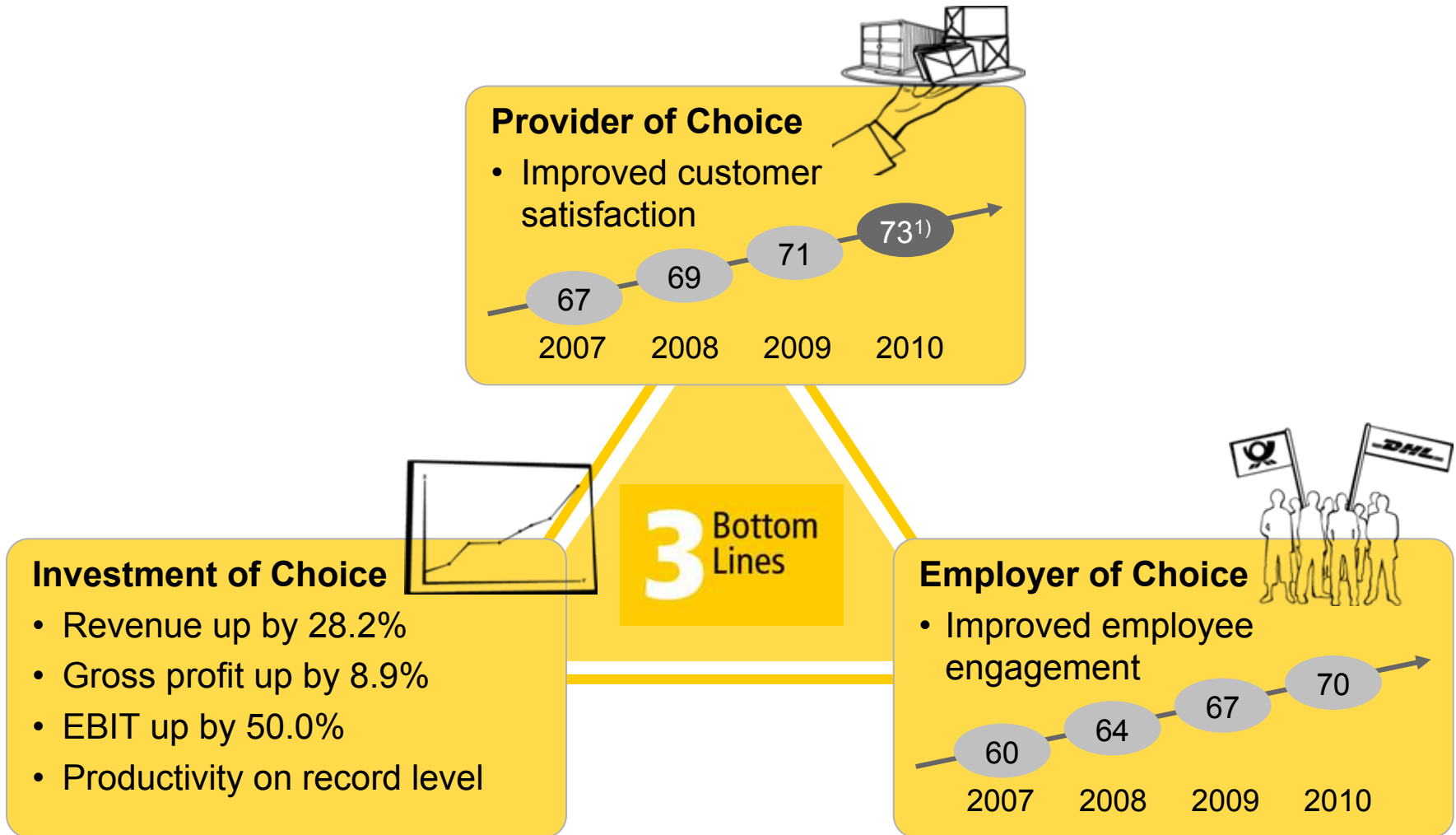
AGENDA

Where do we come from

Where do we go from here

Wrap-up

IMPROVEMENT ALONG ALL BOTTOM LINES



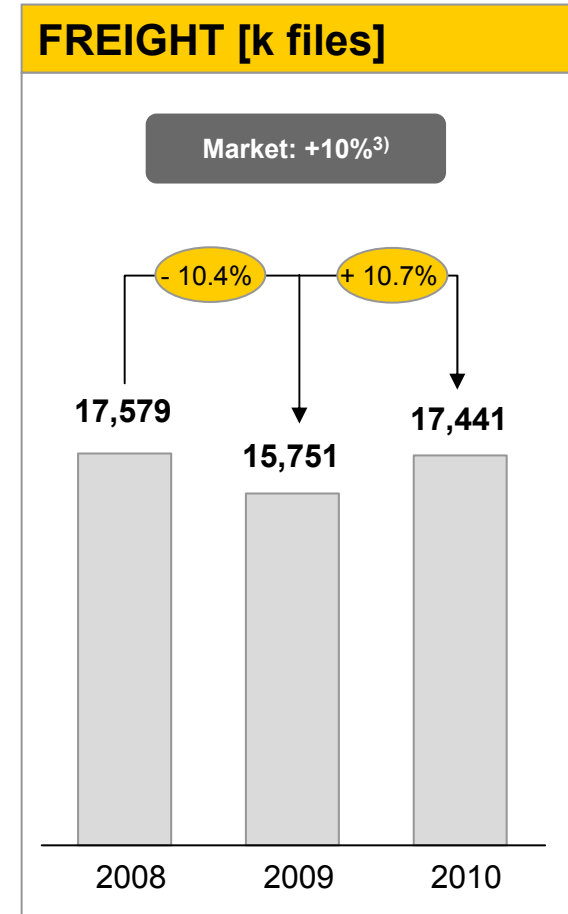
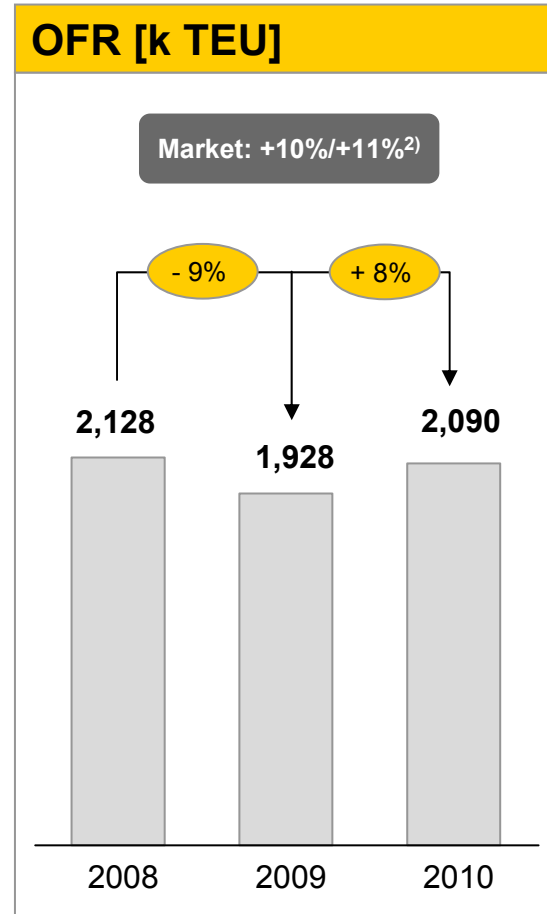
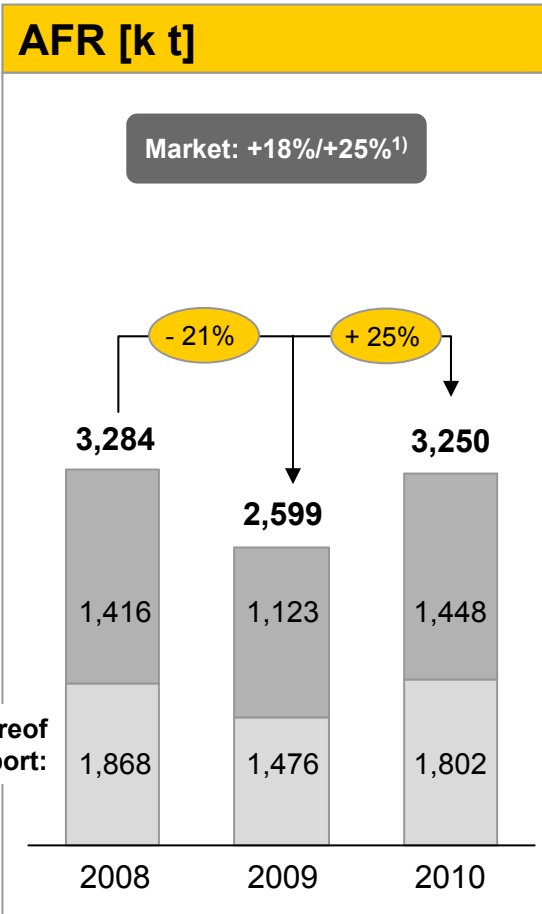
1) Target – survey currently ongoing

IMPROVING FINANCIAL RESULTS

€ m	Q3/2009	Q3/2010	Δ	Organic
Revenue	2,735	3,715	+35.8%	+27.8%
EBIT				
• Reported	55	100	+81.8%	
• Underlying	76	102	+34.2%	
• Operating cash flow	105	98	-6.7%	
• CapEx	20	31	+55.0%	
€ m	YTD 2009	YTD 2010	Δ	Organic
Revenue	8,145	10,443	+28.2%	+22.0%
EBIT				
• Reported	168	252	+50.0%	
• Underlying	205	258	+25.9%	
• Operating cash flow	510	103	-79.8%	
• CapEx	56	68	+21.4%	

VOLUMES ARE ON PRE-CRISIS LEVELS

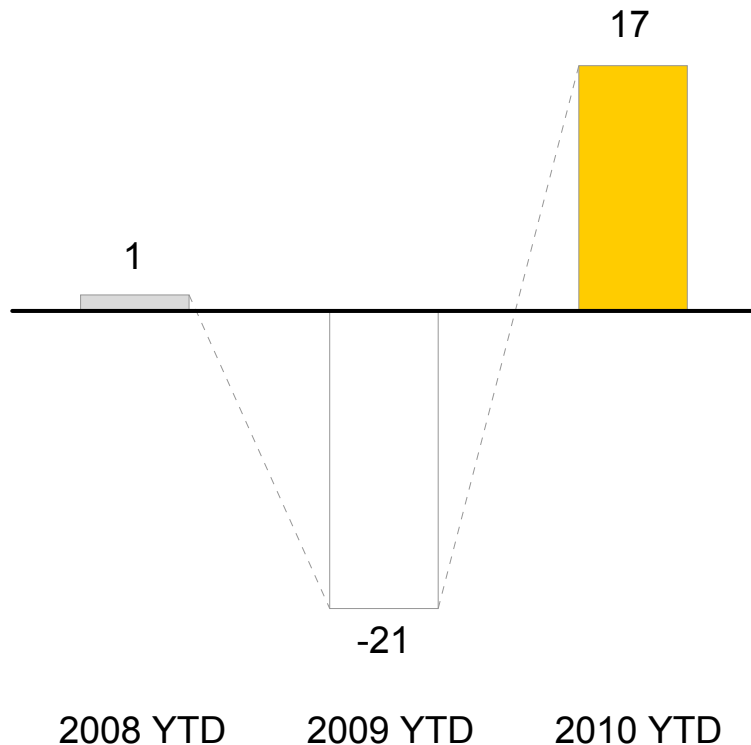
September YTD figures



1) Competitor estimates/IATA 2) Drewry/competitor estimates 3) Competitor estimates

FREIGHT HAS ACHIEVED A TURNAROUND

m€, reported EBIT September YTD figures



Major achievements

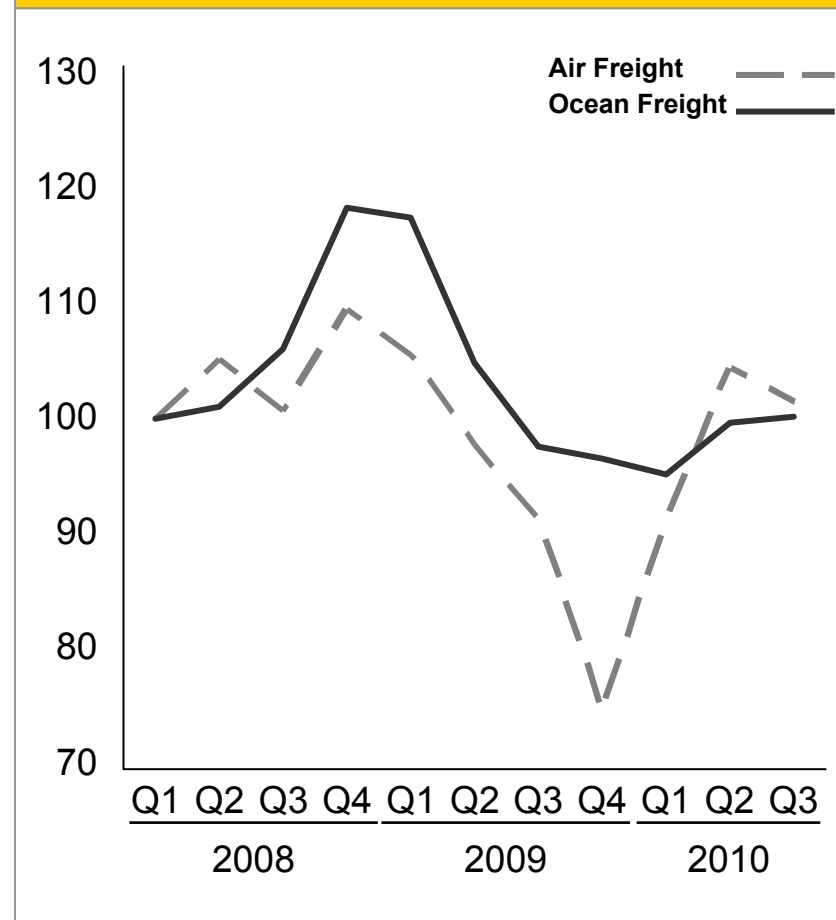
- Successful country turnarounds in
 - UK, incl. sale of Container business end of 2009
 - Ireland
 - Finland
 - Norway
- Overall file productivity up by 12% vs. 2009
- New FTL operating model in implementation
- New/upgraded services: Cold Chain, High Value, LTL service upgrade
- Extended geographic coverage of int'l network: Middle East, North Africa

SIGNIFICANTLY IMPROVED GROSS PROFIT AND MARGINS BACK ON 2008 LEVELS

Gross Profit [€ m]

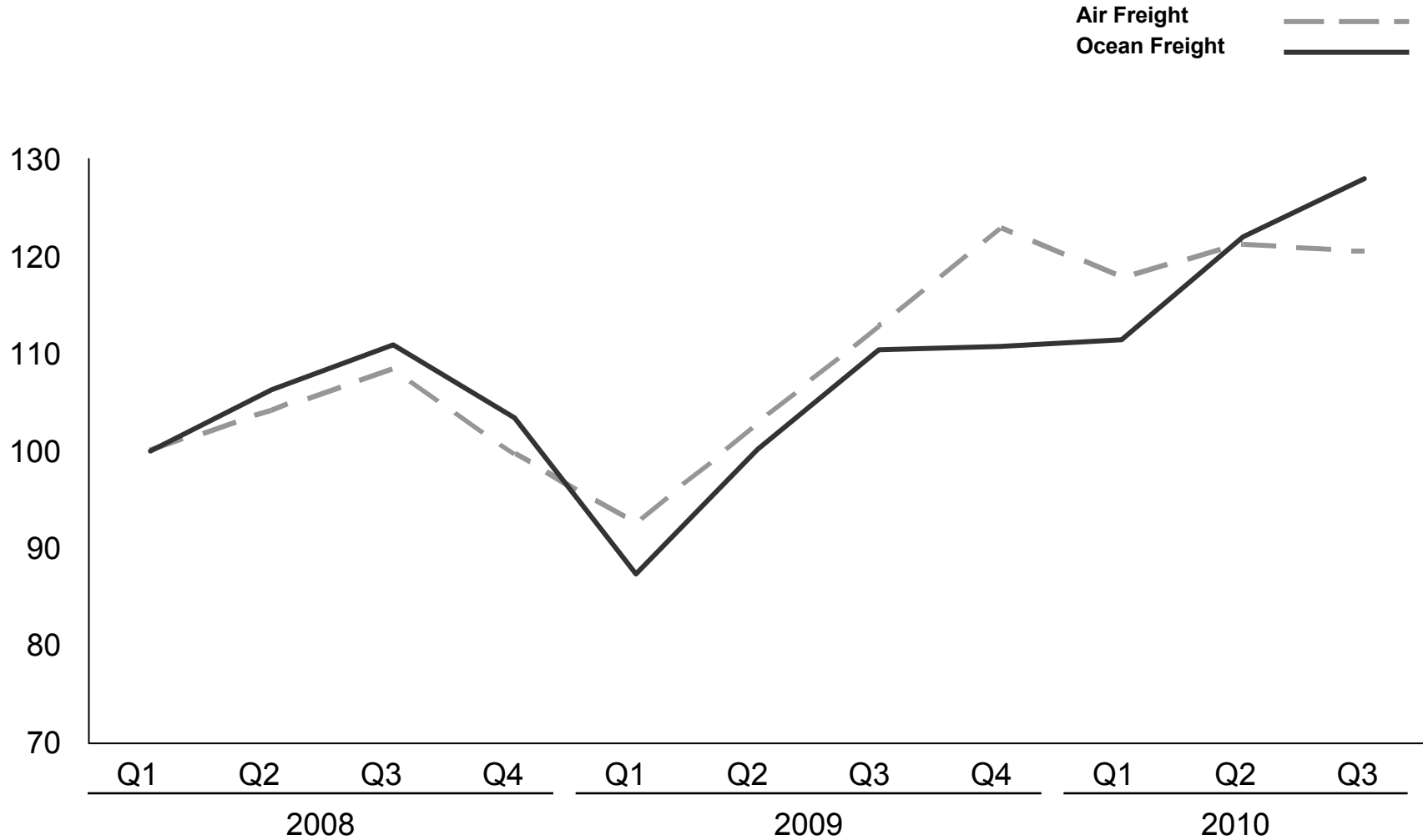
	<u>Air Freight</u>	<u>Ocean Freight</u>	<u>Others</u>
YTD			
2009	656	386	438
2010	746	419	502
Δ	+13.7%	+8.5%	+14.6%
Q3/2010			
2009	219	130	142
2010	258	153	170
Δ	+17.8%	+17.7%	+19.7%

Gross Profit per file [Q1 2008 = 100%]



OPERATIONAL PRODUCTIVITY ON ALL TIME HIGH LEVELS

Files/Operational FTE, Q1 2008 = 100%



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GLOBAL FORWARDING, FREIGHT VISION

1 Global Forwarding builds end-to-end solutions ...

- Globally all modes and combinations (Air, Sea, Road & Rail)
- Value added services and innovation
- Always asset light

2 ... simplifying services tailored to customer needs ...

- Differentiated sector approach
- Modular service portfolio allowing flexible combinations
- Sustainable solutions

3 ... and based on reliable and highly efficient processes.

- Modularized processes and KPI driven measurement
- Continuous improvement methodology
- Strong technology support

4 We leverage our unique scale ...

- Global trade lane management
- Best price and access for our customers

5 ... and are a qualified and entrepreneurial team based on respect and trust.

- Excellent skill building and one of a kind development opportunities
- Worldwide team of entrepreneurs that trusts, respects and supports each other

1 END-TO-END SOLUTIONS – CUSTOMER EXAMPLE HUAWEI

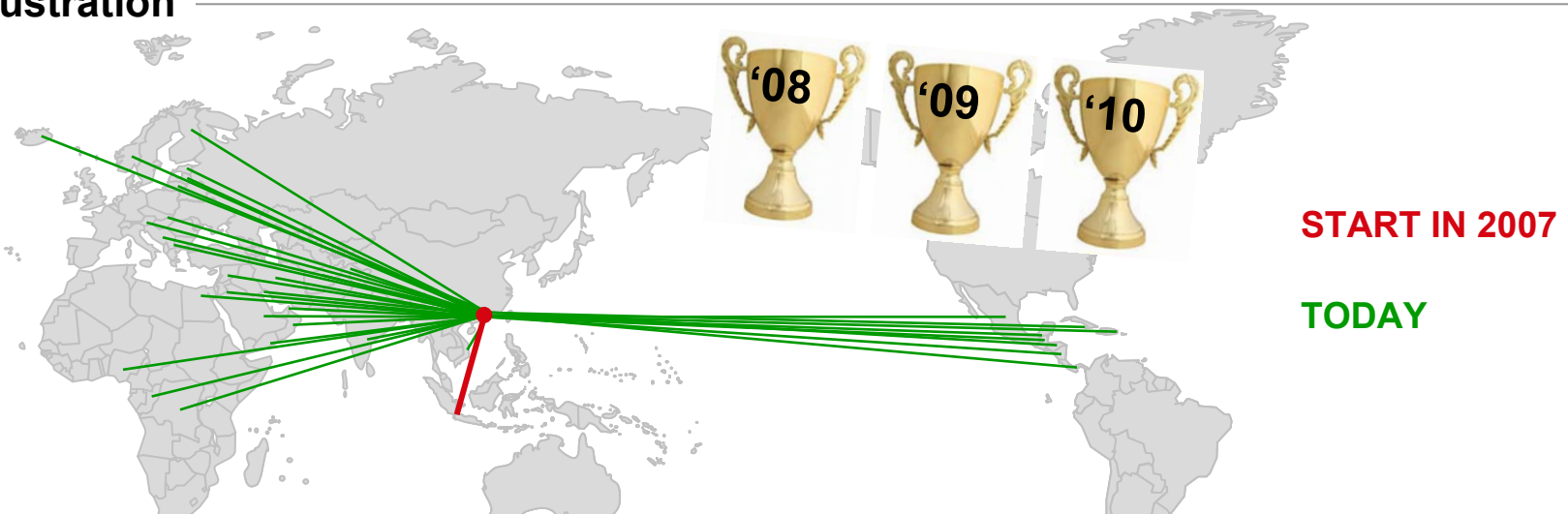


- Very successful, fast growing Chinese provider of mobile communication equipment
- Focus on R&D, production and sales
- Need for strong logistic backbone to capture revenue potential in developing countries



- End-to-end logistic services ex China factory to multiple destinations/customer sites
- Commitment of end customer lead time requirements
- Roll out to 40 countries around the world

Illustration



2 SIMPLIFYING SERVICES – CUSTOMER EXAMPLE AIRBUS



- Complex sourcing structure, e.g.,
 - several specialized vendors
 - various locations spread globally
 - long lead times
 - volatile transit time requirements
 - volatile volumes



- Strategic transport management for Airbus along “extended” supply chain
- Ensured flexibility and committed savings
- Win-win situation due to split of savings
- 2009: committed + additional savings 16.7%
- 2010: committed savings 15.3%

Key facts



- 27 dedicated DHL employees
- 200,000 shipments annually – from parcels to full loads, all modes of transport
- > 400 active vendors across the globe
- ~ 30 Airbus ship sites
- 19 strategic carriers (with signed contract) covering 98% of the business

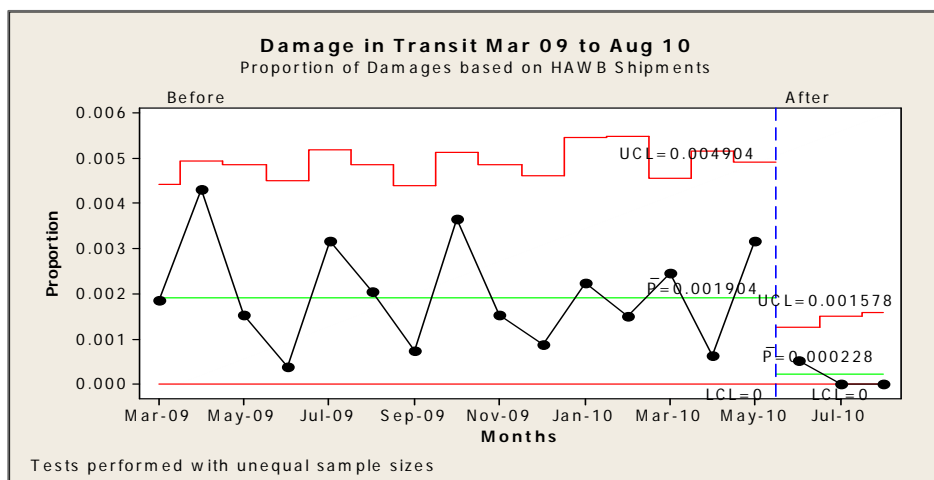


- Persistent incidents due to damaged cargo (0.19% of shipments globally)
- Impact on AMD order fulfillment, cost and end customer satisfaction



- Joint First Choice project with AMD and DHL employees using 6- σ methodology
- Significant increase in reliability through improved preventive measures
- Damaged cargo KPI down to 0,00%
- Savings through minimized terminal handling

Illustration



AMD Global Logistics Management Team & DHL Customer Management & First Choice Global Senior Advisor

LEVERAGING OUR UNIQUE SCALE

MARKET LEADING DEDICATED LCL NETWORK

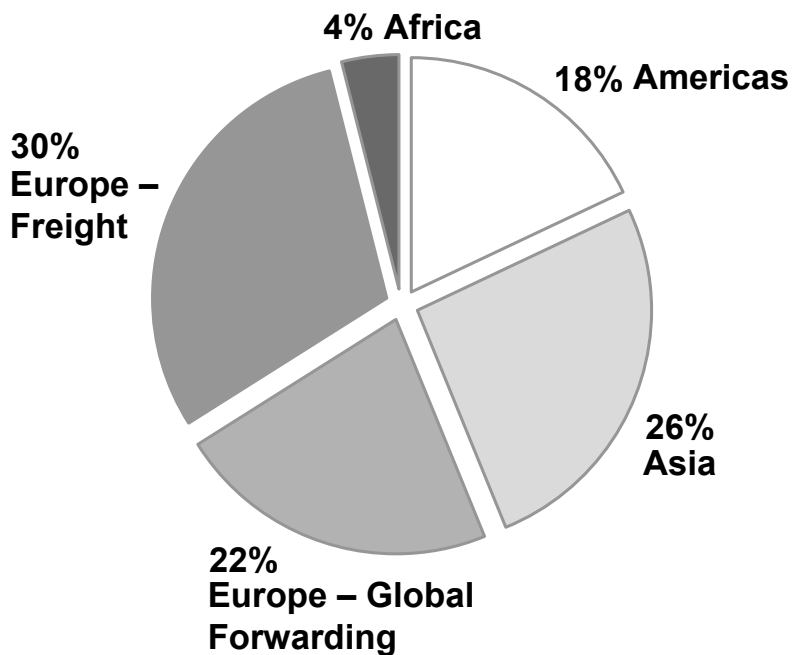
- 6 Multinational Gateways (Antwerp, Bremen, Koper, Singapore, Hong Kong and Colombo)
- 50 National Gateways

- 45,000 point pairs / system connections
- 1,000 routes weekly
- 2,000,000 cbm

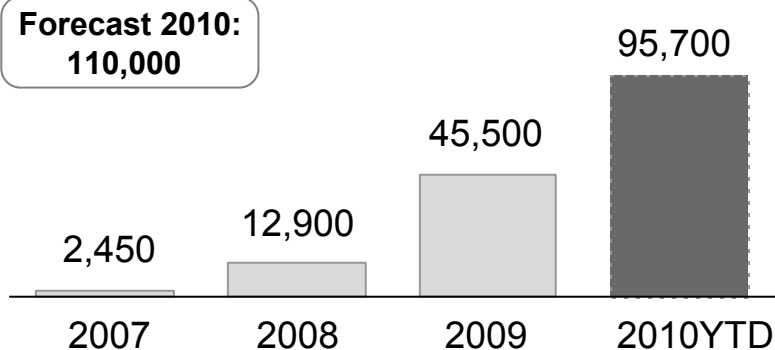


● Multi-national Gateways (MNGW) ▲ National Gateways (NGW) ● Destination Stations

Regional Split of Employees



E-learnings conducted @ GFF¹⁾



6-σ closed initiatives @ GFF²⁾



**73 initiatives
jointly run with
customer**

1) # of closed e-learning courses; 2) # of closed initiatives

MARKET EXPECTATIONS

Air Freight



- International air freight capacity stable but tight on selected lanes
- Market expected to remain relatively strong through 2010 although growth likely to moderate as of Q4 and beginning of 2011 with tougher comparables

Ocean Freight



- 2010 full year expectation is about 8 – 10% growth versus 2009 in controlled / uncontrolled combined overall
- In Q4 and quarters beyond demand growth expected to be lower with tougher comparables, capacity tightly managed by carriers

Road Freight



- 2010 full year expectation on volume growth >10%. Growth rate likely to weaken in 2011, but still on a satisfactory level
- Current capacity shortage in a number of key markets, esp. Germany and Eastern Europe
- Increased freight rates creating pressure on GP margin, but also leading to a recovery of market prices

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WHY WE WILL CONTINUE TO PERFORM

- **We are market leader in our industry**
- **We are the experts for certain industries**
- **We have a second to none global footprint**
- **We can accompany clients through major transformations**
- **We have the right management team**
- **We have engaged 6- σ trained employees**
- **We invest heavily into IT capabilities and innovation**
- **We have a sustainable shareholder structure – which helps in our market**