



DHL Express Europe: Turning Vision into reality

Peter E. Kruse, CEO DHL

- Introduction to DHL Express Europe
- 2003 review
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DHL Express Europe's strong heritage

Deutsche Post 

EURO EXPRESS

No. 1 in European
B2B parcels

DANZAS

EURO CARGO

No. 1 in European road
transport (FTL/LTL)

DHL
WORLDWIDE EXPRESS

No. 1 in European next day
air express

No. 1 in



Express & Logistics in
Europe

DHL Express Europe's key figures in 2002

Revenue	12 Billion EUR
Volumes	> 1 Billion shipments > 40 Million tons freight
Customers	> 1 Million customers
Employees	90,000



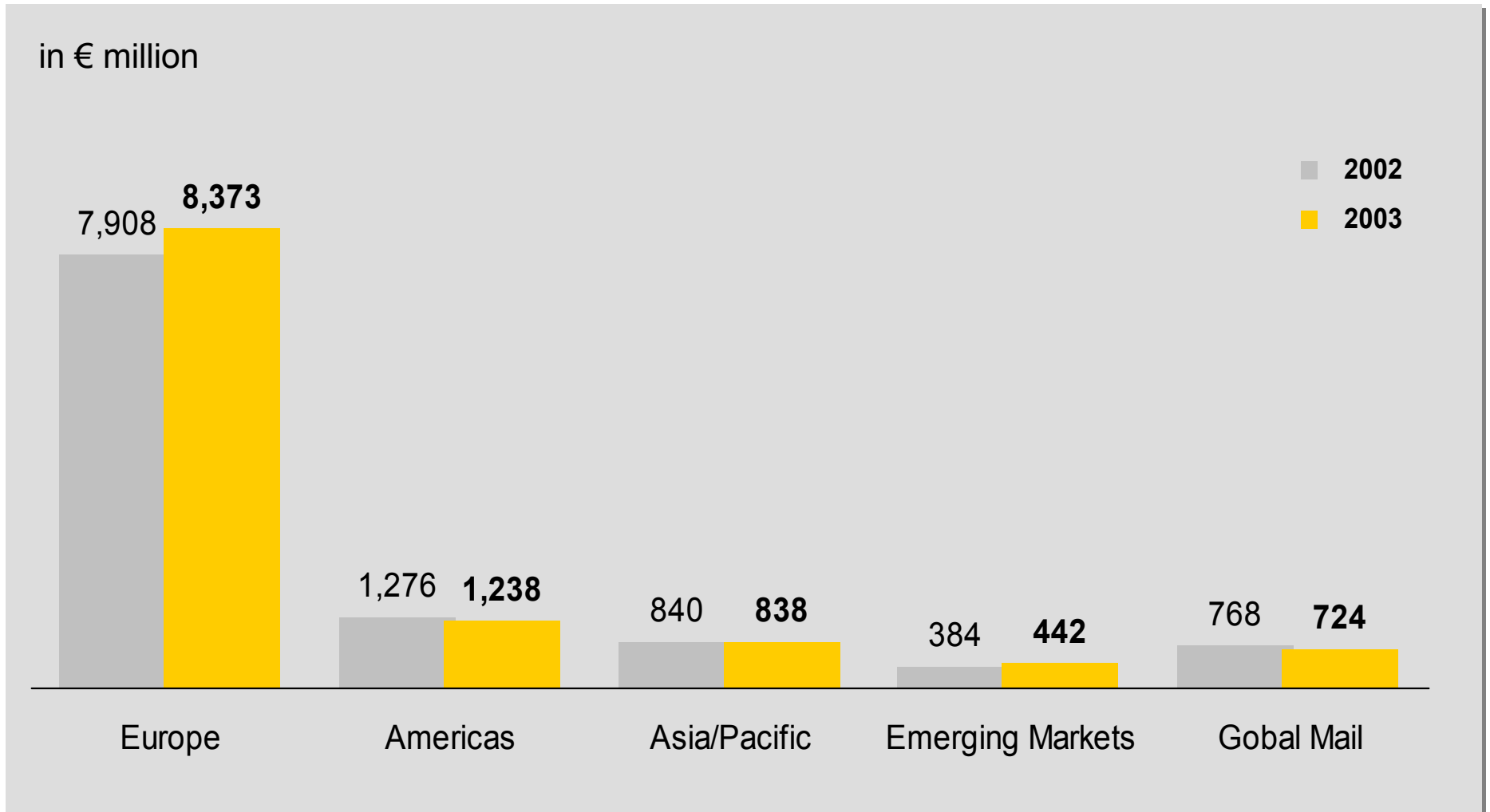
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Key Group figures for the period from Jan.-Sept. 2003

in € million

	MAIL	EXPRESS	LOGISTICS	FINANCIAL SERVICES	Recon-ciliation	Total
Revenue (gross)						
2002	8,809	11,056	4,148	6,491	-1,693	28,811
2003	8,639	11,513	4,309	6,131	-1,689	28,903
Change %	-1.9	4.1	3.9	-5.5	-	0.3
EBITA						
2002	1,644	112	116	449	-180	2,141
2003	1,528	183	135	361	-168	2,039
Change in %	-7.1	63.4	16.4	-19.6	-	-4.8

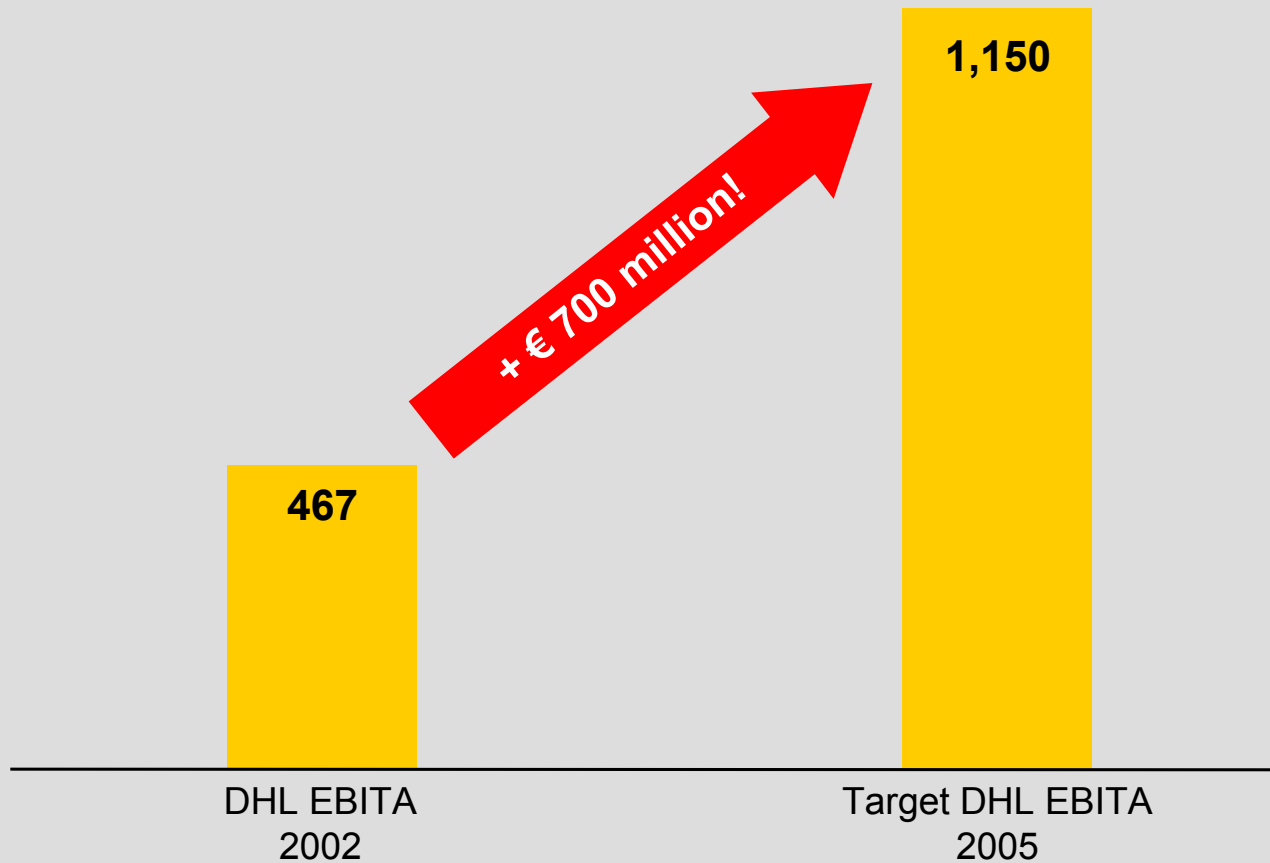
DHL Express revenues for the period from Jan.-Sept. 2003



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DHL EBITA growth target until 2005

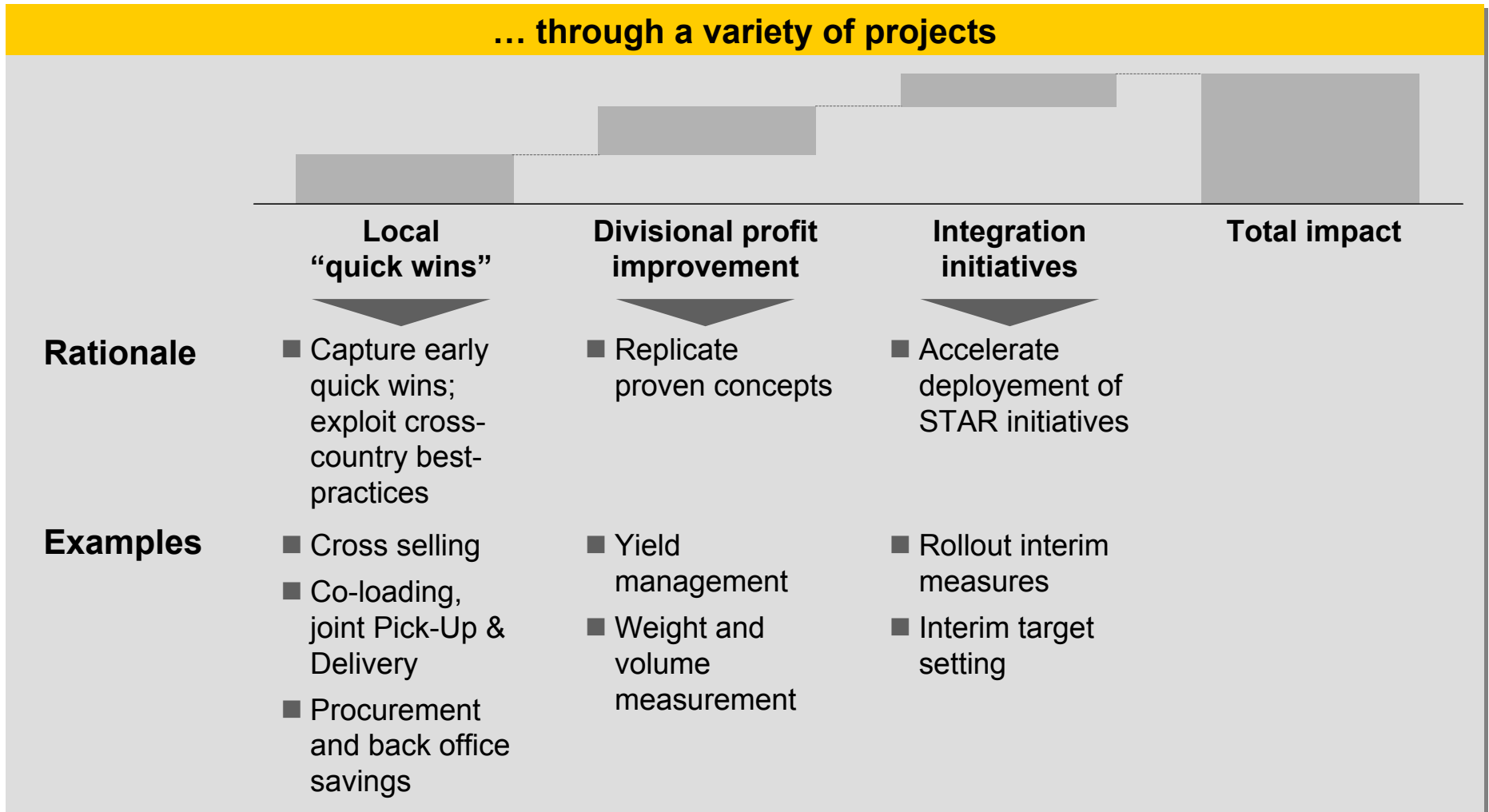
in € million



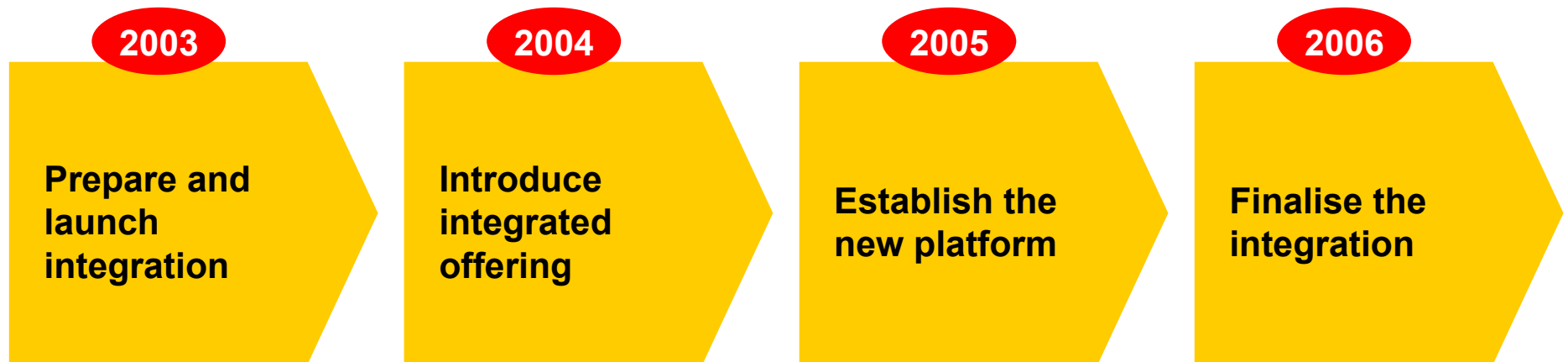
DHL will achieve its financial goals...

SCHEMATIC

... through a variety of projects



Phases of DHL's integration



2003 – Prepare and launch integration

Short-term impact initiatives

Country “quick wins”

DHL rebranding

Organizational redesign

Procurement synergies

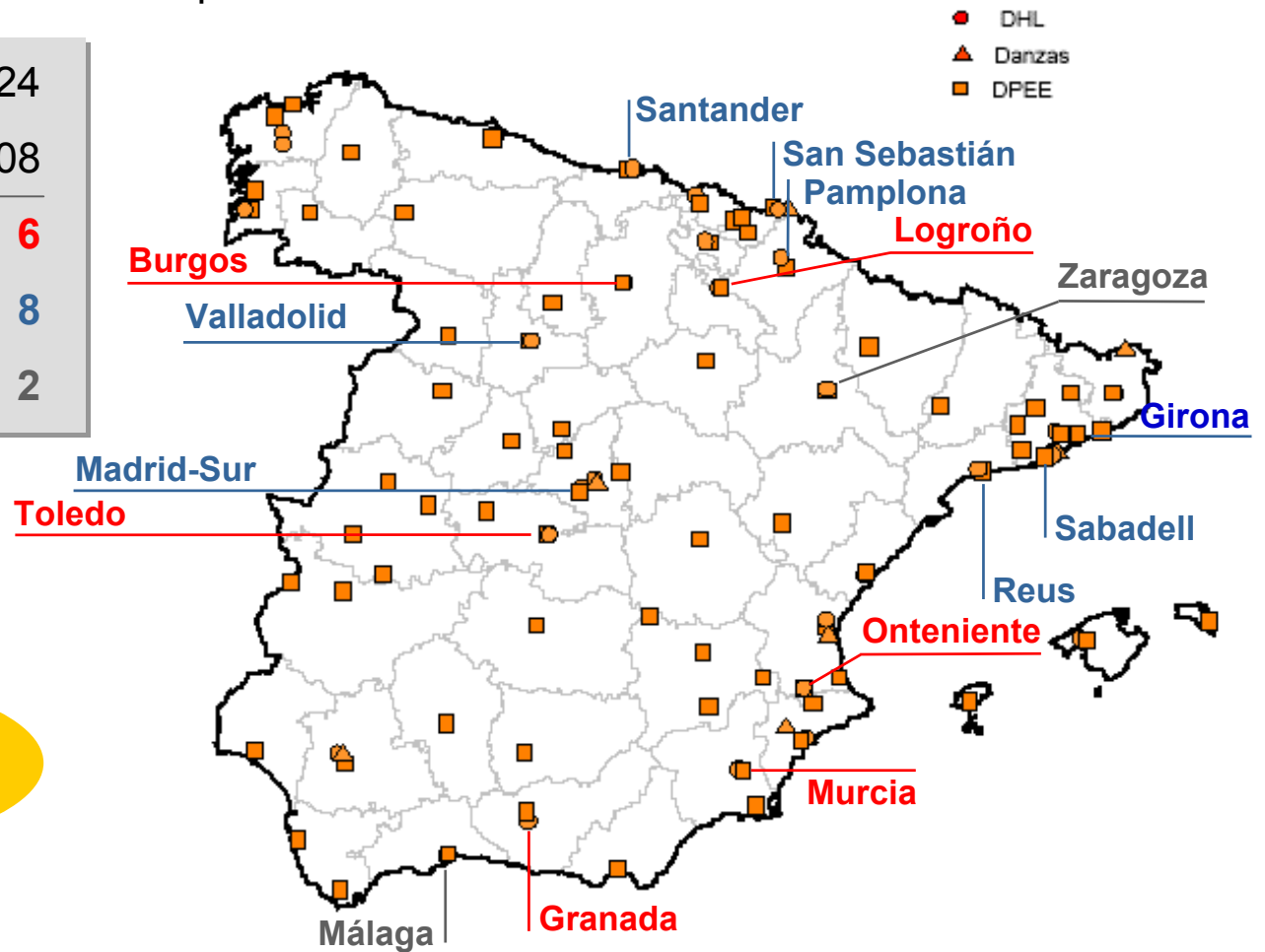
Top line growth program



2003 – Prepare and launch integration

Example: Terminal consolidation in Spain

N° facilities 2002:	124
Planned N° facilities:	108
Closed Facilities:	6
Joined Facilities	8
New Integrated Facilities	2



Additional 26 depots with joined Pick up and Delivery

From Vision to reality



2003 – Prepare and launch integration

Example: DHL rebranding

More than 70% of vehicles in Europe have been rebranded



2004 – Introduce integrated offering

Marketing & Sales key initiatives

Harmonised product portfolio

Sales force harmonisation

Customer service harmonisation

Customer automation systems



2005 – Establish the new platform

Network & Operations key initiatives

Network and Operations Platform Redesign

New Production System

European Carrier Organization

Pick-up and Delivery Network Redesign

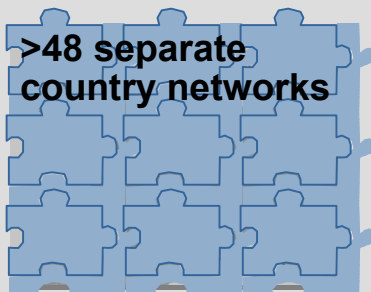
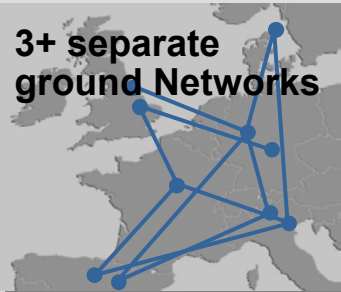
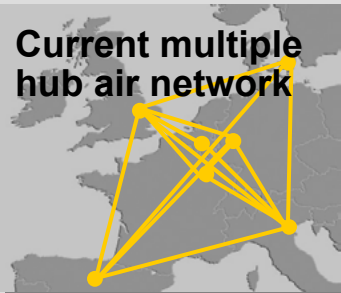
Harmonised labelling



2005 – Establish the new platform

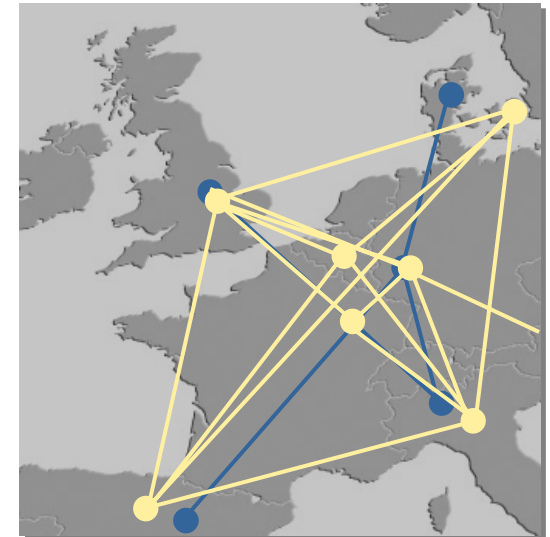
Example: Network & Operations Platform Redesign

ILLUSTRATIVE



- European air network configuration
- Integrated Europe-wide ground network
- Integrated country networks & operations platform

DHL Express Europe integrated network



2005 – Establish the new platform

Information Services key initiatives

Support all major integration projects

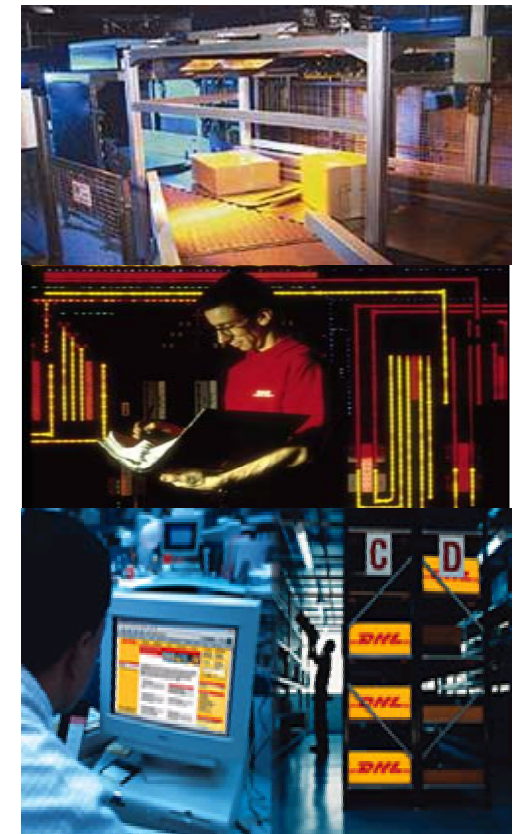
New Production System

Customer Automation Systems

Track & Trace

Shared Data Centre Services

Achieve significant cost reductions



2005 – Establish the new platform

Finance & Administration key initiatives

Financial Shared Services

New Billing System

One management reporting system

New European financial KPI system



2005 – Establish the new platform

Human Resources key initiatives

Common policies and processes

Support integration and change

Build talent



2006 – Finalize the integration

Finalize country deployment of initiatives

Integration of domestic linehauls & terminals

Move into business re-engineering mode



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