

NON-FINANCIAL PERFORMANCE INDICATORS

EMPLOYEES

Decrease in number of employees

Our employees, working in over 220 countries and territories, represent the success of Deutsche Post DHL. As at 31 December 2009, we employed 424,686 full-time equivalents, 5.9% fewer than in the previous year. The decrease was primarily due to our restructuring activities in the wake of the recession and resulted in a decline in staff costs of 7.4% to €17,021 million (previous year: €18,389 million).

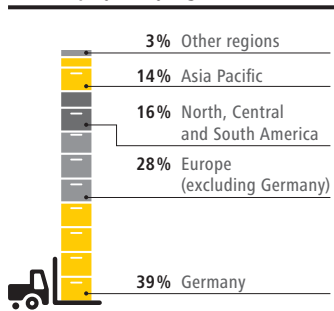
A.55 Number of employees (continuing operations)

	2008	2009	+/- %
At year-end			
Headcount ¹⁾	512,536	477,280	-6.9
Full-time equivalents²⁾	451,515	424,686	-5.9
of which MAIL	142,674	143,042	0.3
EXPRESS	108,275	96,520	-10.9
GLOBAL FORWARDING, FREIGHT	41,499	38,859	-6.4
SUPPLY CHAIN	143,786	132,367	-7.9
Corporate Center/Other	15,281	13,898	-9.0
of which Germany	167,816	166,880	-0.6
Europe (excluding Germany)	136,649	120,074	-12.1
Americas	78,212	66,833	-14.5
Asia Pacific	55,182	57,897	4.9
Other regions	13,656	13,002	-4.8
Average for the year			
Headcount	511,292	488,518	-4.5
of which hourly workers and salaried employees	456,149	435,072	-4.6
Civil servants	51,304	49,691	-3.1
Trainees	3,839	3,755	-2.2
Full-time equivalents	456,716	436,651	-4.4

1) Including trainees. 2) Excluding trainees.

In the MAIL division, the number of employees grew by 0.3% to 143,042. The increase was due to our employing additional temporary workers in order to reduce overtime amongst our core staff and the associated costs. Civil servants seconded to public authorities are now also included in the figure. These two factors more than offset the decrease that resulted from additional productivity increases and the reorganisation of our retail outlet network.

Compared with the previous year, the number of employees in the EXPRESS division fell by 10.9% to 96,520. This was primarily related to the restructuring of our US business. In addition, we were forced to reduce the number of employees as a consequence of the recession, particularly in Europe. In Asia, new employees joined the Group as a result of an acquisition in China.

A.56 Employees by region, 2009¹⁾

¹⁾ Full-time equivalents as at 31 December.

In the GLOBAL FORWARDING, FREIGHT division, the number of full-time equivalents dropped by 6.4% to 38,859. The SUPPLY CHAIN division improved its competitive position by reducing the number of employees by 7.9% to 132,367.

In the Corporate Center/Other segment, staff levels continued to decline, dropping by 9.0% to 13,898. Our cost reduction programme is beginning to take effect, particularly in the indirect functions such as IT and accounting.

The majority of our employees work in Germany, where the workforce has remained stable. In the rest of Europe, the Americas and the remaining regions, staff levels have declined because of the economy and the reorganisation of our US express business. In Asia, the number of employees has increased as a result of an acquisition.

Our aspiration: to be the most attractive employer in our sector

Having dedicated, skilled employees is crucial to the success of Deutsche Post DHL. For this reason, we want to be regarded as a preferred employer wherever we operate. Our new human resources organisation, which we introduced in the middle of the year, will allow us to meet the Group's requirements even more effectively. We have defined five cornerstones for our efforts in human resources: to establish a leadership culture based on our principle of Respect and Results; to motivate our employees even more; to strengthen co-operation within the Group; to promote the growth of our business; and to increase the efficiency of our human resources processes by finding simplifying and sustainable solutions.

Important step: wage agreement reached

On 30 October 2009, we reached agreement with the Verdi trade union on extensive measures to relieve our cost burden and secure the jobs of the approximately 130,000 employees of Deutsche Post AG. According to the agreement, there will be no pay increases in 2010 or 2011. We have also reduced paid breaks during night shifts, suspended payment of overtime premiums and agreed upon additional cost-cutting measures. In return, layoffs have been ruled out until the end of 2011, extending the previous agreement by another six months and securing jobs.

A.57 Illness rate¹⁾

¹⁾ According to a survey of organisational units in Germany.

A healthy and safe workplace

The health and safety of our employees is of great importance to us. To ensure this, we have put a Group-wide system into place, which includes, for example, our Corporate Health Award, with which we recognise exemplary health initiatives each year. In 2009 – as in 2008 – our corporate health management system was awarded the German Corporate Health Award by the European Commission and the *BKK Bundesverband* (German federal association of company health insurance funds). Thanks to our thorough preparations for a potential flu pandemic, we have minimised the risk of our employees contracting the influenza A (H1N1) virus ("swine flu"). At 6.9%, the illness rate in Germany remains at a low level (previous year: 6.6%).

We expanded our Group-wide network of occupational safety experts. Some 200 specialists in 61 countries are able to share their experiences and discuss proven methods and products via an intranet platform. In the year under review, the certification of our occupational health and safety organisation's quality management system was renewed.

A.58 Occupational safety¹⁾

	2008	2009 ³⁾
Number of workplace accidents ²⁾	11,987	12,954
Accident rate (number of accidents per 1,000 employees per year)	66	71
Number of working days lost due to accidents (in calendar year)	255,590	273,978
Working days lost per accident	21.3	21.2
Number of workplace-related deaths ⁴⁾	2	1

1) Includes employees of Deutsche Post AG.
 2) If at least one working day is lost; including accidents on the way to the workplace.
 3) As at 5 February 2010, since accidents on the way to the workplace may also be reported after the balance sheet date.
 4) Excluding accidents on the way to the workplace.

Our future – the young generation

By training young people, we not only secure our future cadres of qualified specialists, we also make a key contribution to society. In 2009, we took on approximately 1,600 trainees and college students in Germany. Our more than 20 traineeships range from courier, express and postal services to air traffic specialists and studies at *Duale Hochschulen* (German universities of co-operative education). We hired nearly 70% of eligible trainees, thus substantially exceeding the figure of 30% of trainees in the classes of 2007 to 2009 stipulated in the training pact made with Verdi.

We foster particularly capable trainees in our top trainee programme. This guarantees the top 5% of all our trainees in Germany (approximately 3,600) a permanent job after successfully completing the programme, which adds incentive for trainees to do their best.

Perspektive Gelb is our programme to give a chance to young people who might not otherwise be offered a traineeship. In 2009, we took on nearly 90% of the 212 participants in the class of 2008, and we offered another 300 openings.

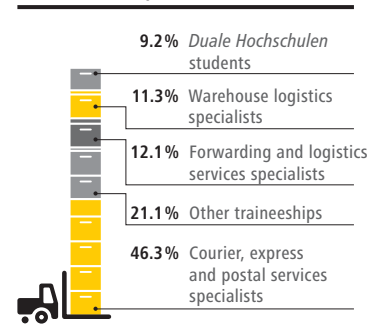
As part of our Group-wide Graduate Opportunities Worldwide (GrOW) programme, we hired 31 university graduates in 2009.

Attracting applicants and offering online professional development

We take advantage of the latest technologies to attract and develop people. Our online career portal was again ranked amongst the top three in Germany and in Europe in the Top Employer Web Benchmark 2009 put out by Potentialpark Communications, a market research institute. Each year, we advertise more than 12,000 jobs online. Our online simulator – part of our Discover Logistics initiative – has received a lot of attention. A total of 8,500 participants from 122 countries have signed up for it. This initiative has enabled us to spark the interest of qualified young talent in our sector.

Our online training platform mylearningworld.net is an important part of our education and development concept. 50,000 employees around the world are currently taking advantage of the more than 2,000 courses we offer. In 2009, we introduced language training to the platform. The DHL Freight Forwarding Academy is intended for staff members at the GLOBAL FORWARDING, FREIGHT division. Our employees completed more than 48,000 online courses in 2009 – three times as many as in the previous year. We plan to expand both of these opportunities in 2010.

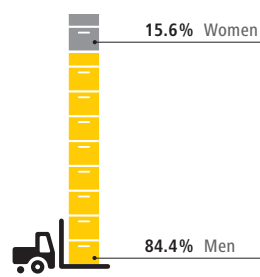
A.59 Traineeships^{1),2)}



1) All organisational units in Germany.
 2) Number of trainees, annual average: 3,755.



A.60 Gender distribution in top management¹⁾



¹⁾ Based on first and second-level executives.

→ Corporate strategy, page 25 f.

Fostering young talent

We make a special effort to foster qualified and dedicated young talent in order to fill management positions from our own ranks. Our internal placement rate rose to 89.9% in the reporting year, up from 86.9% in the previous year. This rate is based on the grades B to F in our internal performance evaluation system. We offer selected young talent the chance to earn an MBA degree from external business schools alongside their employment. Our programmes, such as Women in Leadership and International Mentoring Programme, foster young female talent in particular. In our International Business Leadership Programme, 100 executives worked on business strategies and enhanced their leadership qualities during the year under review.

We encourage our employees to gather experience in different divisions. In this way, we intend to improve co-operation within the Group as stated in our corporate strategy. In 2009, 19.1% of internal job placements involving top executives were cross-divisional. Our goal is for every second executive at the top two management levels to take advantage of this opportunity to expand their expertise by 2015.

Creating performance incentives

Our new variable incentive and share matching scheme for executives creates substantial leverage for bolstering the performance of our organisation in the long term. It focuses incentives on Group performance, makes executive remuneration more performance based and honours outstanding achievements. We also provide our executives with company shares, thus enabling them to have a direct stake in the success of our company.

Living diversity

The motto of our corporate culture – Living Diversity – is anchored in the Group's code of conduct and is specifically promoted as part of diversity management. Our human resources policy has been repeatedly awarded the rating of TOTAL E-QUALITY by the association of the same name, which aims to ensure that equal opportunity for women and men is incorporated firmly into the business world. One of our goals is for people with a disability to enjoy equal treatment in terms of being able to take part in working life. At Deutsche Post AG, the average annual employment rate is 7.5% of people with a disability (as at 25 January 2010), well above the national average in the German private sector.

Demographic change is putting the spotlight on older workers. Since we know that ageing populations will affect the Group's employment structure in many countries, we are currently identifying areas for potential action and initiating suitable measures. Another of our goals is to offer all employees a discrimination-free work environment, regardless of their sexual orientation or sexual identification.

A.61 Work-life balance¹⁾

Headcount	2008	2009
State-regulated parental leave	2,721	2,302
Unpaid holiday for family reasons	2,673	2,559
Part-time employees	71,934	67,010 ²⁾
Share of part-time employees (%)	40.0	38.4

¹⁾ Includes employees of Deutsche Post AG.

²⁾ Excluding employees in partial retirement in the release phase.

Our employees' opinions matter to us

We aim to be the first choice for our customers, our employees and our shareholders. To achieve this, we need to know what our employees think of us and where we can make improvements. In September, we conducted our third Group-wide employee opinion survey for this purpose. The response rate remained stable at 76%. In light of the persistent economic crisis, we were pleased to find that 68% of all those surveyed were satisfied with their jobs (previous year: 65%). The figures for our customer promise (70%) and co-operation (72%) were also high. We continue to see room for improvement in the areas of employee survey follow-up measures (45%), communication (56%) and strategy (56%). Based on the results of the survey, we are developing measures to be implemented jointly by executives and staff.

Our executives also rely heavily on our "360-degree feedback". During the year under review, all senior-level executives allowed themselves to be rated anonymously by their superiors, colleagues and staff. We then established rules of conduct for treating each other with respect based on our principle of Respect and Results.

Employee ideas provide added value

In the reporting period, Group employees again submitted many suggestions for streamlining workflows, reducing repair and energy costs, and improving environmental protection, the latter being once again a main focal point. As part of the Save Fuel Idea 2009 competition, employees came up with nearly 7,000 ideas for reducing fuel consumption. In 2010, we would like to integrate our idea management programme even more firmly in our global Group.

A.62 Idea management

		2008	2009
Savings per employee	€	499.98	550.24
Suggestions for improvements	number	218,711	226,993
Accepted suggestions for improvements	number	162,471	178,303
Benefit	€m	265.0	262.6
Cost ¹⁾	€m	12.5	12.0

¹⁾ Based in part on estimates.

CORPORATE RESPONSIBILITY

Living responsibility

As the largest company in our industry, we take our environmental and social responsibility seriously. This is why we have chosen Living Responsibility as our motto, which embodies our many initiatives in the areas of environmental protection, disaster management and education that are designed to increase our employees' motivation and their identification with the company as well as to make the Group more well-known and respected and to improve its competitive position.

GoGreen – protecting the environment

Our GoGreen programme was developed to establish a systematic approach to achieving our climate protection target. By 2020, we want to improve our carbon efficiency by 30% in comparison with 2007. This also includes emissions generated by the transport services of our sub-contractors, which make up approximately 80% of the Group's total carbon footprint. We are the first globally operating company in our sector to have set a measurable climate protection target. Improving carbon efficiency will also minimise our dependency on limited fossil fuels, reduce cost risks associated with energy and fuels and prepare the Group for a future in which CO₂ emissions will increasingly be subject to pricing.

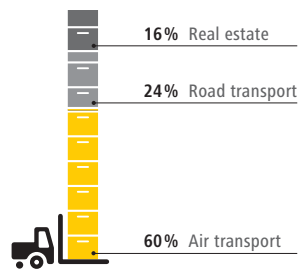
We determine and calculate our carbon emissions based on the internationally recognised Greenhouse Gas Protocol (GHG Protocol), which distinguishes between direct emissions from sources owned or controlled by an entity (Scope 1) and indirect emissions resulting from the consumption of purchased energy (Scope 2).

In the year under review, our Scope 1 and Scope 2 carbon emissions were approximately 5.6 million tonnes (previous year, according to the Sustainability Report 2009, as at April 2009: approximately 6.7 million tonnes). These emissions resulted from our direct use of roughly 520 million litres of fuel (diesel, petrol etc.) and some 1,300 million litres of kerosene. Furthermore, our facilities consumed approximately 3,500 million kilowatt hours of energy (electricity, natural gas etc.).

The decline in emissions was a product of CO₂ reduction and efficiency measures as well as the economic crisis. We also improved the quality of CO₂ data, which we now record via our financial system. Carbon emissions from sub-contracted transport services will be detailed in the next Corporate Responsibility Report, which will also include a statement on our carbon efficiency in 2009.

A.63 CO₂ emissions, 2009

Total: around 5.6 million tonnes¹⁾



¹⁾ Scopes 1 and 2.

The GoGreen programme's five action areas

GoGreen is basically the Group's umbrella programme for our environmental activities. The following examples show our progress in the reporting year in our five key areas:

- **Providing transparency.** Since 2009, we have been using our financial system to record data on our carbon emissions. We do this by linking Group-wide invoicing data with data on fuel and energy consumption. Carbon efficiency is already a key indicator in our strategic planning and is one of the criteria we use to make major investment decisions.
- **Increasing resource efficiency.** We are continuously improving the carbon efficiency of our fleet, buildings and networks. To this end, we test options in the area of aerodynamics, drive technology and fleet renewal, optimise our networks, route planning and capacity utilisation, and combine various means of transport. Our sub-contractors are an important key to this process. In 2009, we asked our road transport partners if they were willing and able to report on their carbon efficiency. Based on their response, we developed a survey for the first half of 2010 to help us improve our data quality in this area.
- **Mobilising employees.** A crucial factor in improving our carbon efficiency is the environmental awareness and resource conservation of our approximately 500,000 employees worldwide. In the 2009 Employee Opinion Survey, nearly 60% indicated that their team was making a contribution to saving energy at the workplace. One important measure is encouraging our drivers to drive more efficiently through training programmes, ideas competitions and campaigns.
- **Offering green solutions.** We offer our customers a growing portfolio of green solutions. Since 2009, these have also included international mail products. Mail and parcels sent GoGreen are carbon neutral because the emissions caused by their transport are offset by climate protection projects. We provided these services, for instance, in 2009 in our capacity as the official logistics partner of the UN Climate Change Conference in Copenhagen. In the field of logistics, we have implemented a transport concept together with Bosch and Siemens Hausgeräte GmbH that allows us to redirect each year some 13,000 TEU from roadways to railways.
- **Shaping the political agenda.** In order to protect the environment and the climate, a global political framework is needed that the industrial sector helps to shape and that it will be able to sustain. We have four main policy positions. 1. We support the introduction of a global framework for carbon pricing. 2. We are calling for the development of international, industry-driven standards for measuring carbon at an organisational, product and customer level. 3. We are calling on governments and institutions to incentivise investment in carbon-efficient solutions. 4. We are promoting research and development for more efficient transport solutions.

GoHelp – helping people

We take advantage of our logistics expertise and global presence to provide disaster relief together with strong partners. The partnership with the United Nations is an expression of our social commitment, which we support in numerous projects all over the world.

We work in close co-operation with the Office for the Co-ordination of Humanitarian Affairs (OCHA) to provide logistics support in the aftermath of natural disasters. To save lives, relief goods must be distributed quickly and properly. Our global network of Disaster Response Teams can be deployed within 72 hours to deliver help at airports free of charge. After the earthquake in Haiti in January 2010, our regional DHL Disaster Response Team was in place just two days after the disaster struck. In September 2009, we set up operations at airports in three different locations in Asia following the tropical storms in the Philippines, the Samoan tsunami and the Indonesian earthquake. In November 2009, we provided logistics advice to the local authorities in El Salvador to set up relief operations logistics after Hurricane Ida.

Together with the United Nations Development Programme (UNDP), we operate the programme GARD (Get Airports Ready for Disaster) to prepare local authorities and airport staff for emergency situations. In the year under review, we successfully completed two pilot projects in Indonesia. Further training in high-risk areas of Asia and Latin America are to follow.

Since 2006, we have been supporting the United Nations Children's Fund (UNICEF) in relief projects in Peru, Kenya and India. Our partnership focuses on child survival with an emphasis on healthcare, early child development, diet and hygiene initiatives. By the end of 2009, Deutsche Post DHL had collected sufficient donations equalling funding of 50,000 vaccinations, protecting children against deadly and preventable diseases such as tetanus, diphtheria and polio.

GoTeach – championing education

Education is the third focus area of our commitment to society. With our GoTeach programme, we are striving for improved equality and fair opportunities in education. As founding partner of Teach First Deutschland in Germany, we are promoting the education of less privileged children and young people. Beyond this partnership, we want to strengthen and enhance our educational commitment all over the world.

Our company's performance as reflected by external assessments

In 2009, Deutsche Post DHL was honoured with the German Sustainability Award in the category of Most Sustainable Strategy. In addition, our performance in terms of sustainability was reviewed by qualified agencies. Sustainable management and visible attention to corporate responsibility are becoming more and more important as criteria for making investment decisions on financial markets as well. According to oekom Research AG, the volume of retail funds oriented towards sustainability in 2009 was €29 billion in Germany and even €53 billion in Europe. Sustainable Asset Management gave us a rating of 91 out of 100 points (previous year: 65 points). We scored the highest in the categories of environment, corporate citizenship, social reporting and occupational health and safety. The average score for transport and logistics companies

was 61 points. The FTSE4Good Index confirmed our company's membership. We are again listed in the Advanced Sustainability Performance Index Eurozone maintained by the French rating agency Vigeo and are also listed in the FTSE KLD Global Climate 100 Index along with other indices of the FTSE KLD index series. The Carbon Disclosure Project gave us a rating of 63 out of 100 points (previous year: 66 points).

Sustainability Report meets international guidelines

In our third Sustainability Report published in April 2009, we provided supplementary information on sustainability and performance indicators that are not included in the Group Management Report. The report was again prepared on the basis of the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines in conjunction with the GRI Sector Supplement for the Logistics and Transport Sector. Based on our own assessment as stipulated by GRI, the Sustainability Report achieved a GRI level of B+, i.e., it fulfils key requirements and provides information that has been verified by independent experts. Our next report – the Corporate Responsibility Report – will be published in the second quarter of 2010 and for the first time will only be available online in electronic form.

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PROCUREMENT

Lower volumes

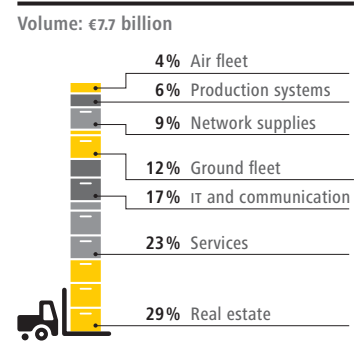
In 2009, the Group centrally purchased goods and services having a total value of approximately €7.7 billion (previous year: €9.0 billion). This figure does not include transport services, which the divisions generally procure themselves. Corporate Procurement is now increasingly involved in these purchases, however. Procurement expenditure has decreased in nearly all areas, with the exception of real estate due to the fact that the approximately 1,300 buildings sold to US investor Lone Star have been leased back.

Against the backdrop of the global recession, Procurement has intensified its efforts to reduce Group expenses even further. New guidelines for business trips and corporate hospitality have contributed to the success of these endeavours. As in previous years, we have bundled products and services and purchased all-inclusive packages from high-performance partners, thus obtaining better conditions both internationally and regionally.

We entered into a co-operation agreement with AT&T in the USA and in Puerto Rico for telephone and network services. The result is lower costs and improved service. In addition, we signed a five-year agreement with T-Systems aimed at enhancing communication between our international data centres. Both of these agreements are part of a global programme to increase efficiency in the area of telecommunications. Our savings should be more than €190 million over the next five years.

We also plan to combine certain facility management services – an approach that has been tested in Germany and Singapore. All types of services, from cleaning to security and maintenance, are being put out to tender and awarded in bundles. Pilot projects have shown that integrated facility management offers significant potential for cost savings.

A.64 Procurement expenses, 2009



Organisational enhancements

Procurement is a centralised function in the Group. The heads of Global Sourcing and their 16 category managers work closely with regional procurement managers and report to Corporate Procurement. This allows us to pool our needs worldwide whilst satisfying the service and quality requirements of internal customers.

In order to streamline our regional organisation, we merged North and South America into a single procurement region, thus reducing the number of procurement regions to five. Now the regional competence centres take more responsibility for strategic procurement and the relevant processes.

In the year under review, we opened the DHL Procurement Office China in Shanghai. This office follows the principle of best cost country sourcing, which aims for an optimum balance between cost, quality and risk. The new procurement office will work closely together with all regions to better meet our international requirements.

Our procurement success depends on the skills and calibre of our employees. We therefore continued our Fit4Procurement programme in the reporting year, which put us amongst the 10 best companies to be nominated for the international Talents in Supply Chain Management prize. This prize is awarded by the European Business School and the Supply Chain Management Institute, both private institutions.

Together with these two organisations, we bestowed the ProLog Award for procurement and logistics in 2009 for the third time. This award is given for scientific research with significant practical results. One of the research projects honoured was a study of the ecological aspects of procurement.

Green procurement

Our Green Team, made up of procurement managers from various regions and product groups, takes care of the environmental aspects of procurement. One of the achievements of the Green Team has been to introduce a globally standardised form that suppliers can use to furnish information on how well they meet environmental requirements. Entrenching ecological indicators into the strategic procurement process is also planned. Calculation of the total cost of ownership, for example, now also includes energy and carbon efficiency. This is intended to help us gauge the maturity of our procurement markets in terms of environmental friendliness so that if necessary, we can switch to more environmentally friendly procurement sources.

In many cases, environmental aspects are already being taken into account in procurement. We are one of Deutsche Bahn's first key accounts to use its new, climate-friendly *Umwelt Plus Ticket* (environment plus ticket) for all business trips. This means that 100% of the electricity used comes from renewable energy sources. The agreement with Deutsche Bahn was concluded with retroactive effect as of 1 January 2009. Therefore, the 74,319 tickets used in 2009 resulted in savings of around 2,134 tonnes of CO₂ emissions.

Another example is the new, eco-friendly mail sorting machines we purchased from Siemens AG. Siemens will deliver 288 sorting machines for standard and compact letters and up to 97 sorting systems for flats and maxi flats by 2012. The new sorting machines for standard and compact letters alone will reduce our CO₂ emissions by nearly 5,000 tonnes per year, and they also use 55% less energy.

Increased use of IT

During the reporting year, we increased our use of IT applications to enable more efficient procurement of goods and services. Previously, the GeT electronic ordering system was used mainly in Germany and the USA and to some extent in France, Mexico, Poland and Switzerland. Since 2009, this system has also been in use in Denmark, Finland, the Netherlands and Norway.

In addition, we have increased our use of eSourcing for procurement projects. eSourcing allows all major steps in the tender procedure to be performed electronically, including bidding auctions. This makes procurement processes more efficient and transparent for internal customers. It also makes it easier to track and analyse procurement markets.

RESEARCH AND DEVELOPMENT

As a service provider, the Group does not engage in research and development activities in the strict sense, and therefore has no significant expenses to report in this connection.

BRANDS


A.65 Brands and business units

Deutsche Post DHL					
Division	MAIL		EXPRESS	GLOBAL FORWARDING, FREIGHT	SUPPLY CHAIN
Brand	Deutsche Post	DHL	DHL	DHL	DHL
Brand area	<ul style="list-style-type: none"> • Mail Communication • Dialogue Marketing • Press Services • Philately • Pension Service 	<ul style="list-style-type: none"> • Global Mail • Parcel Germany 	<ul style="list-style-type: none"> • Express 	<ul style="list-style-type: none"> • Global Forwarding • Freight 	<ul style="list-style-type: none"> • Supply Chain
Sub-brand					<ul style="list-style-type: none"> • Williams Lea

The competitive edge

As a globally operating service company, well-managed brands are amongst the central elements of our strategy. In hotly contested markets, our brands contribute to the financial success of the Group. High brand recognition and a good reputation make us more attractive to shareholders, employees, customers and suppliers.

In the first half of 2009, we changed the name of the Group to Deutsche Post DHL as part of our Strategy 2015 and following the sale of Postbank. The new name underscores our strategy, which involves the two pillars of mail and logistics. Over the course of the year we repeatedly communicated our main customer promise: simplifying services and sustainable solutions.

 Corporate strategy, page 25

Employees shape the brand experience

Brand manuals give detailed descriptions of how Deutsche Post and DHL are positioned and how our brands support our strategy. Of key importance to our brand image is how customers experience their interactions with our approximately 500,000 employees worldwide. In order to make a good impression, we have provided our employees who have direct customer contact with high-quality corporate clothing and given our vehicles and buildings as well as our promotional and informational materials a uniform and memorable design. We have also implemented internal measures aimed at motivating our entire staff to be active brand ambassadors at all times.

DHL employees have had a multilingual internet platform since 2008. We plan to make this state-of-the-art, interactive approach available to customers and prospective customers in 2010 under the name of DHL Brand World. Deutsche Post launched a motivational platform – the Deutsche Post Brand Fan Club – to strengthen brand awareness amongst the workforce. It conveys the main brand messages to them via sporting events, group activities and an interactive portal.

Steadily increasing value

Our brands face tough competition both domestically and internationally. Clear positioning and a lasting impression facilitate purchasing and investment decisions for existing and potential customers. Guided by market research, we invested some €70 million in the year under review (previous year: €80 million) in building our brands. Our print and online campaign for the DHL brand appeared in renowned international financial publications. Deutsche Post's domestic brand campaign focused on service quality. Along with online, print and poster themes, a survey was conducted of approximately 34 million households in Germany, who were invited to comment on the quality of Deutsche Post's services. In addition to traditional advertising, we enhance our brand image by sponsoring various events, appearing at trade fairs, conducting press relations and implementing measures to support sales.

Our success is measurable: in 2009, consulting firm Semion Brand Broker calculated a brand value of €12,614 million for Deutsche Post, putting us in sixth place in a ranking of the most valuable German brands. Factors analysed included financial value, brand protection, brand image and brand strength. DHL appeared in a list of the 100 most valuable brands for the first time in 2009. Market researcher Millward Brown computed a value of US\$9,719 million for the DHL brand, which put us in 68th place in the world rankings.