



THE MARKET

DHL is the world's largest express and logistics company, servicing over 4.2 million active customers in more than 225 countries and territories from Albania to Zimbabwe. Global presence has been a signature of DHL throughout the brand's history. Yet size alone does not ensure a company's success. To be recognized as the leader in each of these markets became DHL's vision. Growing the DHL brand in the American market



represented the last piece of the puzzle in this ambitious global network strategy.

While the rest of the world has long relied on DHL as the first choice for shipping, the U.S. market presented a formidable challenge. DHL held limited share in the domestic shipping market,

where the competition represented more than two-thirds of the category revenue as of 2003. The competitors were firmly entrenched, and their stronghold over the Overnight, Export, and Ground segments required decisive action that broke through category convention.

At this point, DHL examined the potential white space in the market and revisited what had made this customer-driven company successful. The answer lay in bringing back customer service to an industry that had focused too narrowly on being "fast" and "reliable." Delivery system performance had become the cost of entry for the category. Real differentiation required satisfying a customer audience who wanted a more enjoyable shipping experience from a more "human" shipping company.

ACHIEVEMENTS

DHL's evolution to become the leading global express and logistics company has required an unprecedented expansion into more than 225 countries and territories. This number exceeds both the total member nations in the United Nations and the number of countries that participated in the 2004 Summer Olympics. DHL's ability to provide best-in-class on this global scale is a testament to the brand's strength.

In spite of the rigorous competition around the world, DHL remains the number-one express shipper in Europe, Asia-Pacific, and Latin America. The company is also the undisputed leader in cargo shipping in North America, Europe, and Latin America. This trend applies to traditional shipping categories as well as those categories, such as logistics and supply chain solutions, that will define the future of the business world. As the world's largest logistics provider, DHL is also the world's number-one-ranked air freight and ocean freight logistics provider.

Furthermore, DHL provides service for more than 60 percent of the companies

on the Fortune 500. This fact illustrates the trust and confidence that the DHL brand inspires with the icons of global industry.

What is more revealing about the soul of this brand are the achievements that never make it on the balance sheet, yet are as definitive to the company's success as market share — whether it was the fact that DHL was the only express company to continue providing service during the Islamic Revolution in Iran or DHL's crucial role in South Africa's first democratic election (DHL collected and delivered all absentee ballots from around the world). Being the first or the only shipper to provide service for a country has always been a personal point of pride for DHL.

HISTORY

Before the thousands of planes, vans, and hubs, there were three men named Adrian Dalsey, Larry Hillblom, and Robert Lynn and a 1969 Plymouth Duster. From these simple beginnings emerged the world's first international door-to-door express delivery service in 1969.

By its 20th anniversary, DHL was providing service in over 175 countries with a fleet of 7,000 vehicles and a staff of 19,000 employees. Deutsche Post World Net (DPWN) acquired the pioneers of international air express in 2002. Within the next three years, DHL merged with Danzas, and acquired Airborne Express and Exel to become the world's leading logistics and transport company.

As a subsidiary of DPWN, DHL provides an integrated platform of services that offer tailored, customer-focused solutions for the management and transport of goods, information, and payments through a global network. This network was built from the ground up over DHL's storied history, creating long-standing relationships in local markets. The result is the largest global network with the most local expertise of any shipper.

THE PRODUCT

DHL provides service offerings in express, air and ocean freight, overland transport, and contract logistics solutions as well as inter-



national mail services. The numbers resulting from this comprehensive service offering are astonishing — from annual shipment volumes in excess of 1.8 billion to revenues surpassing \$66 billion USD (DPWN revenue) in 2005.

DHL's suite of domestic and international services are geared toward delivering whatever today's customer may need — whether it means shipping anything, anywhere in the world or helping businesses compete in a world of increasing globalization with customized end-to-end logistics solutions.

The list of 4.2 million customers that use DHL products includes global heavyweights like Nike, Dell, Sony, Volkswagen, Motorola, Pfizer, Microsoft, HSBC, and the U.S. government, to name just a few.

RECENT DEVELOPMENTS

The recent acquisition of Exel in December 2005 vaulted DHL into the position of the world's largest provider of logistics solutions. This strategic move ensured DHL's role as a key player in business for the 21st century — where the intensifying effects of globalization will require companies to find partners like DHL whose wide range of logistics and shipping services help facilitate commerce.

To support these long-term business goals, DHL has invested heavily in its internal infrastructure as well as introducing new services for emerging target markets. To bolster its efforts in the highly competitive U.S. market, DHL made a \$1.2 billion investment in its current internal infrastructure. The additional hub and sorting centers resulting from this investment have already expanded U.S. ground delivery capacity by 60 percent.

DHL has introduced a new fleet of 34 Boeing 757SF aircraft and other hybrid-technology vehicles as part of DHL's ongoing Alternative Fueled Vehicle Strategy. In addition, over 229 of DHL's sites have received industry-leading "green practice" accreditation.



PROMOTION

Around the world, DHL has been positioned as the shipper with the global span, local expertise, and

fortitude to get the job done, no matter the difficulty or adversity. The "Customer Service Is Back In Shipping" campaign was launched to bridge the gap in the American market for a company that stood for global shipping know-how and a can-do spirit. This campaign championed DHL as breaker of the status quo and demonstrated DHL's companywide commitment to outstanding, flexible customer service through multiple faces of the brand — from couriers and call representatives to the design of specific products like Import Express.

Import Express lets shippers bypass the complicated and convoluted traditional process of importing goods by offering one invoice, one currency, and one company wrapped into one simple solution. By eliminating the use of multiple shippers, customs hurdles, fluctuating currency rates, time zones, language barriers, and the mountain of paperwork for importing goods, DHL demonstrates its commitment to making the shipping experience more enjoyable for its customers.

Communication for products like Import Express shows where the rubber meets the road for the DHL brand.

Over the years, DHL has been the official shipper for a variety of people from leading fashion designer Vivienne Westwood to tennis star Martina Navratilova to the sole sponsor of the only air ambulance operating in Romania. Currently, DHL is the Official Express Delivery & Logistics Provider of the U.S. Olympic Committee and United States Olympic Team, as well as Major League Baseball.

BRAND VALUES

"I'm on it. I own it, I am accountable, I will be responsive and follow through."

This sentiment captures exactly what DHL is about. DHL and its employees understand what their customers want. Furthermore, they have the resolve and intuition to deliver on their promise — no matter what it takes. *No matter what.*

Around the world, DHL people are employing this attitude with smiles on their faces to get it done for their clients. Each and every day, customers experience the difference in DHL's service — from reliable deliveries to quick responses to customer service

Barely responsive
Somewhat responsive
Responsive
Very responsive

We're bringing customer service back to shipping. With people who understand your business. People who call you back. People who help you out when you have a problem. Call us at 1-800-CALL DHL. And we'll show you how we're changing the way the shipping business does business.

www.dhl.com

requests. Delivering the highest possible quality service has always been the first priority for DHL. Making customer-focused decisions and acting with an entrepreneurial spirit are the de facto principles that have guided the company for the last thirty years. DHL takes pride in making its customers successful.

Because of these efforts, DHL is the world's largest express and logistics company.

Aircraft not operated by DHL Express (USA), Inc.

THINGS YOU DIDN'T KNOW ABOUT DHL

- The first track and trace system — the same system now used by the industry — was a DHL invention.
- DHL ranks in the top 100 global corporations based on revenue and delivers more than six shipments per second around the world.
- Among DHL's most notable deliveries: 1,000 trees, lights, and decorations to U.S. troops in the Middle East for the holidays in 2005 . . . and the safe transportation of a man-sized killer whale via Canada to London, destined to be the official mascot of the Commonwealth Games.
- Based on its experience in disaster relief efforts with the 2004 tsunami and Hurricane Katrina in 2005, DHL has created a worldwide network of Disaster Response Teams (DRT) from current DHL employees who are specially trained to handle logistics problems in disaster situations.

1-800-CALL DHL www.dhl.com

WE EAT, DRINK AND SLEEP YOUR BUSINESS.

THEN WE COME BACK FOR SECONDS.

Customer service is back in shipping.