



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 when DHL entered the market in 2003. The competitors were firmly entrenched, and their stronghold over the Overnight, Export, and Ground segments required decisive action to break 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 that 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 No. 1 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 No. 1-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 international 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 products and services are geared toward delivering whatever today's customer may need — whether it means shipping International, Overnight, and Ground



packages 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, AT&T, Cintas, RE/MAX, and the U.S. government, to name just a few.

RECENT DEVELOPMENTS

To support its long-term goal to become the world's largest logistics solutions provider in the face of 21st-century globalization, DHL has



invested heavily in its internal infrastructure. A \$1.2 billion investment delivered increased speed and reliability to DHL's domestic network. As a result, a 2006 independent transit study rated DHL on par with or better than the competition in 10:30 a.m. Domestic Overnight service.

The investment also funded the opening of additional hub and sorting centers, thereby expanding U.S. ground delivery capacity by 60 percent. DHL's new hub in Riverside, California, gives DHL's retail and textile customers a key gateway to Asia and Mexico. The Allentown, Pennsylvania, hub offers 99.9 percent sort accuracy to the Northeast and Mid-Atlantic regions.

In addition to infrastructure, DHL continues to raise the bar in customer service with its technology and people. The new ProView™ Tracking feature allows customers to track their shipments in multiple ways and features multiple notification options, all in real-time. Also, 90 percent of customer calls are answered within 10 seconds, and U.S. customers recently rated DHL couriers higher than competitive couriers in trustworthiness, package care, and helpfulness.

PROMOTION

Around the world, DHL has been positioned as the shipper with the global span, local expertise, and dedication to get the job done, no matter the difficulty or adversity. The 2005 Customer Service campaign demonstrated a companywide commitment to outstanding, flexible customer service. In 2007, DHL took the "I'm On It" spirit one step further by showcasing examples of great customer service across its core capabilities.

As the Official Express Delivery & Logistics Provider of Major League Baseball and MLB.com™, DHL delivers everything from bats to balls to the World Series® trophy. DHL has expanded its relationship this season through the title sponsorship of DHL FanFest in San Francisco during All-Star Week.

DHL is also the Official Express Carrier and Logistics Provider of IMG Fashion's U.S.-based fashion events in New York, Los Angeles, and Miami. Whether it's importing materials, overnighting samples, or delivering finished products, DHL provides end-to-end solutions for the fashion industry.

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 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 30 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.
- 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.
- DHL won the 2007 Great Package Race at the Supply Chain and Logistics Institute at Georgia Tech, distinguishing itself as the only major express carrier to successfully deliver to all five of the Race's locations around the world: Apia, Florianopolis, Harare, Tikrit, and Yangon.