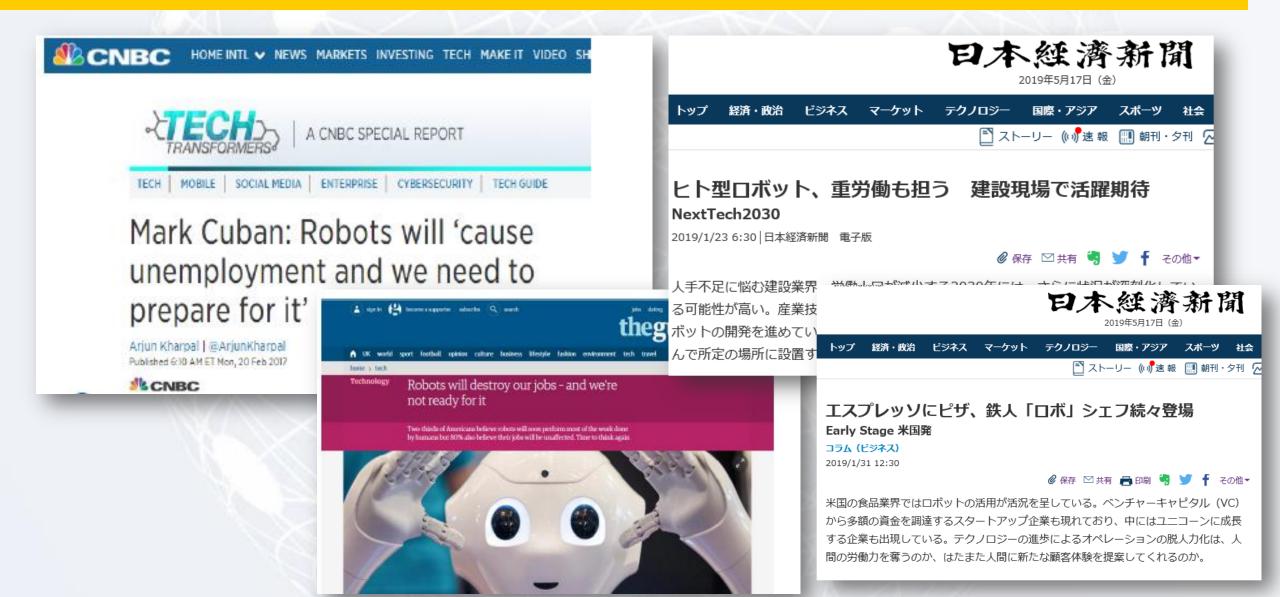
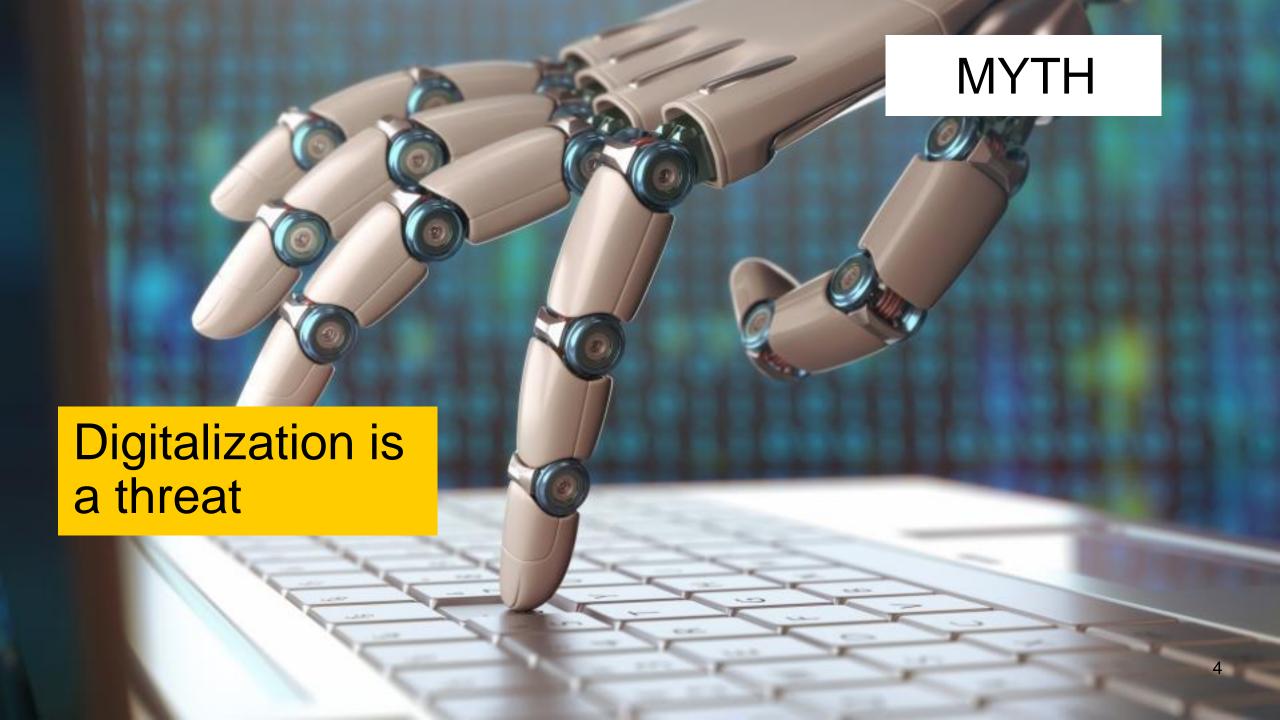


ようこそ WELCOME

Is Digitalization a threat to job security?







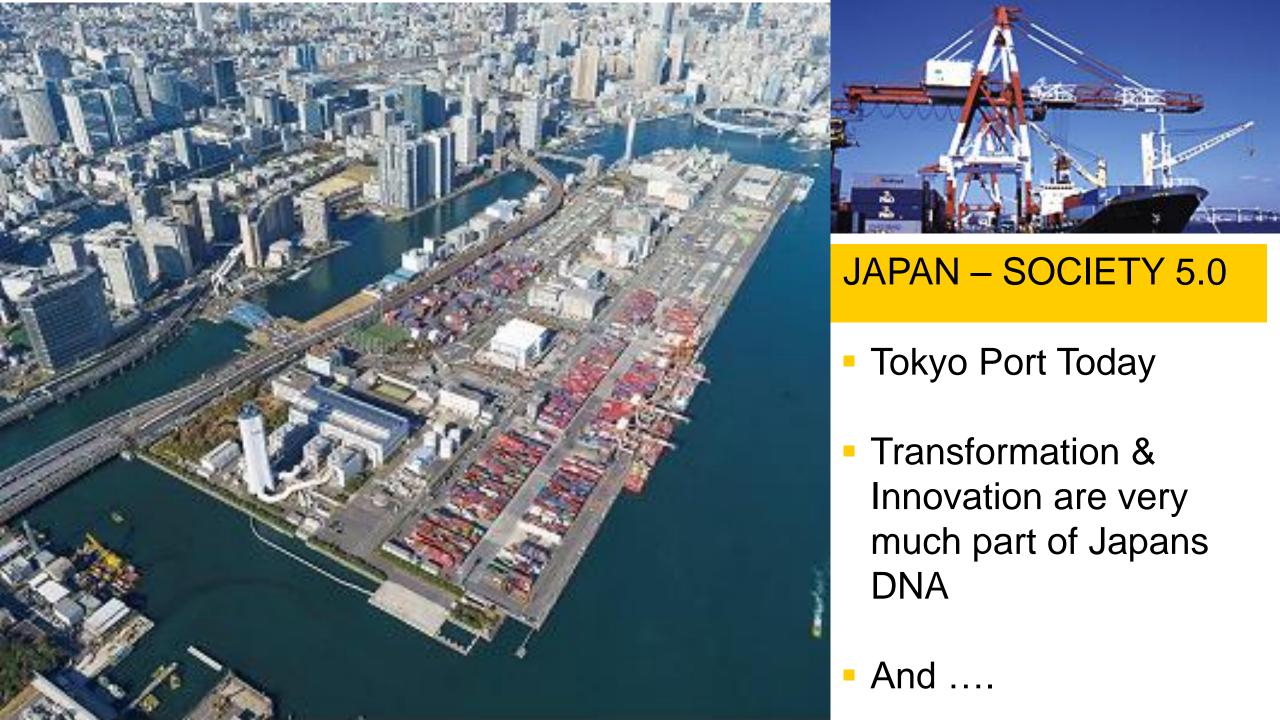


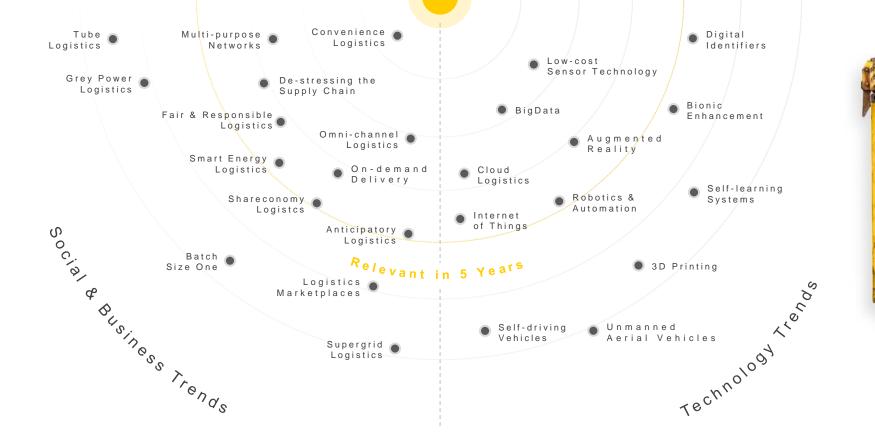




JAPAN – SOCIETY 5.0

Tokyo Port in the 1940's





ZPMC



Digitalization will help us define the logistics industry through a high level of standardization to deliver innovative, cost efficient solutions to our customers



"I": Business exploration

We grow into future logistics verticals by leveraging in-house knowledge (CSI); partnering with think-tanks, academia, industry giants and start-ups alike, to incubate ideas and invest in new business models. (e.g. Automated pick-to-bin robot)



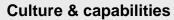
"i": Technology exploitation

We apply digital technology in our existing business footprint to deliver superior customer experience and increase efficiency especially on core business processes. (e.g. DHL Street scooter)









Furthermore, we need a stable culture and the ability to develop the right capabilities to cope with the change we are facing. We need to be focused, agile and adaptive by living up to our leadership attributes. (e.g. Start-up Lab)



Source: DHL Supply Chain Digitalization Strategy

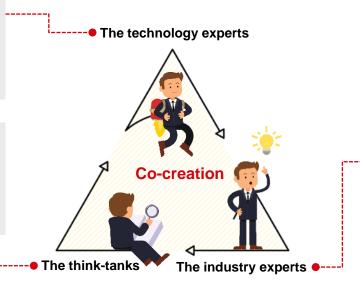


Pairing our knowledge and co-creating with the right partners – customers, suppliers, academics - will be mutually beneficial culturally and commercially

Industry leaders or start-ups

possessing robust technological know-how, technical capabilities and skilled experts. Co-creation with DHL underscores feasibility of technology for industrial use; technology further enhanced through DHL's adoption of technology and industry knowledge.

Universities and research institutes with a network of researchers and analysts; driven to test and further applied research in relevant fields and industries.



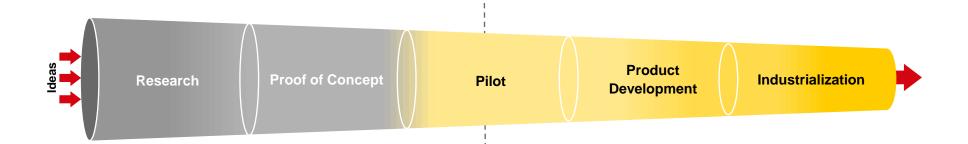
DHL Supply Chain trend communities bring business and industry expertise to the table.

Co-creation can deliver efficiencies, support business exploration and growth. It also energizes our own innovation culture through upskilling and exposure to other innovation cultures from our partners; this attracts the right talent to drive and deliver on the ever changing needs of future supply chains.

Source: DHL Supply Chain Digitalization Strategy



DHL's innovation funnel creates the framework to transform digital innovation from ideas to productized, scalable fast-track technologies



INNOVATE & ENHANCE CROSS-REGIONALLY

Leverage power and agile approaches on local innovation to identify promising use cases and develop estimates for increased productivity, customer centricity or employee engagement.

Pilot to develop capabilities and toolkits, confirm benefits and prove scalability and organizational readiness.

PRODUCT DEV. & SCALE TECHNOLOGIES GLOBALLY

Ensure organizational readiness by building knowledge on selected innovations, designating product owners and managing digital technology's lifecycle at a global level.

Sprint approach to feed regional site roadmaps with innovations enhances commercialization of solutions to deliver benefits at a large scale.





YELLOW OUTSIDE GREEN INSIDE



