

DHL Group Business Continuity Management (BCM) Policy Statement

At DHL Group we are focused on meeting the needs of our stakeholders. By connecting our global and cross-divisional expertise we strive to identify and implement best practices for dealing with any disruptions to our business, whether they be man-made or the result of operational risks, malicious conduct, natural disasters or similar events. While our main intent is the prevention of business disruptions, a resilient organization requires a management approach that considers adverse developments of any kind.

The ability to ensure continuity in delivering products and services on time to our customers during adverse conditions not only increases our customer's and shareholder's trust and confidence in us but also opens doors for new opportunities and gaining new partners. Business Continuity Management is an integral part of our approach to Corporate Responsibility.

The objective of Business Continuity Management is to maintain operations in a safe and environmentally responsible manner, to counteract interruptions to business activities and to protect critical business processes from the effects of major failures or disasters.

Our BCM activities support the processes of recovering and re-establishing the delivery of services and products at acceptable predefined levels following a business disruption to enable the organization to recommence normal operations as quickly and as effectively as possible.

The Business Divisions regularly identify and review their business critical processes and assets, determining on a pre-defined basis whether a BCM approach needs to be established on a site, country, regional or global level. Whenever this is the case, a ten-step program modelled in accordance with the ISO norm 22301 shall be followed. This ten step program encompasses the Core Elements of the DHL Group BCM approach:

- 1) Establishing a critical risk-related Business Continuity Management Policy, including a definition of what is in and out of scope
- 2) Designating a BCM champion (and deputies) at the appropriate business level to be responsible and accountable for implementing BCM steps (Provision of Resource)
- 3) Establishing an Incident Management Team (IMT) for all key functions (including deputies)
- 4) Conducting a Business Impact Analysis (BIA) of relevant activities and systems, including business activities that are connected and interdependent
- 5) Completing a Risk Assessment of all identified threats relevant to a particular site/business
- 6) Developing proactive mitigation solutions and strategies (Determining Choices) for the most pertinent and relevant risks, that will reduce the likelihood of the effects of an event or shorten the period or the impact of a disruption
- 7) Determining BCM strategies - how a site/business will recover each critical activity within its recovery time objective, including the equipment and the resources involved
- 8) Establishing and documenting Business Continuity Plans (BCPs) for responding to disruptive incidents and continuing or recovering the site's/business activities and systems within a predetermined time
- 9) Maintaining and reviewing BCM arrangements and procedures at planned intervals, incorporating experiences gained throughout the Group
- 10) Testing and exercising business continuity plans at regular intervals and incorporating any lessons learned

The divisions and legal entities of DHL Group are responsible and accountable for the implementation of BCM procedures and processes in accordance with their own needs and process requirements, including the education and training of personnel. The divisions are furthermore responsible for assuring that customer BCM requirements are being met in a consistent and comprehensive form. Conformity to the BCM requirements of DHL Group Information Security Control Standards has also to be assured. All related activities will be supervised by the company's Operations Board and ultimately by the Corporate Board.