THE GROUP

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Deutsche Post DHL Group is a listed corporation; its Group headquarters are in Bonn, Germany. Under its Deutsche Post and DHL brands, Deutsche Post DHL Group provides an international service portfolio consisting of mail and parcel delivery, express delivery, freight transportation, supply chain management and e-commerce solutions. With approximately 550,000 employees, we are one of the world’s largest employers in the transportation and logistics sector. Our economic performance also contributes to society.

- As a catalyst for global trade, we enable companies and individuals to participate in international trade thanks to our world-spanning logistics networks.

- Our sites, employees and suppliers also contribute indirectly to regional economic development.

We are committed to abiding by global standards for legal and ethical business practices, maximizing the value we generate at our local companies, assuming responsibility for our employees and minimizing the environmental impact of our business. This allows us to promote the Group’s long-term growth and secure jobs worldwide.
Business model
The Group is organized into five operating divisions, each under the control of its own divisional headquarters. Internal Group services, including Corporate Procurement, IT Services, Insurance & Risk Management and Corporate Real Estate, are bundled under Global Business Services. Group management functions are performed by the Corporate Center, which comprises the CEO, Finance and HR functions. The Corporate Incubations board department is driving forward innovative products such as our StreetScooter electric vehicle.

Products
We offer integrated services and tailored, customer-centric solutions for transporting mail, goods and information. The Post & Parcel Germany division provides domestic mail and parcel services, and is home to our dialogue marketing specialists. Our Express division transports urgent documents and goods from door to door. Global Forwarding, Freight is an air, ocean and overland freight forwarder that brokers transportation services between customers and freight carriers. Supply Chain’s core business is providing contract logistics. Our international parcel business and e-commerce solutions are grouped in our eCommerce Solutions division.

In line with our mission to connect people and improve lives, these products and services also benefit the community, particularly in the areas of healthcare, global infrastructure and the environment.

- **Global infrastructure**: We support secure and reliable trade by facilitating the global flow of mail and goods – even in remote and hard-to-reach areas. The work done through our disaster management programs builds on a longstanding partnership with the United Nations.

- **Environment**: Our green products and logistics solutions help our customers and transportation partners to reduce their environmental impact.

For details on our business model and business performance, please refer to our Group Management Report.

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- **Healthcare**: Our global air and ocean freight network, road transportation of temperature-sensitive medical products and devices, and life science graded warehouses offer our customers cold chain logistics services right around the world. This also includes a competence center for humanitarian logistics in Dubai, United Arab Emirates.

Thanks to our digital 4PL/control tower solution, our customers can rest assured that humanitarian deliveries in the Middle East and Africa in particular will be handled smoothly.
**Strategy**

Our Group strategy is focused on sustainability. We are committed to meeting not only our own operational requirements and the interests of our stakeholders but also to addressing the needs of society and the environment. In the year under review, our Strategy 2025 confirmed our strategic goals: We aim to become the Provider, Employer and Investment of Choice, while operating in a sustainable way.

Our mission is to connect people and improve lives. Our product and service portfolio and our near-global presence enable individuals and companies to take part in global trade, and hence contribute to economic development. By observing international compliance standards, maximizing the value we bring to local communities, taking responsibility for our employees and minimizing the environmental impact of our business activities, we promote the Group’s long-term growth and secure jobs worldwide. 2019 Annual Report

**Sustainability & materiality**

We aim to continuously improve our performance and to ensure that we meet the expectations of the stakeholder groups that are relevant to us with regard to social and environmental issues. Our multistage management process supports continuous improvement, identifying early on new topics that could become important for our future business success. In the second stage of our management process, we work with stakeholder groups to identify and analyze the material issues on which our sustainability disclosures are also based.

As a longstanding partner to the United Nations, we support the UN’s Sustainable Development Goals (SDGs). The following five SDGs are most closely aligned with our activities:

- **Quality Education:** By offering our employees extensive training and development opportunities, we encourage life-long learning and personal/professional development. We collaborate with partner organizations worldwide to improve employability for young people (SDG 4).
Decent Work and Economic Growth: By facilitating global trade, supporting economic growth and creating jobs around the world, we help connect people and improve their lives (SDG 8).

Sustainable Cities and Communities: We provide sustainable logistics solutions and clean pick-up and delivery concepts, contributing to improved air quality in urban areas. Our natural disaster management and refugee aid activities help promote sustainable communities (SDG 11).

Climate Action: Our ambitious Mission 2050 climate target and green logistics solutions are helping the world community reach the goals set at the UN Paris Climate Conference (SDG 13).

Partnerships for the Goals: Partnerships with or memberships in national and international organizations are of strategic importance to us. As an example, we use our membership of the World Economic Forum to help shape debate and action on sustainability. We have worked together with United Nations organizations for many years in our Group programs for natural disaster management (SDG 17).

Management process for our sustainability agenda

1) Our material issues are reviewed with relevant stakeholder groups and evaluated as part of a materiality analysis every two years.
Material issues: Measures & targets

In the year under review, we used qualitative interviews with our key stakeholders to review the results of the 2017 materiality analysis that was performed in accordance with the GRI Standards. The nine material issues were confirmed. The following graphic provides an overview of the challenges facing our company with regard to the material issues, and the goals we are pursuing with them.

**Environmental & social standards in the value chain**
- **Target:** Embed standards in the value chain
- Define principles for supplier management and ensure that there are standardized processes for supplier selection and drafting contracts [Page 50]

**Anti-corruption & bribery**
- **Target:** Prevent violations of legal and internal Group requirements
- Prevent corruption, bribery and anti-competitive practices using the compliance management system [Page 40]

**Data protection & security**
- **Target:** Ensure proper handling of personal data
- Prevent violations using the management system and training courses [Page 49]

**Respect for human rights**
- **Target:** Prevent human rights violations
- Use ER Reviews to develop a common, Group-wide understanding of respect for human rights [Page 62]

**Employee development**
- **Target:** Make our employees the best in the business
- Participant rate in the Group-wide Certified initiative [Page 67]

**Employee engagement**
- **Target:** Achieve a consistent level of employee engagement throughout the Group
- Active Leadership approval rating in the Employee Opinion Survey; to be replaced as of 2020 by Employee Engagement [Page 69]

**Occupational health & safety**
- **Target:** Avoid accidents in the workplace
- Accident rate per 200,000 working hours [Page 71]
**Stakeholder dialogue**

Regular, open and constructive dialogue with our stakeholders is part of our strategic management process. In these discussions, we work together to develop solutions to future social and business challenges that we consider to be material for our company. Customer Solutions & Innovations, for example, works together with the divisions and relevant stakeholder groups (e.g., customers, suppliers, scientific specialists and researchers) to launch a stream of innovations and technical solutions as the starting point for market-ready concepts. Our Innovation Centers in Europe (Troisdorf, Germany), Asia (Singapore) and the USA (Chicago) serve as a platform for these dialogues.

Our dialogue formats are based on our Stakeholder Engagement Guidelines, which comply with the international AA1000 Stakeholder Engagement Standard.

**Deutsche Post DHL Group stakeholders**

Marketplace
- Business associations
- Suppliers & subcontractors
- Competitors
- Partnersing organizations
- Policymakers & government regulators
- Media
- NGOs
- Scientific community

Workplace
- Potential employees
- Employee representatives
- Employees
- Shareholders
- Rating agencies
- Investors
- Members

Environment/society
- Critical for our ability to operate.
- Other stakeholders.
Focus areas during the year under review
Our involvement in national and international forums is central to our activities in this area, as they allow us to actively participate in shaping the dialogue on overarching topics and to discuss technical progress. We also shared information and opinions with partner organizations, primarily the United Nations Global Compact and the international Partnering Against Corruption Initiative. We regularly take part in discussions with other companies in Germany as part of econsense working groups and steering committees, jointly deliberating topics such as draft legislation at the EU level and its potential impact. In addition, we get involved with selected issues and work to develop common solutions and positions on specific topics. Please refer to our corporate website for a full list of our partnerships.

World Economic Forum: Dialogue with decision-makers and leading logistics experts focusing on shaping society in times of technological change, climate change, financial crisis and economic inequality.

Dialogue with customers: Our key account support (CSI) team regularly organizes sector-specific customer conferences throughout the regions in which we operate. Our three Innovation Centers are the venue for regular consultations with customers as we consider technological solutions and how they could best be used. We initiate discussions with using our Logistics Trend Radar, and keep our customers informed of new developments via our Delivered., customer magazine.

Dialogue with the capital markets: Our Investor Relations team is in constant contact with shareholders and investors in numerous conference calls, bilateral discussions, roadshows and conferences.

Selected stakeholder dialogues in 2019

<table>
<thead>
<tr>
<th>CUSTOMERS</th>
<th>H1 2019</th>
<th>Trade conferences in Germany, Japan, Sweden, Switzerland, USA (Long Beach, Miami, Philadelphia, San Diego)</th>
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<tbody>
<tr>
<td>H2 2019</td>
<td>Conferences in Colombia, Germany, India, Kenya, Morocco, Netherlands, Singapore, Turkey, USA (Chicago, Houston, Philadelphia)</td>
<td></td>
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<table>
<thead>
<tr>
<th>ENVIRONMENT</th>
<th>Nov. 6 2019</th>
<th>Dialogue on packaging and the environment</th>
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<tbody>
<tr>
<td></td>
<td>Discussion on innovative and sustainable packaging solutions with experts, customers, NGO representatives, employees, producers and suppliers</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>H1 2019</th>
<th>Informational events on business developments and organizational changes; dialogue with employee representatives</th>
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<tbody>
<tr>
<td></td>
<td>Page 62</td>
<td></td>
</tr>
<tr>
<td>H2 2019</td>
<td>Dialogue with international unions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Page 62</td>
<td></td>
</tr>
</tbody>
</table>
We are also in regular contact with rating agencies and other institutions that independently evaluate our sustainability performance using their own standards. A large proportion of our share capital is held by signatories of the UN Principles for Responsible Investment. These investors incorporate the results of non-financial KPIs into their company ratings; in addition, positive agency ratings can play a role. For our company, ratings and inclusion in sustainability indices are primarily of strategic significance.

We were awarded good ratings during the reporting period, as previously. Our ratings in the Bloomberg Gender Equality Index and the Refinitiv Global Diversity & Inclusion Index were affirmed.

Our supplier platform ratings remain excellent. EcoVadis affirmed our Gold rating, meaning that we are among the top one percent of the rated suppliers. The Responsible Business Alliance assigned us to its “Low Risk Category.”

- **Internal dialogue:** Our focus lay on sharing information about the progress of Strategy 2025 with executives in the divisions, and on the changes being caused by growing workflow digitalization with our employees. For the results of our dialogue with employee representatives and collective bargaining partners, please refer to the Employees chapter. Page 62

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**Investor dialogue events and external ratings in 2019**

<table>
<thead>
<tr>
<th>INVESTORS</th>
<th>RATING AGENCIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>May 13 2019</strong></td>
<td><strong>Confirmed listing in FTSE Index series since 2002</strong></td>
</tr>
<tr>
<td><strong>Sept. 24 2019</strong></td>
<td><strong>ISS Oekom awarded us Prime status and a C+ rating</strong></td>
</tr>
<tr>
<td><strong>Oct. 1 2019</strong></td>
<td><strong>MSCI gave us an AA rating for engagement</strong></td>
</tr>
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</table>

**Annual General Meeting**
The actions of the members of the Board of Management were formally approved, the appropriation of the net retained profit was resolved and new Supervisory Board members were elected.

**Group Pension Day**
Dialogue with the financial community about a stronger focus on ESG criteria

**Capital Markets Day:** Board of Management presentation of Strategy 2025 and the new financial targets through 2022; discussion of focus areas in the divisions in workshops

**Rating Agencies**
- **FTSE4Good:** Corporate Responsibility Prime
- **MSCI:** Listed in the DJSI World and DJSI Europe indices and thus among the top 10% of rated companies
- **Sustainalytics:** Rates us as a Leader
- **CDP:** Our environmental performance received a “B” rating
Leadership & management

As a listed German public limited company, Deutsche Post AG has a two-tier board structure. The Board of Management is responsible for managing the company. It is appointed, overseen and advised by the Supervisory Board. The Board of Management and the Supervisory Board are in regular dialogue regarding the company’s strategic measures, planning, business development, risk exposure and risk management, and compliance. The Report of the Supervisory Board provides information on the main topics discussed, and decisions made, by the Supervisory Board during the year under review.

As at December 31, 2019, the company’s share capital totaled €1,236.5 million and was composed of the same number of no-par value registered shares. Each share entitles the holder to one vote at the Annual General Meeting. No individual shareholder or group of shareholders is entitled to special rights, particularly rights granting powers of control.

Shareholder structure as at Dec. 31, 2019

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Shareholder</th>
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<tbody>
<tr>
<td>20.5%</td>
<td>KfW Bankengruppe</td>
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<tr>
<td>79.5%</td>
<td>Free float</td>
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1) Registered shares with a notional interest in the share capital of €1.

The Board of Management responsibilities and structure

The Board of Management, with the consent of the Supervisory Board, has drawn up rules of procedure for itself covering cooperation within the Board of Management, among other things. Each member of the Board of Management manages his or her own department independently and regularly informs the full Board about key developments. The full Board of Management decides on matters of particular significance for the company or the Group. These include all decisions which are required by the

Dual management structure

Board of Management

Responsible for managing the company

Supervisory Board (20 members)

Advises and oversees the Board of Management, and appoints its members

6 committees

Elects 10 representatives

Annual General Meeting

Elects 10 representatives

Employees

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rules of procedure to be presented to the Supervisory Board for approval, as well as tasks which the Board of Management is not permitted to delegate to individual members. In making their decisions, Board of Management members may not act in their own personal interest or exploit the company's business opportunities for their own benefit. Board of Management members are required to disclose any conflicts of interest to the Supervisory Board without delay. The remuneration paid to Board of Management members is disclosed in the Group Management Report. 2019 Annual Report

Members of the Board of Management

The Supervisory Board responsibilities and structure
The Supervisory Board advises and oversees the Board of Management and appoints its members. The Supervisory Board’s rules of procedure set out the principles for its basic internal organization, a catalogue of Board of Management transactions requiring its approval, and the rules governing the work of the Supervisory Board committees. The Supervisory Board meets at least twice every calendar half year. Extraordinary meetings are held whenever particular developments or measures need to be discussed or resolved at short notice. In addition, the Supervisory Board has formed six committees that are charged primarily with preparing resolutions for the Supervisory Board’s plenary meetings. The Supervisory Board has delegated ultimate decision-making on specific issues to the committees.
The Supervisory Board has 20 members: 10 shareholder representatives who are elected by the Annual General Meeting and 10 employee representatives who are elected by employees in accordance with the provisions of the German Codetermination Act. The Chairman of the Supervisory Board is Dr. Nikolaus von Bomhard. All members of the Supervisory Board are independent as defined by the German Corporate Governance Code. A total of 35% of the Supervisory Board are women.

Bodies involved in sustainable management
The Corporate Center and Global Business Services are responsible for defining sustainability standards and for anchoring them in Group policies. The divisions are responsible for aligning customer requirements with our strategic and ethical principles, and for anchoring the Supplier Code of Conduct in their contractual relationships.

We manage these issues and create maximum transparency with the help of clear governance structures, management systems, KPIs and targets. Relevant issues are explored or identified in the working groups, and decision papers are prepared for submission to the higher-level bodies concerned.

Changes in 2019
There were changes in the Board of Management, and Supervisory Board elections were held during the year under review.

- **Board of Management**: Effective January 1, 2019, the Post - eCommerce - Parcel division was reorganized into two separate board departments: Post & Parcel Germany and eCommerce Solutions. On the same date, Ken Allen assumed responsibility for the eCommerce Solutions

Company structures involved in sustainable management in 2019 (excerpt)
board department and was succeeded as head of the Express board department by John Pearson.

Dr. Tobias Meyer has been head of the Post & Parcel Germany board department, which had previously been managed on an interim basis by CEO Dr. Frank Appel, since April 1, 2019. In October 2019, Oscar de Bok succeeded John Gilbert as the head of the Supply Chain board department.

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**Supervisory Board:** One shareholder representative was elected in an individual vote at the Annual General Meeting: Dr. Heinrich Hiesinger. Shareholder representative Prof. Dr. Henning Kagermann stepped down from the Supervisory Board as of the end of the Annual General Meeting in May 2019. All information about the Annual General Meeting, including the CVs of the Supervisory Board members elected and the voting results, can be found on the Group website. The Corporate Governance Report and the Remuneration Report contain details of the activities of the Supervisory Board, the additional mandates held by the members and their remuneration. 2019 Annual Report

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**Economic performance**

The DHL brand was valued at US$16.6 billion by the market research institute Kantar Millward Brown during the year under review. In its annual study, Interbrand valued the DHL brand at about US$6 billion. For the Deutsche Post brand, the consulting company Brand Finance determined a value of €4.5 billion in 2019.

In the year under review, we generated revenue of €63,341 million and EBIT of €4,128 million. Following the resolution by the Annual General Meeting on April 27, 2019, we distributed €1,419 million in dividends for financial year 2018 to our shareholders. Information on the dividend proposal for financial year 2019 is provided in the Group Management Report. 2019 Annual Report

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**Conservative tax strategy**

The taxes and other levies that we pay to federal, state and local authorities in many different countries help maintain and expand the infrastructure there. Total income tax payments in the year under review were €843 million.

This responsibility explains why we adopt a conservative tax strategy. As a global enterprise, we have subsidiaries in so-called “low-tax” countries, among other places, but these are not tax optimization vehicles. Rather, they are a necessary part of maintaining our presence worldwide and support our business activity.

Our global team of tax experts ensures that possible taxation risks are identified, and hence mitigated, at an early stage, and that national and international tax compliance requirements are met, thus ensuring due and proper taxation throughout the Group.

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**Wages and salaries**

Staff costs include wages, salaries and compensation, retirement benefits, and all other benefits paid to Group employees for their work during the financial year, plus social charges, including mandatory statutory contributions and particularly social security contributions. Staff costs amounted to €21,610 million (2018: €20,825 million), or 34.1% of Group revenue, in the year under review.

In 2019, the total remuneration paid to active Board of Management members amounted to €13.6 million (2018: €11.4 million); total remuneration for the Supervisory Board was €2.6 million (2018: €2.7 million). These figures include share-based remuneration. Remuneration paid to the Board of Management and the Supervisory Board represents 0.07% of staff costs. Please refer to the Remuneration Report for further details on the Board of Management and Supervisory Board remuneration. 2019 Annual Report

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**Defined benefit and defined contribution pension plans**

We offer defined benefit and/or defined contribution pension plans from which about 70% of Group employees benefit. Our largest pension plans operate in Germany, the United Kingdom, the United States, the Netherlands and Switzerland. In the year under review, pension plans accounted for €688 million (2018: €846 million) of staff costs.
Using innovative technologies

New business models are emerging rapidly in all sectors of the economy, particularly in connection with the digital transformation process. Innovations are the driving force within our industry and an important way of enhancing our competitiveness and future success while also adding value for our customers, whom we also include in our development processes.

The Corporate Incubations board department is the home for projects that are developing new business models. Our Start-up Lab lets employees contribute their own suggestions for new business ideas. One successful example is the TRAILAR project for equipping trucks and trailers with solar mats.

Real-world use cases

We are using existing technologies to continue the automation of our logistics processes, make supply chains more stable and secure, and improve carbon efficiency. Our employees benefit from this as well, as these innovations also ease their workload.

- We are already using collaborative robots for picking and for artificial intelligence (AI) applications, and are conducting field tests with self-driving vehicles.

- We use AI to publish logistics data in our quarterly DHL Global Trade Barometer as an aid to investment and supply chain decision-making. AI is also incorporated in our own security concepts.

- Our Resilience360 product uses big data, predictive analytics and algorithms to monitor supply chains. Potential incidents are identified and managed in near real time.

Sustainable technologies

We invest continually in renewing and modernizing our hubs, networks, and road and air fleets. One focus of our investment policy is on technological developments. For example, we have further extended our pioneering role in the development of electric delivery vehicles. Investment expenditures in acquired property, plant and equipment and intangible assets amounted to €3.6 million in the year under review. Our Strategy 2025 has earmarked an investment volume of €2 billion for digitalization. A detailed report on the investments made in the financial year can be found in our Group Management Report.

When investing pension assets, we take not only an economic but also a sustainable approach that is primarily based on the integration of ESG criteria. When selecting asset managers, we give preference to those who consider ESG aspects in their investment processes and those providers who have signed up to the UN Principles for Responsible Investment (PRI). We also determine the ESG score and carbon footprint for our pension portfolio in Germany. In February 2020, we won the Special Prize at the German ESG Pensions Award for our investment strategy. More detailed information on our pension plans is available in the notes to the consolidated financial statements in the 2019 Annual Report.
Social, economic and technological trends
We identify and analyze important social, economic and technological trends so as to maintain our leading position in today’s constantly changing business environment. We published trend reports on the following areas in the year under review, which are available for download from our Group website.

- **Alternative fuels:** Over the next 10 to 20 years, sustainable fuels will play a critical role in efforts to reduce the impact of transport on the climate. Our white paper on this topic summarizes the current discussion surrounding sustainable fuels and identifies the types of fuels and technologies that are needed to create climate-neutral logistics.

- **Smart packaging:** What are the trends driving the need to urgently rethink packaging, and how will individual industries and their packaging needs evolve? We offer insights on how packaging innovations will facilitate greener and more efficient logistics operations across all sectors.

- **Globalization holding up under pressure:** We updated the DHL Global Connectedness Index together with the NYU Stern School of Business. This index provides an overview of recent developments in international flows of capital, trade, information and people.

Our goal: Customer satisfaction
Becoming our customers’ Provider of Choice is one of our three strategic goals. We regularly conduct customer satisfaction surveys, quantify satisfaction levels using key performance indicators (KPIs) and pursue clearly defined targets.

Continuously improving our performance
Our FIRST CHOICE methodology – based on Six Sigma, Lean and change management techniques – is an effective way of increasing customer satisfaction and loyalty. We use FIRST CHOICE to systematically and continuously improve our own processes, services and products, and also work together with customers to develop enhanced solutions.

FIRST CHOICE – our achievements since 2006

<table>
<thead>
<tr>
<th>FIRST CHOICE</th>
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<tbody>
<tr>
<td>&gt;31,000 improvement initiatives implemented</td>
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<tr>
<td>&gt;38,000 managers and employees trained</td>
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<tr>
<td>&gt;180,000 employees involved in performance dialogues every day</td>
</tr>
<tr>
<td>&gt;170 customer satisfaction surveys commissioned and analyzed¹</td>
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</table>

¹ Not included in the review.

Our performance dialogues not only focus attention on our KPIs and defined targets, but also help employees become more aware of how they can improve processes and quality standards in their immediate working environments. Other tools, including simple problem-solving techniques, are then used to help with implementation. In addition, a variety of
communications channels encourage information sharing among employees and motivate them to use the available methods and tools to drive potential improvements. This creates a common appreciation for the goals and benefits of our culture of continuous improvement, and so lays the foundation for effective, customer-centric innovation management. We use systematic surveys to measure satisfaction levels among our customers and also gain valuable information from analyzing customer complaints.

High levels of service
We take a systematic approach to improving the quality of our services across all divisions. The way we measure customer satisfaction is based in part on the Net Promoter Approach and is also tailored to the business models and customer profiles involved.

- **Post & Parcel Germany:** Approximately 92% of letters in Germany reached their destinations the next working day (D+1) in the year under review. Parcels reached their destinations the next working day around 83% of the time. Our 26,000 or so sales outlets were open for business an average of 55 hours per week.

- **Global Forwarding, Freight:** In the Global Forwarding business unit, we use customer feedback to systematically improve our offering. To that end, we completed about 40 projects and held 1,700 workshops during the year under review. In the Freight business unit, we expanded our customer satisfaction survey to cover 30 countries and implemented more than 200 initiatives.

- **Supply Chain:** We make sure we meet or exceed customer expectations using standardized processes and solutions, and with the support of quality experts at all sites. We follow up immediately when customers are dissatisfied – something that has a huge impact on satisfaction and loyalty.

- **eCommerce Solutions:** We made significant improvements in delivery quality in most countries in 2019. We achieved delivery quality of over 97% in the United States and we were able to increase it by about 10% in India despite challenging geography and at times difficult infrastructure. Overall, our delivery quality in the Asia Pacific region was 96% to 98% in 2019.