Unmatched Global Network

Connecting more than 2.5 million businesses every day

In more than 220 countries and territories

10.5 million consumers and consignees each day

481,000 employees worldwide
Well-Positioned to Leverage Favorable Trends and Market Dynamics

MEGATRENDS
- Technology
- Value chain
- E-commerce
- Shifting trade lanes
- Changing demographics

$800B
Total global logistics market

40%
U.S. package estimated growth 2017 - 2022
Transformation Enables Our Strategy

- Powerful U.S. Business
- Strong and Balanced Growth
- Market Differentiation

Improved Revenue Per Package | Higher Level Of Earnings Growth | World-Class ROIC
Investing To Grow

SMART GLOBAL LOGISTICS NETWORK

Expanding capacity

Enhancing services and solutions

Increasing efficiency through digital technology and automation

Operating the fastest, most technology-enabled and responsive company in the industry
Four Strategic Imperatives

FUELING UPS GROWTH

1. International high-growth markets
2. Global B2B and B2C e-commerce
3. Healthcare and life sciences
4. Small and medium-sized businesses
Delivering New Solutions for Growth

• UPS My Choice for Business
• Targeted pick-up and delivery services available 7-days per week in the U.S. (Jan 2020)
• Extended Hours pickup for next-day Ground deliveries
• UPS Flight Forward drone delivery service, a new UPS subsidiary
• Expanding U.S. Access Point network to 21,000 locations in the U.S.
• UPS Worldwide Economy

UPS My Choice
Nearly 60 million members worldwide
Why UPS?

- UPS is positioned to capitalize on global megatrends from key sectors that offer high-quality revenue growth.

- Stable or growing dividend for almost 50 years, a hallmark of the UPS investment.

- Strong dividend yield amongst transports*.

*Compared to Dow Jones Transportation Index, as of May 2019

**2019 is estimated based on $0.96 per share in the first and second quarters.
Strong Today. Creating Our Tomorrow.