

Forward-Looking Statements



This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Statements other than those of current or historical fact, and all statements accompanied by terms such as “will,” “believe,” “project,” “expect,” “estimate,” “assume,” “intend,” “anticipate,” “target,” “plan,” and similar terms, are intended to be forward-looking statements. Forward-looking statements are made subject to the safe harbor provisions of the federal securities laws pursuant to Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934.

From time to time, we also include written or oral forward-looking statements in other publicly disclosed materials. Such statements may relate to our intent, belief, forecasts of, or current expectations about our strategic direction, prospects, future results, or future events; they do not relate strictly to historical or current facts. Management believes that these forward-looking statements are reasonable as and when made. However, caution should be taken not to place undue reliance on any forward-looking statements because such statements speak only as of the date when made and the future, by its very nature, cannot be predicted with certainty.

Forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from our historical experience and our present expectations or anticipated results. These risks and uncertainties, include, but are not limited to: continued uncertainties related to the impact of the COVID-19 pandemic on our business and operations, financial performance and liquidity, our customers and suppliers, and on the global economy; changes in general economic conditions, in the U.S. or internationally; significant competition on a local, regional, national and international basis; changes in our relationships with our significant customers; changes in the regulatory environment in the U.S. or internationally; increased or more complex physical or data security requirements; legal, regulatory or market responses to global climate change; results of negotiations and ratifications of labor contracts; strikes, work stoppages or slowdowns by our employees; the effects of changing prices of energy, including gasoline, diesel and jet fuel, and interruptions in supplies of these commodities; changes in exchange rates or interest rates; uncertainty from the expected discontinuance of LIBOR and transition to any other interest rate benchmark; our ability to maintain our brand image; our ability to attract and retain qualified employees; breaches in data security; disruptions to the Internet or our technology infrastructure; interruptions in or impacts on our business from natural or man-made events or disasters including terrorist attacks, epidemics or pandemics; our ability to accurately forecast our future capital investment needs; exposure to changing economic, political and social developments in international and emerging markets; changes in business strategy, government regulations, or economic or market conditions that may result in impairment of our assets; increases in our expenses or funding obligations relating to employee health, retiree health and/or pension benefits; potential additional U.S. or international tax liabilities; potential claims or litigation related to labor and employment, personal injury, property damage, business practices, environmental liability and other matters; our ability to realize the anticipated benefits from acquisitions, dispositions, joint ventures or strategic alliances; our ability to realize the anticipated benefits from our transformation initiatives; cyclical and seasonal fluctuations in our operating results; our ability to manage insurance and claims expenses; and other risks discussed in our filings with the Securities and Exchange Commission from time to time, including our Annual Report on Form 10-K for the year ended December 31, 2020 and subsequently filed reports. You should consider the limitations on, and risks associated with, forward-looking statements and not unduly rely on the accuracy of predictions contained in such forward-looking statements. We do not undertake any obligation to update forward-looking statements to reflect events, circumstances, changes in expectations, or the occurrence of unanticipated events after the date of those statements.



2021 Investor &
Analyst Day

Digital Supply Chains

Philippe Gilbert

President

UPS Supply Chain Solutions

What does the digital experience look like?

- Digital connectivity... across hundreds of UPS warehouses... all modes of transportation, customs data and more
- Accessible and connected via mobile apps, dashboards and platforms
- Giving access to real-time information, visibility and more control

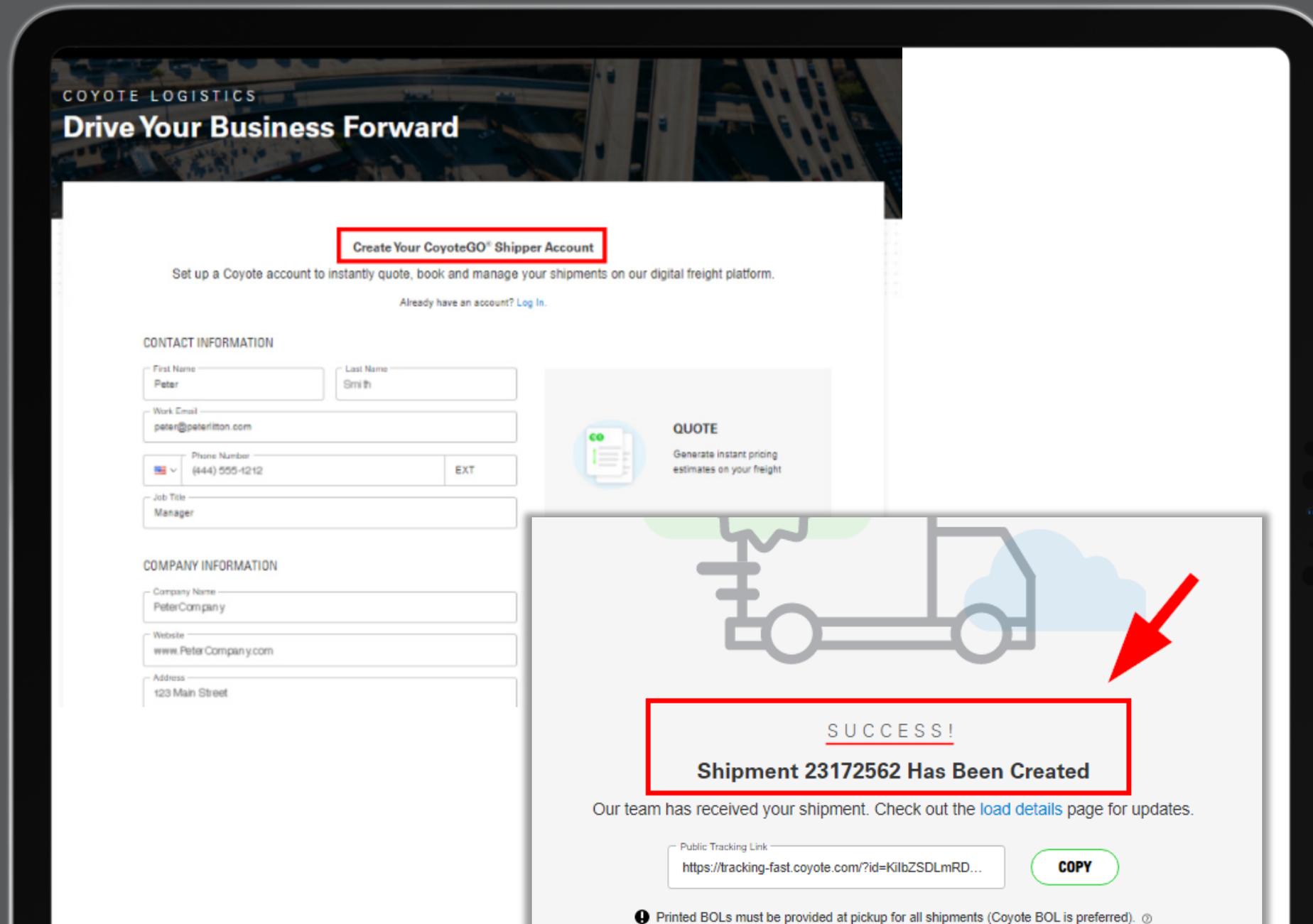
UPS eFulfillment

Simplifying the Fulfillment Process



CoyoteGO

— Giving visibility and control to shippers



The screenshot shows the CoyoteGO web interface. At the top, it says "COYOTE LOGISTICS" and "Drive Your Business Forward". A red box highlights the "Create Your CoyoteGO® Shipper Account" button. Below this, there is a "CONTACT INFORMATION" section with fields for First Name (Peter), Last Name (Smith), Work Email (peter@peteritton.com), Phone Number ((444) 555-1212), and Job Title (Manager). A "QUOTE" section offers to generate instant pricing estimates. The "COMPANY INFORMATION" section includes Company Name (Peter Company), Website (www.PeterCompany.com), and Address (123 Main Street). A red arrow points to a "SUCCESS!" message box that states "Shipment 23172562 Has Been Created". Below this, it says "Our team has received your shipment. Check out the [load details](#) page for updates." A "Public Tracking Link" is provided: <https://tracking-fast.coyote.com/?id=KilbZSDLmRD...> with a "COPY" button. At the bottom, there is a note: "Printed BOLs must be provided at pickup for all shipments (Coyote BOL is preferred)." The UPS logo and "2021 Investor & Analyst Day" are in the bottom right corner.

COYOTE LOGISTICS
Drive Your Business Forward

Create Your CoyoteGO® Shipper Account

Set up a Coyote account to instantly quote, book and manage your shipments on our digital freight platform.

Already have an account? [Log In.](#)

CONTACT INFORMATION

First Name: Peter
Last Name: Smith
Work Email: peter@peteritton.com
Phone Number: (444) 555-1212
Job Title: Manager

QUOTE

Generate instant pricing estimates on your freight

COMPANY INFORMATION

Company Name: Peter Company
Website: www.PeterCompany.com
Address: 123 Main Street

SUCCESS!
Shipment 23172562 Has Been Created

Our team has received your shipment. Check out the [load details](#) page for updates.

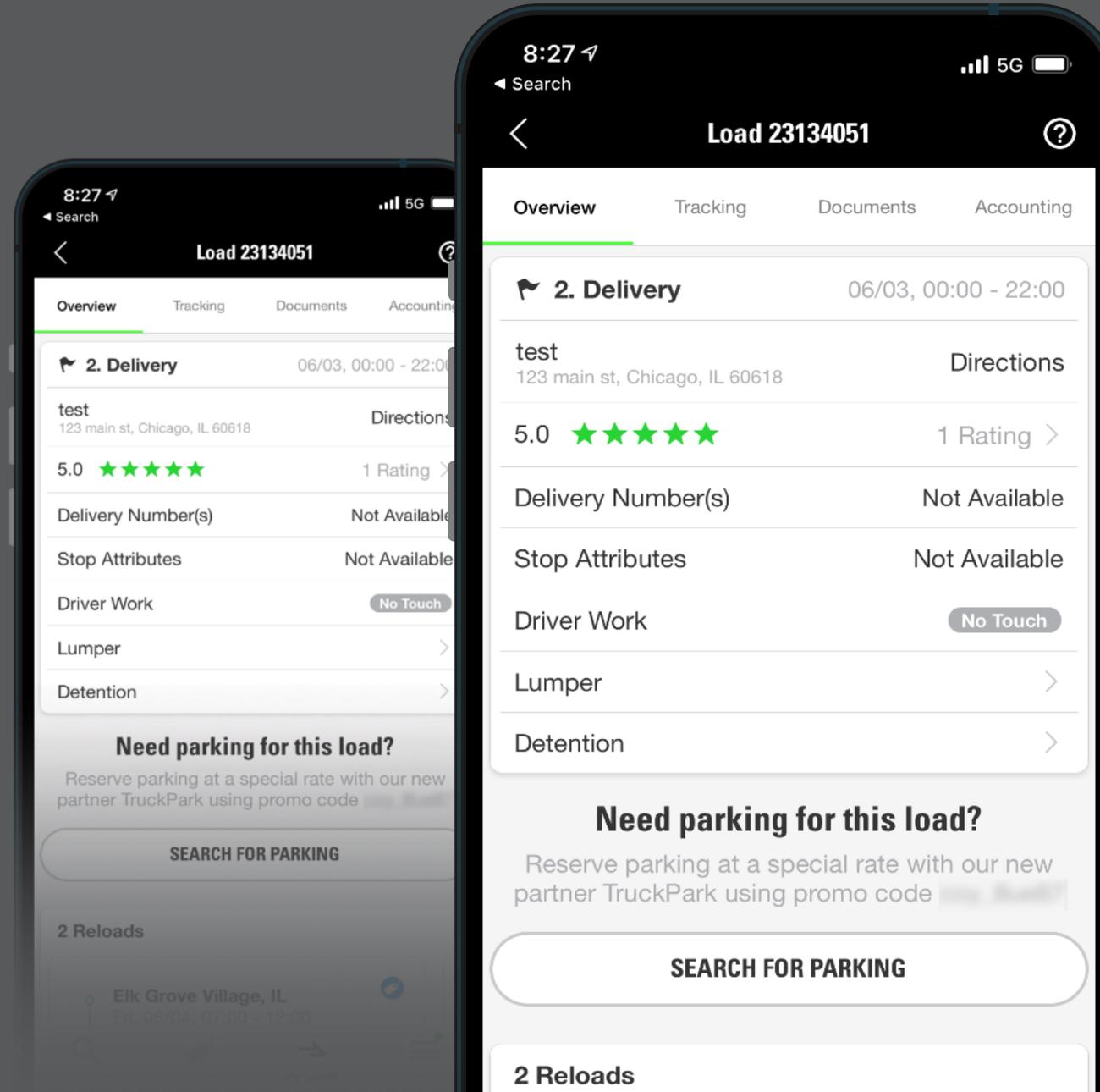
Public Tracking Link: <https://tracking-fast.coyote.com/?id=KilbZSDLmRD...> **COPY**

Printed BOLs must be provided at pickup for all shipments (Coyote BOL is preferred).

UPS 2021 Investor & Analyst Day

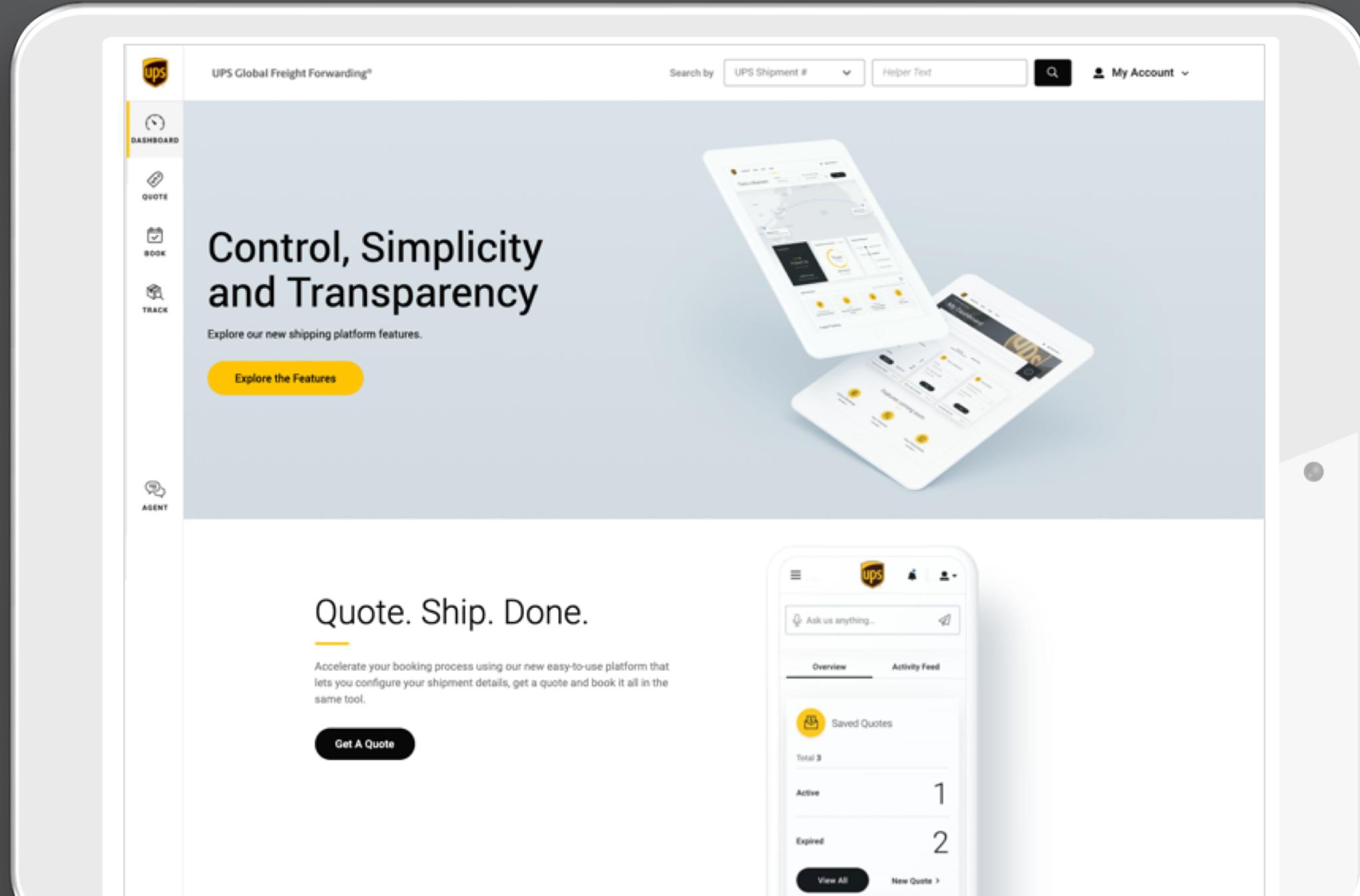
CoyoteGO

Solving the parking problem for commercial drivers



UPS Forwarding Hub

Customer portal



Symphony

Brings it all together

