

# 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

# Product and Network Management

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**Juan Perez**

Chief Information and Engineering Officer

# UPS Is A Tech Company

Enhancing the Customer Experience

Optimizing Our Network

Better Utilizing Existing Capacity

Reducing Our Carbon Footprint

# LEVERAGING

## Cloud Technology

Increasing use of software-as-a-service

Technology enables improvements to efficiency and customer experience

Supporting drone and vision systems development

# DIGITALLY

## Enabled Automated Network

22.5 million square feet of automated sorting capacity added since 2017

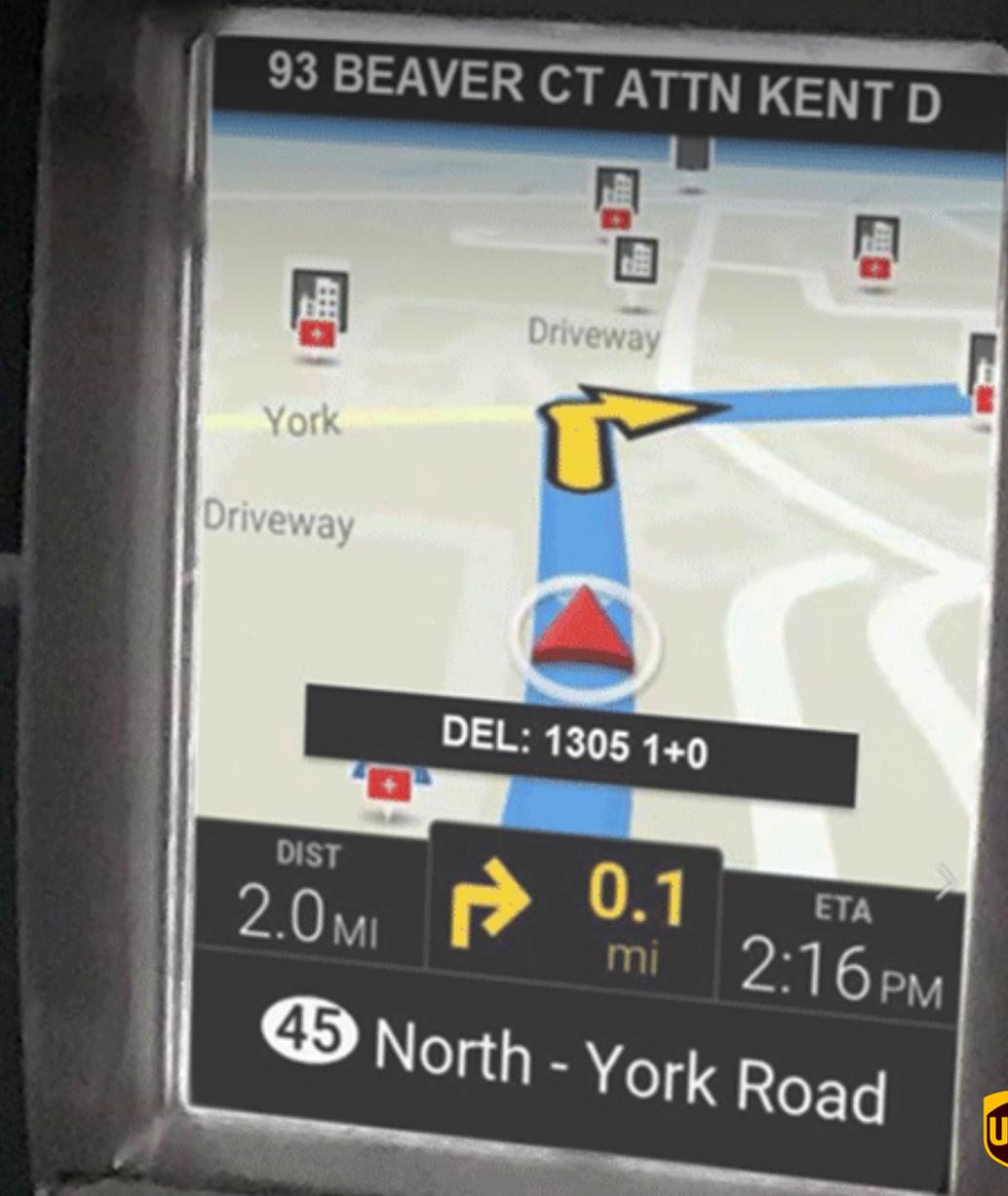
1.3 million additional pieces per hour of capacity



# ORION

## Optimizes Driver Routes, Saving Miles and Fuel

Original deployment reduced **eight miles** per driver per day  
**+ 2-4 miles** per driver per day from dynamic ORION...  
97% deployed



# EVs OFFER

Fuel and Maintenance Savings,  
and Sustainability Benefits

Committed to purchase up to **10,000**  
Arrival electric vehicles with an option  
to buy another **10,000**



Testing

# ELECTRIC SHIFTERS

Zero tailpipe emissions

Unique battery-swap technology





Beta Technologies eVTOL aircraft

250-mile range

Carry 1,400 pounds

Recharge in one hour

Launch from sorting facilities

# USE OF eVTOL

## Creates New Opportunities

Note: eVTOL = electric Vertical Take-off and Landing



 UPS Access Point™

Expanding UPS weekend delivery capacity by 46%

Residential and commercial Saturday service

More capacity for Sunday SurePost

Creating capacity without CapEx

# Further **EXPANSION** of Weekend Operations

# UPS® PREMIER



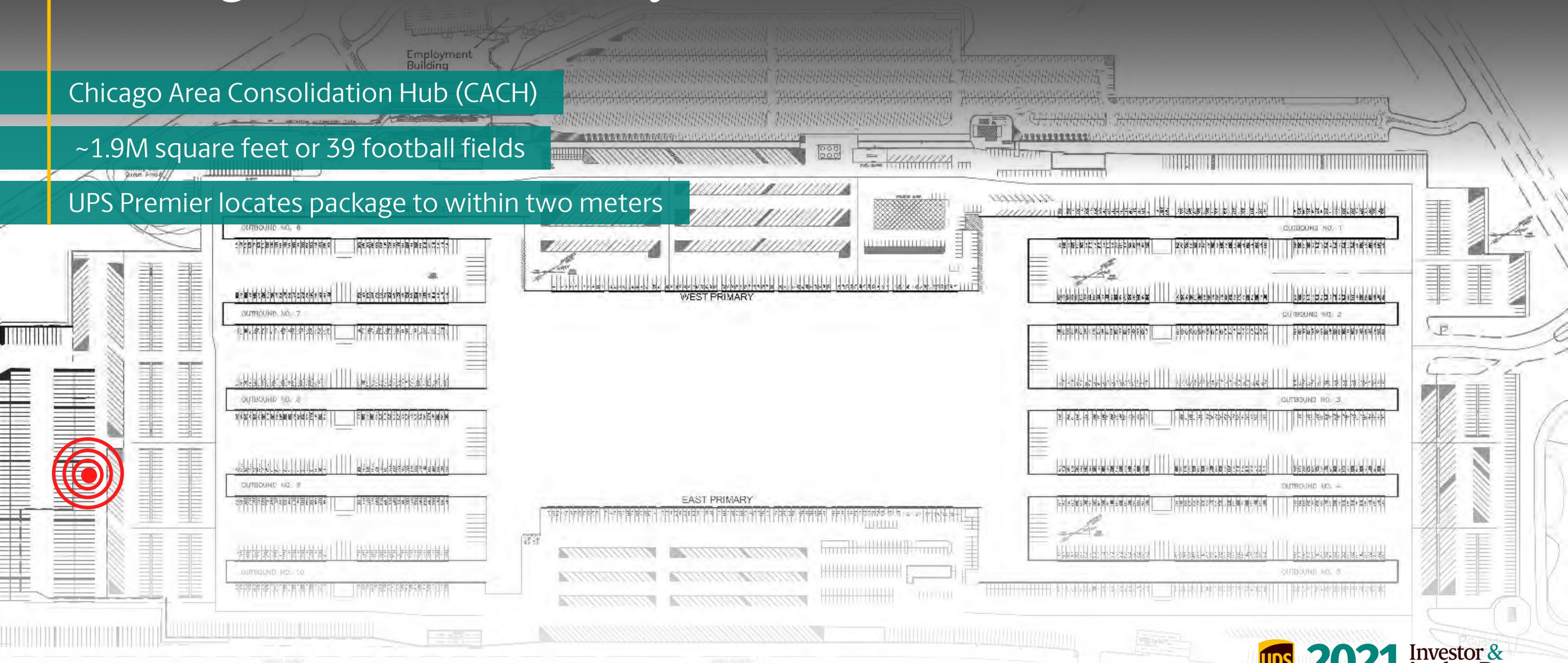
# UPS® PREMIER

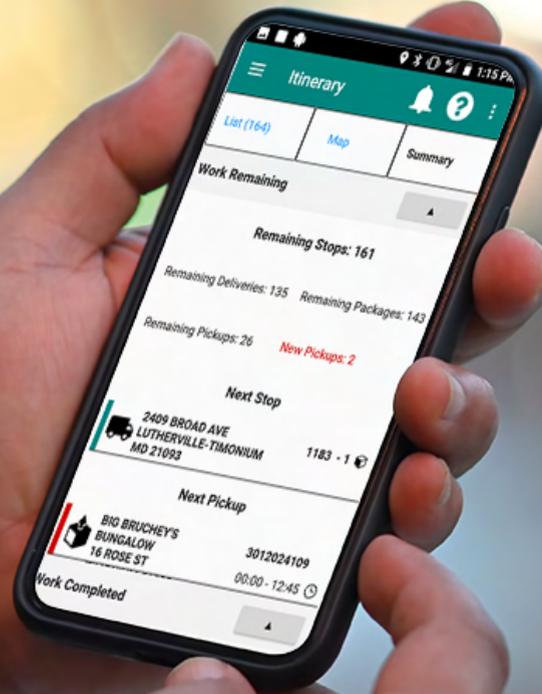
## Finding a Needle in a Haystack

Chicago Area Consolidation Hub (CACH)

~1.9M square feet or 39 football fields

UPS Premier locates package to within two meters





Nearly 40,000 downloads during 2020 peak period

Enabled industry-leading service during our busiest peak ever

# UPS MOBILE APP

## Turns Personal Cell Phones Into DIADs

Note: DIAD = Delivery Information Acquisition Device