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

Financial Overview

Brian Newman

Chief Financial Officer

Agenda

- Next Generation Profit initiative
- Macro
- 2023 financial targets
- Capital allocation priorities

REVENUE

Fully allocated basis

Cost of capital

- Customer segmentation
- Real-time network capacity
- Optimized pricing

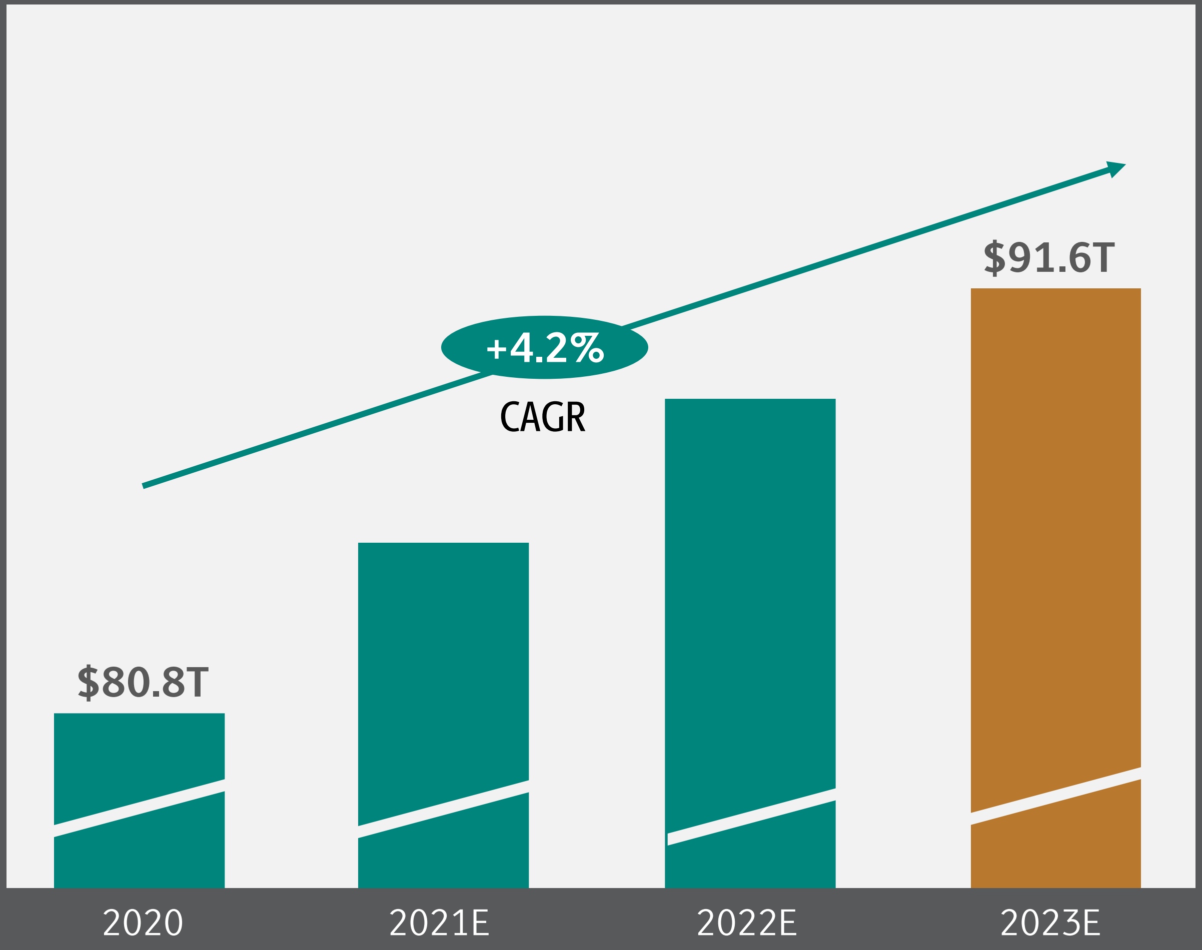
COST TO SERVE

* Non-GAAP financial measure. See Appendix for required reconciliations. Return on Invested Capital is defined as Adjusted Operating Profit / (Average (Total Debt, Equity, and Net Pension Liability))

Macro

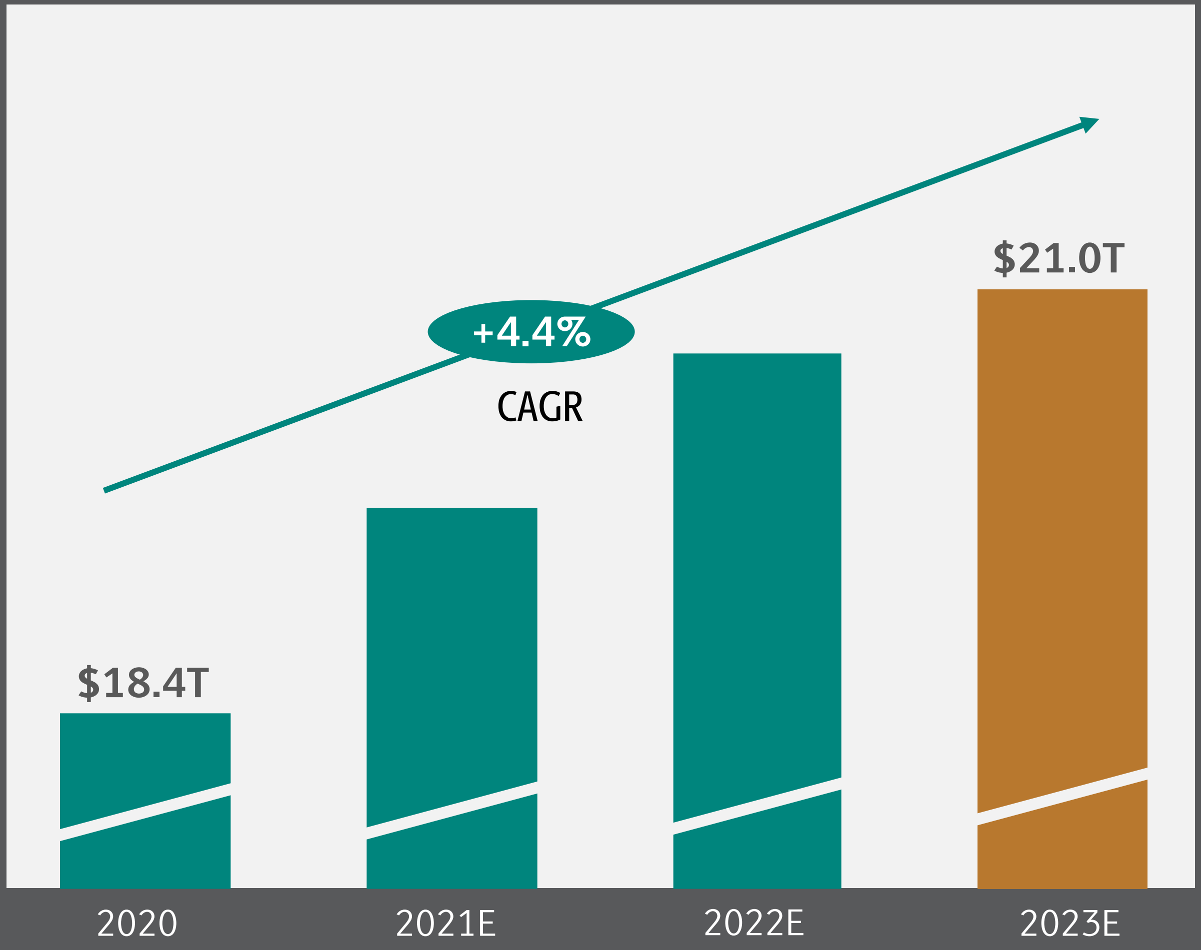
UPS 2021 Investor & Analyst Day

Global Real GDP (in USD)



Source: IHS Markit

U.S. Real GDP (in USD)

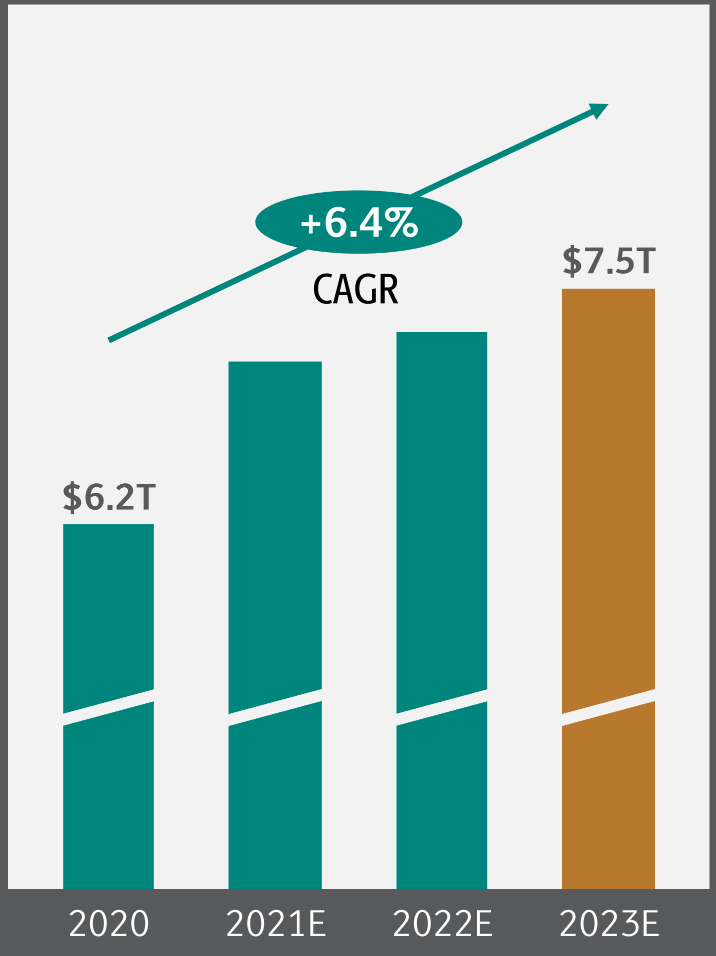


Sources: Bureau of Economic Analysis and IHS Markit

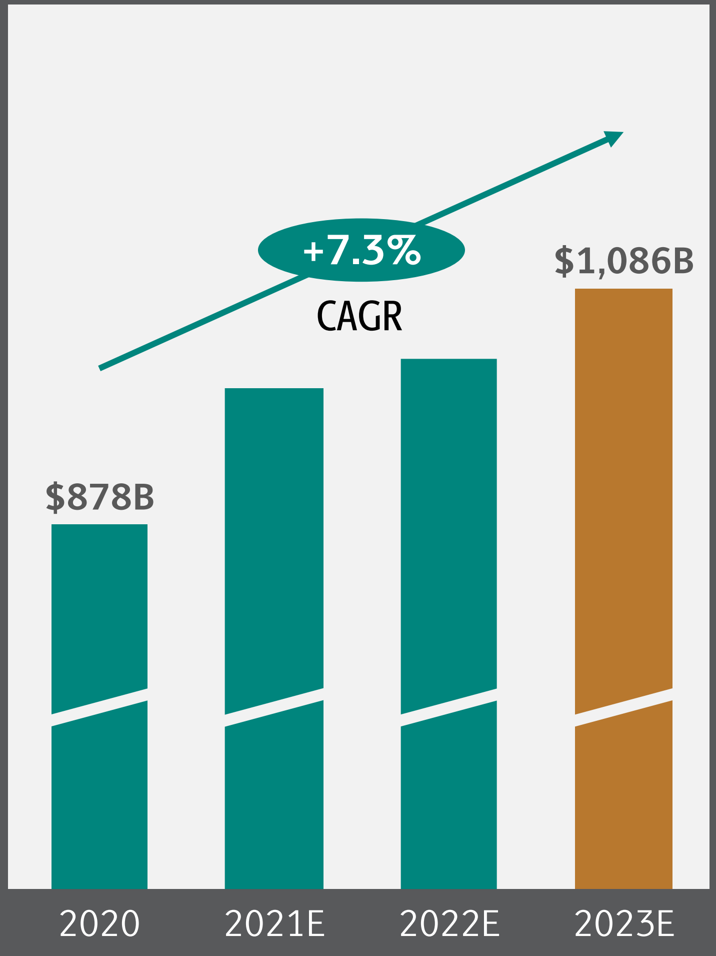
Macro – U.S.

U.S. GDP expected to grow at 4.4% CAGR from 2020 to 2023
Economic forecasts indicate strong growth in consumer and industrial demand

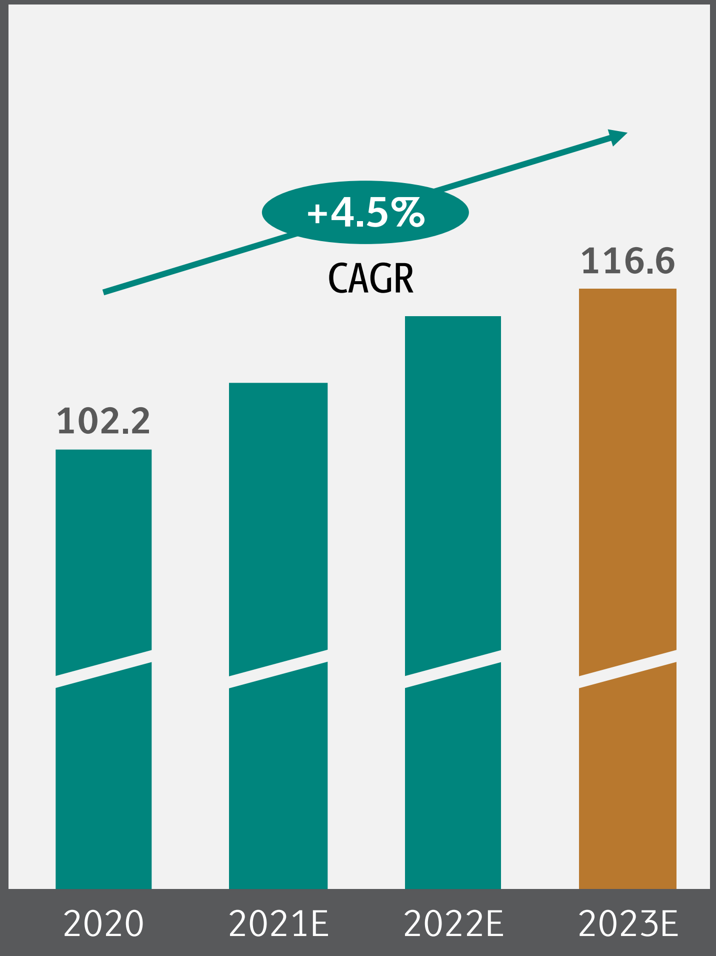
Nominal Retail Sales



ESMO (E-Commerce Proxy)



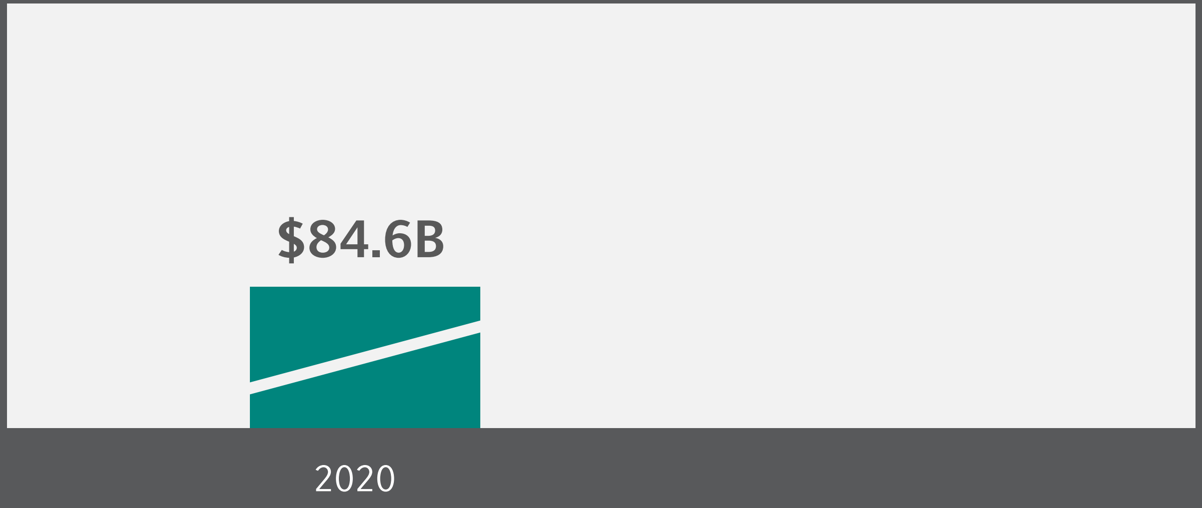
Industrial Production



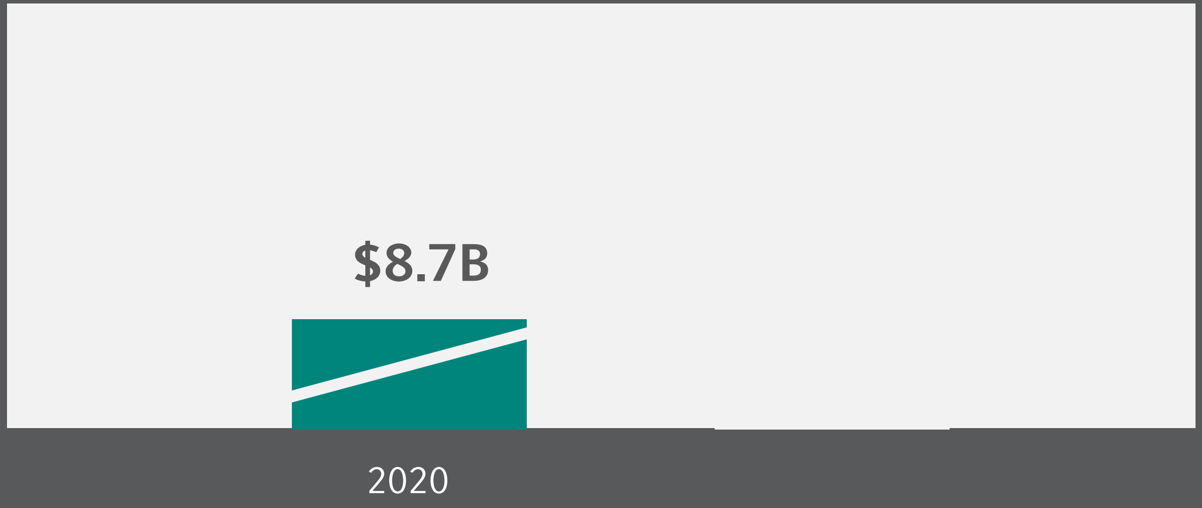
Source: Census Bureau, Federal Reserve Bank, and IHS Markit

2023 Targets

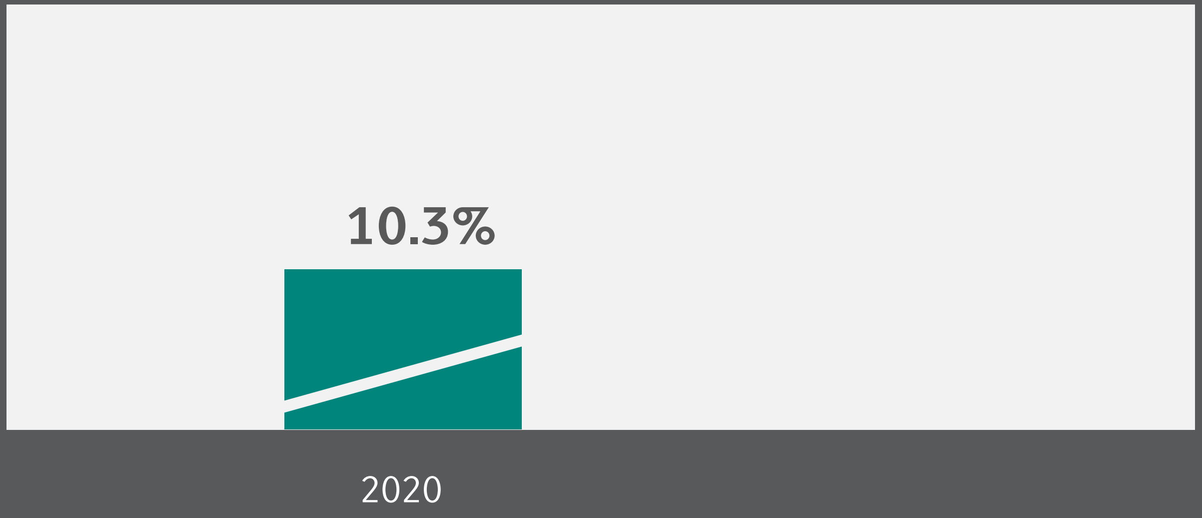
Revenue



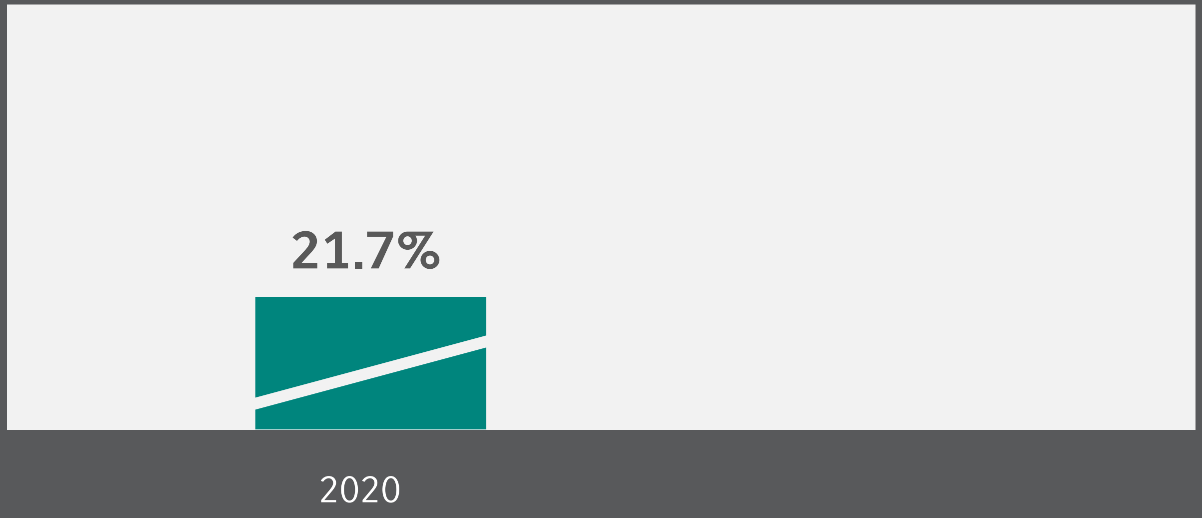
Adjusted Op Profit*



Adjusted Op Margin*



Return on Invested Capital*

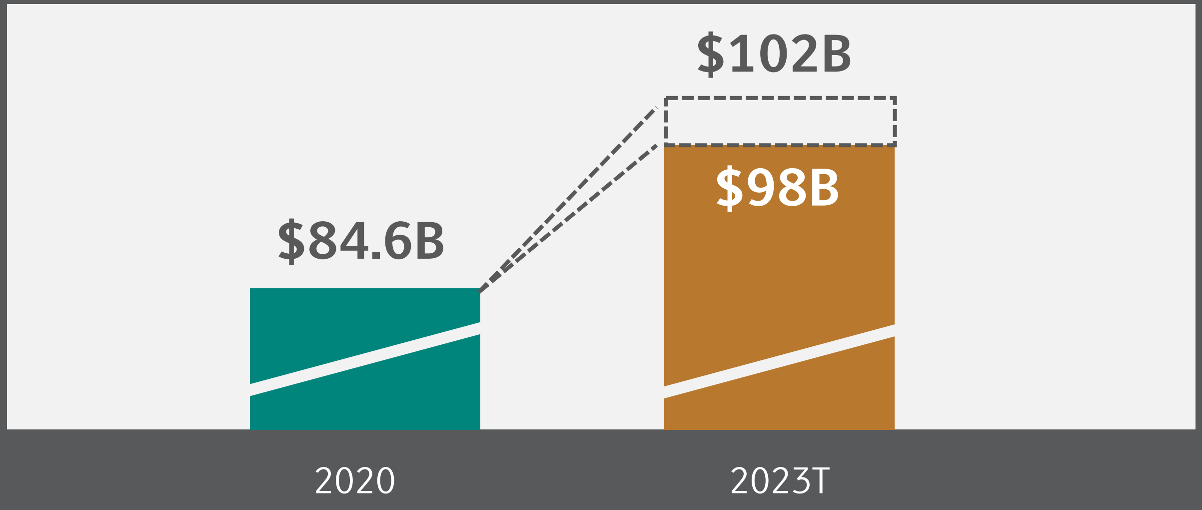


** Non-GAAP financial measure. See Appendix for required reconciliations.*

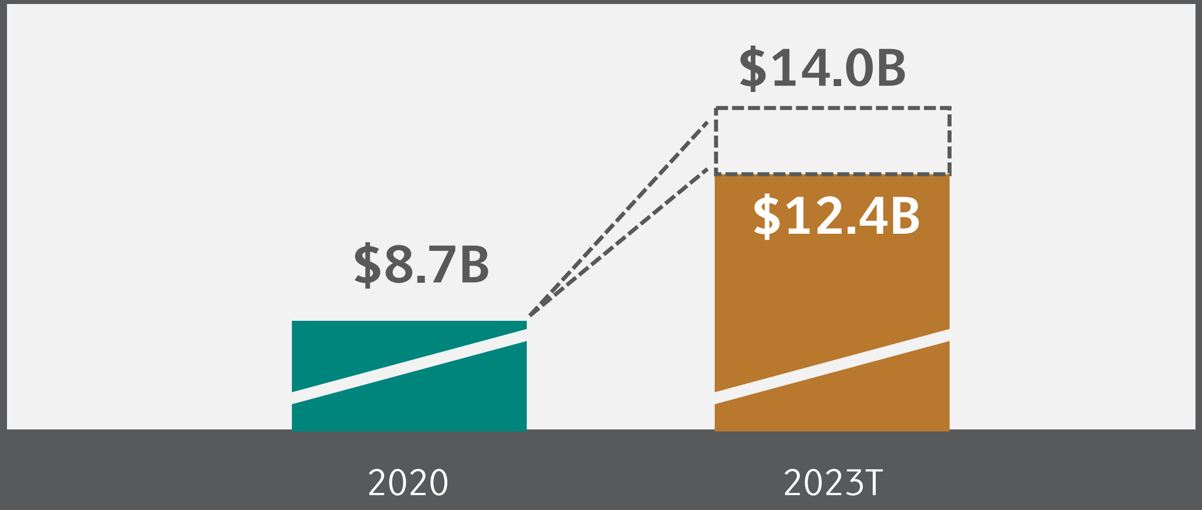
2023 Targets

2021 Investor & Analyst Day

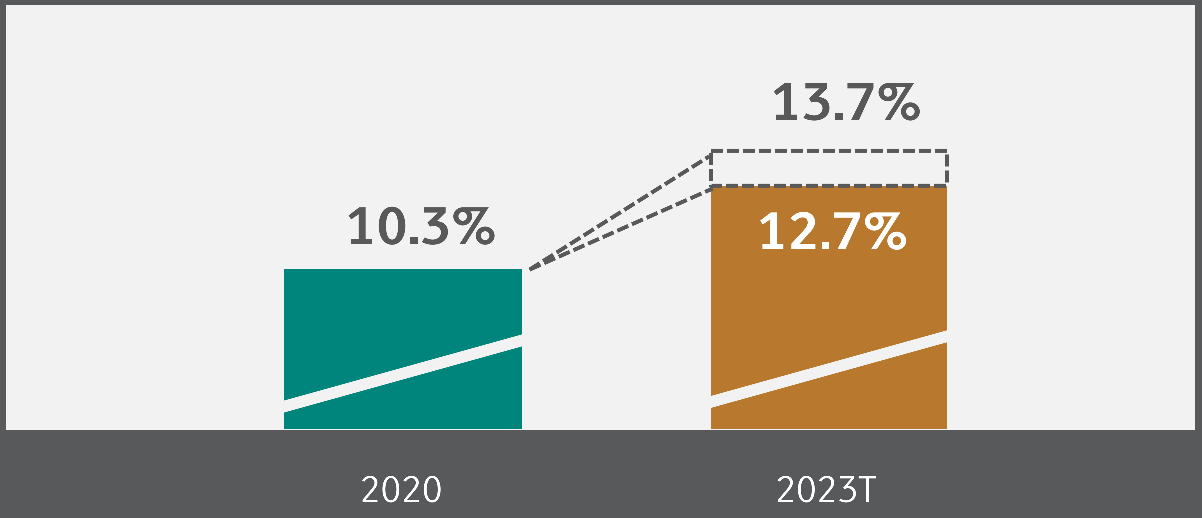
Revenue



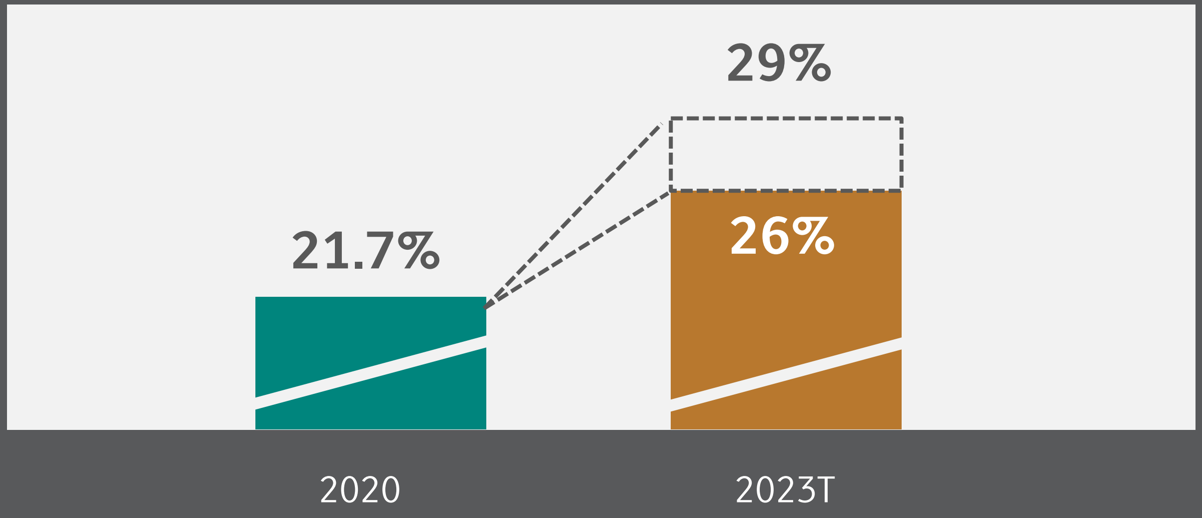
Adjusted Op Profit*



Adjusted Op Margin*



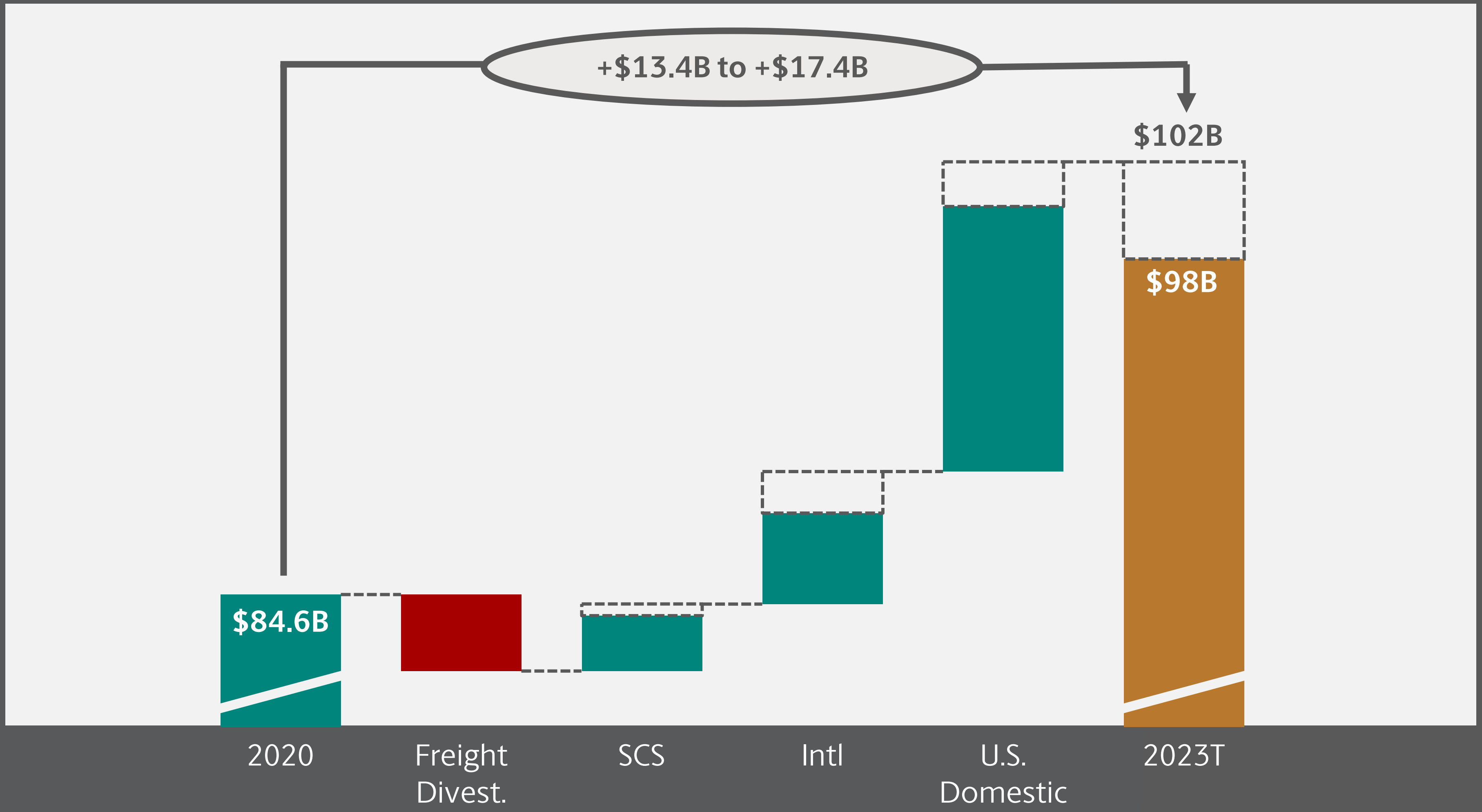
Return on Invested Capital*



** Non-GAAP financial measure. See Appendix for required reconciliations.*

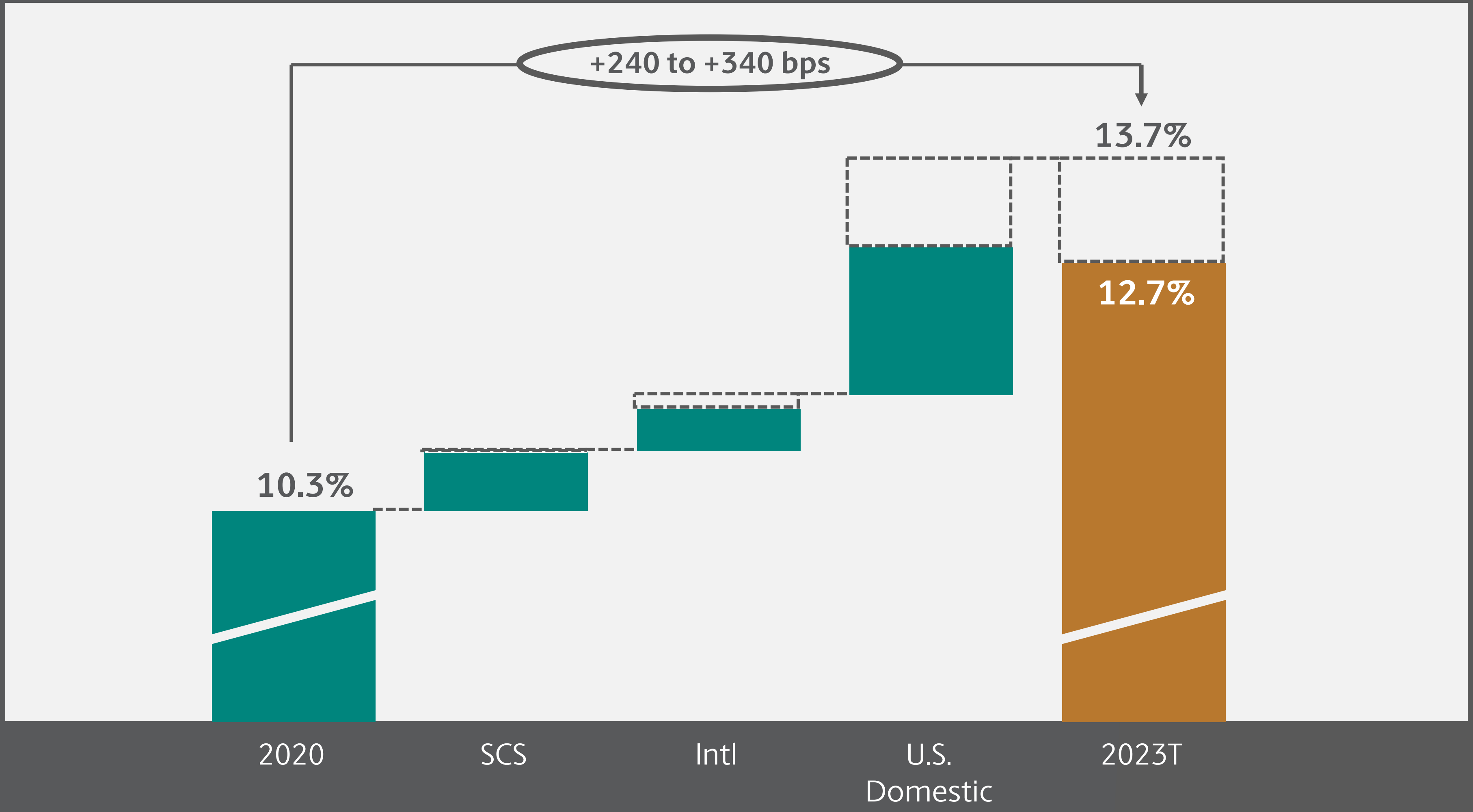
2023 Revenue Growth Target

- U.S. Domestic revenue growth
- International market share gain
- $3.1B of UPS Freight revenue is in 2020 base



Consolidated Adjusted Operating Margin* Expansion

U.S. Domestic margin expansion represents largest expected contribution



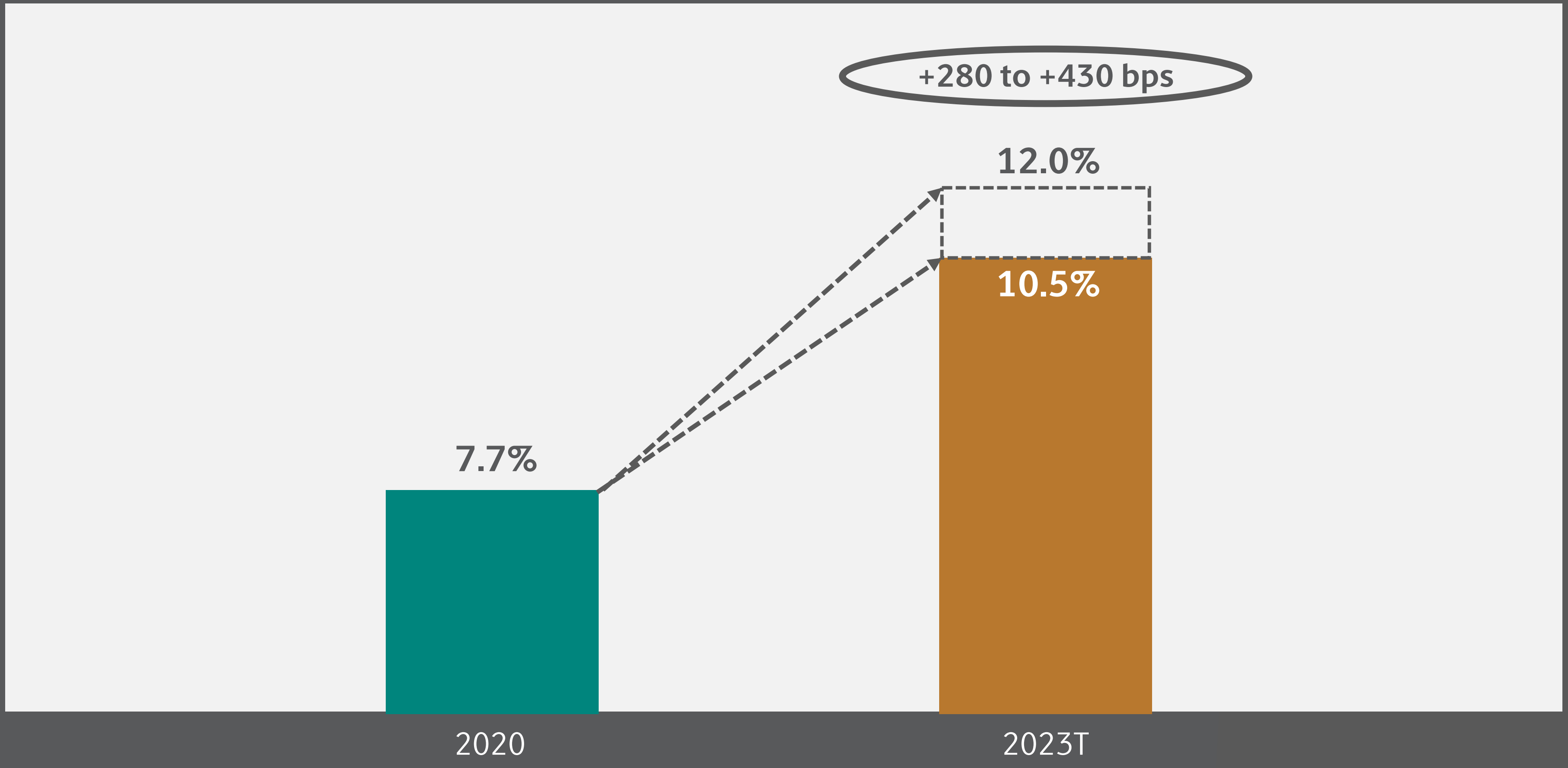
Non-GAAP financial measure. See Appendix for required reconciliations.

Lowering Our Cost to Serve

- Operational excellence
  - Productivity, efficiency, safety and service
- Technology enhancements
  - ORION, NPT and others
- Non-operating reductions
- Create new capabilities

U.S. Domestic Adjusted Operating Margin* Expansion

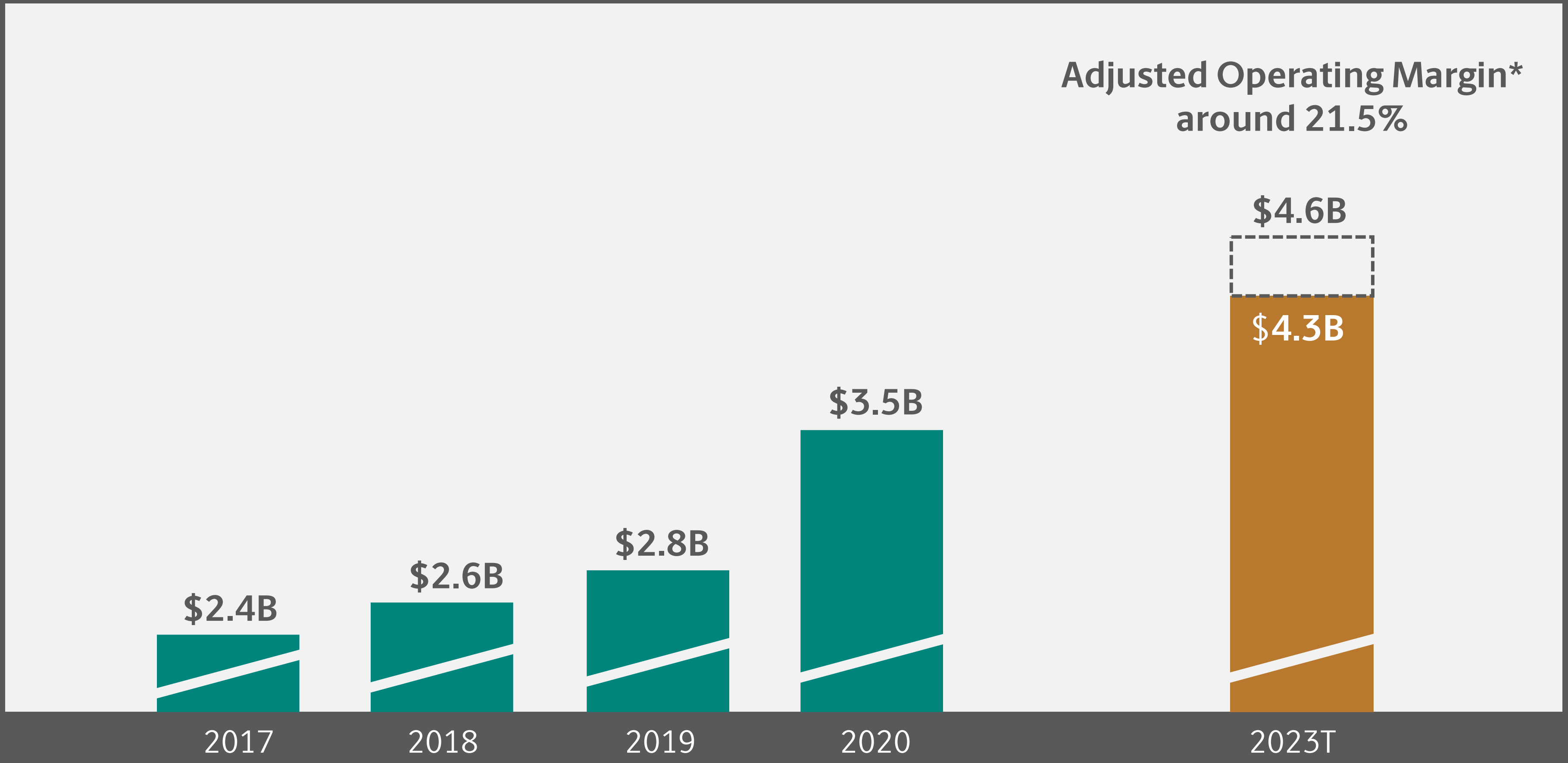
- Implementation of Better, Not Bigger initiatives
- Driving productivity through operational excellence



* Non-GAAP financial measure. See Appendix for required reconciliations.

International Adjusted Operating Profit* Growth

- Market share capture
- Asset-light expansion strategy

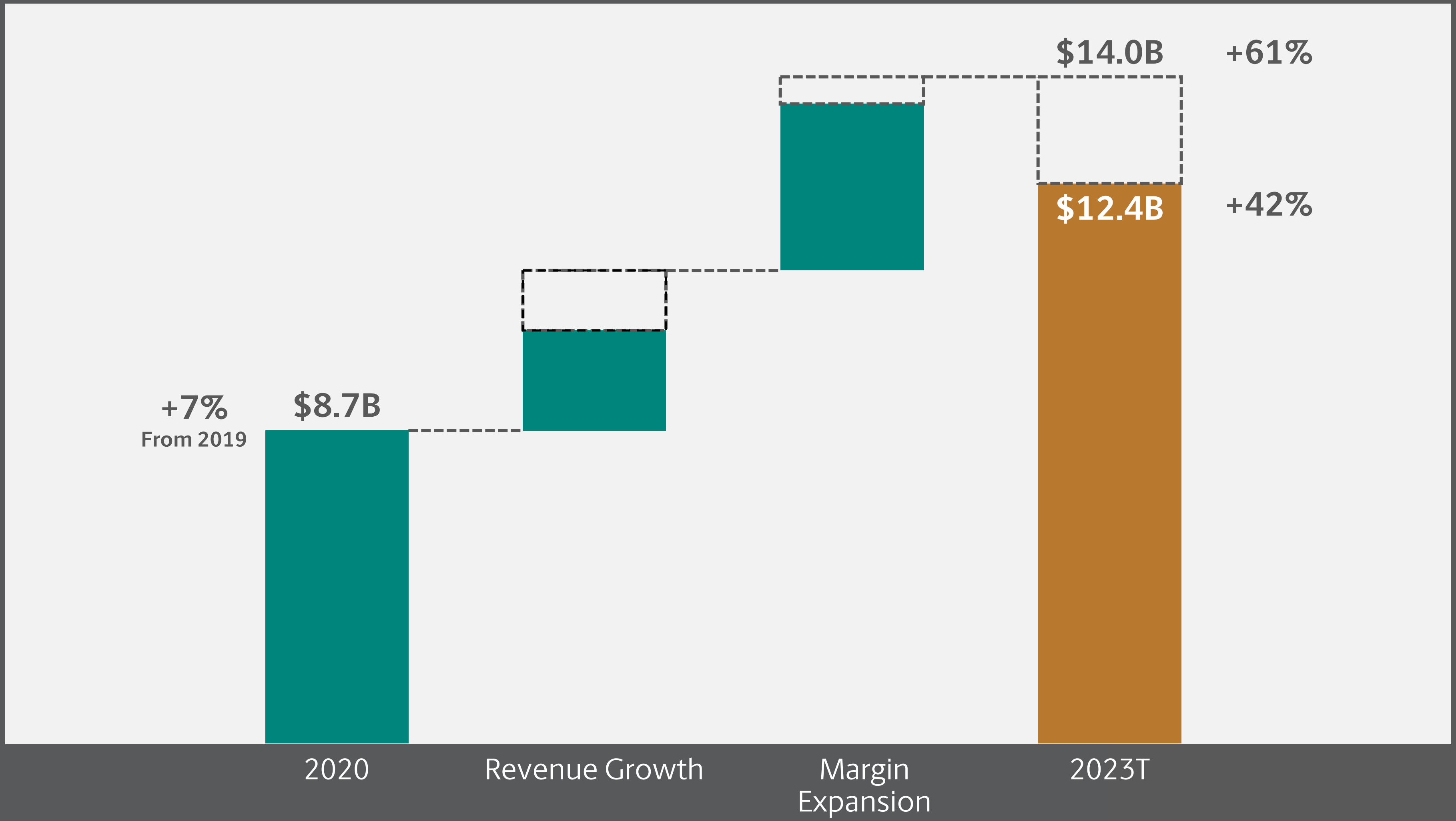


* Non-GAAP financial measure. See Appendix for required reconciliations.

Consolidated Adjusted Operating Profit* Growth

2021 Investor & Analyst Day

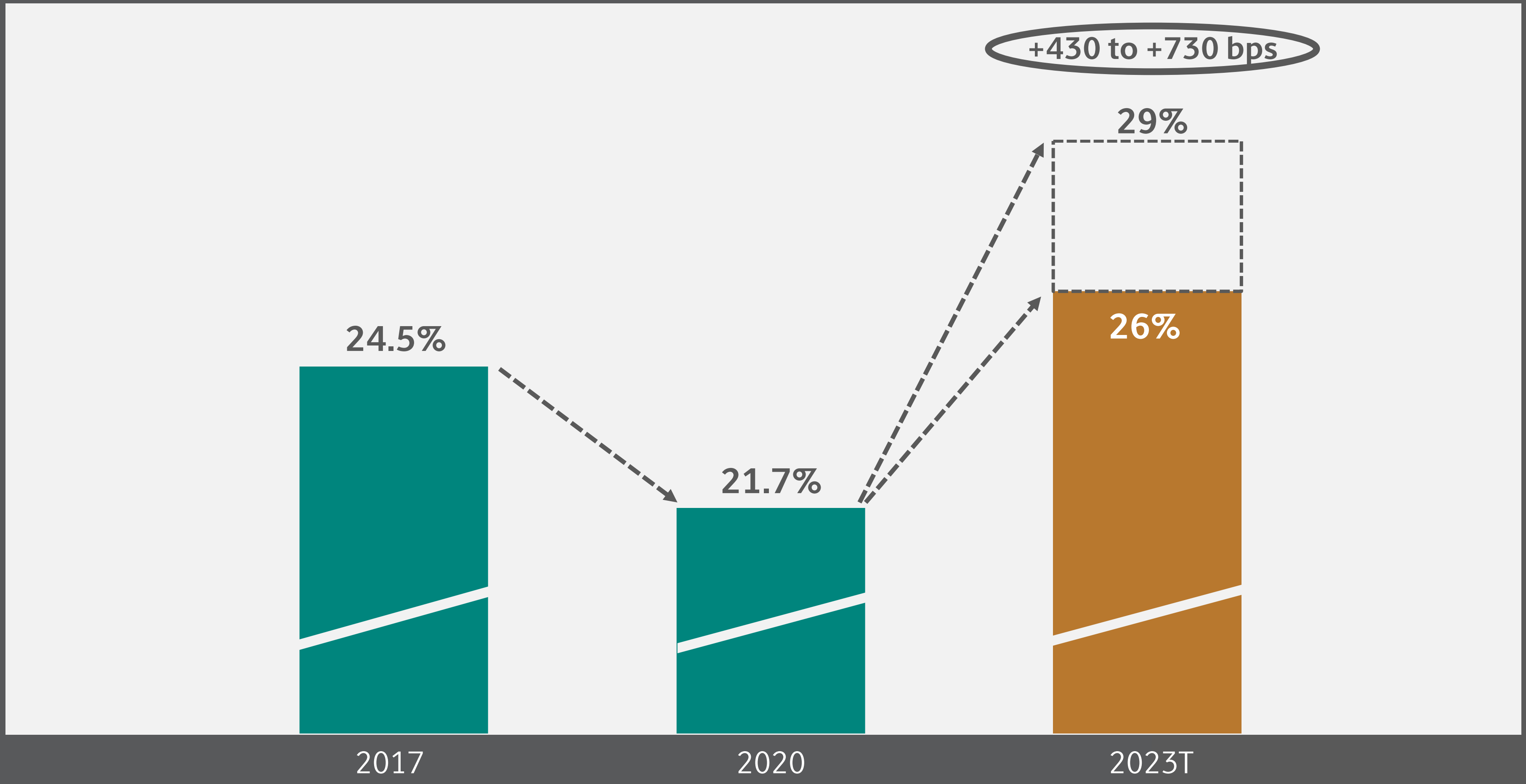
- Domestic margin expansion & revenue growth
- International market share gain



* Non-GAAP financial measure. See Appendix for required reconciliations.

Return on Invested Capital*

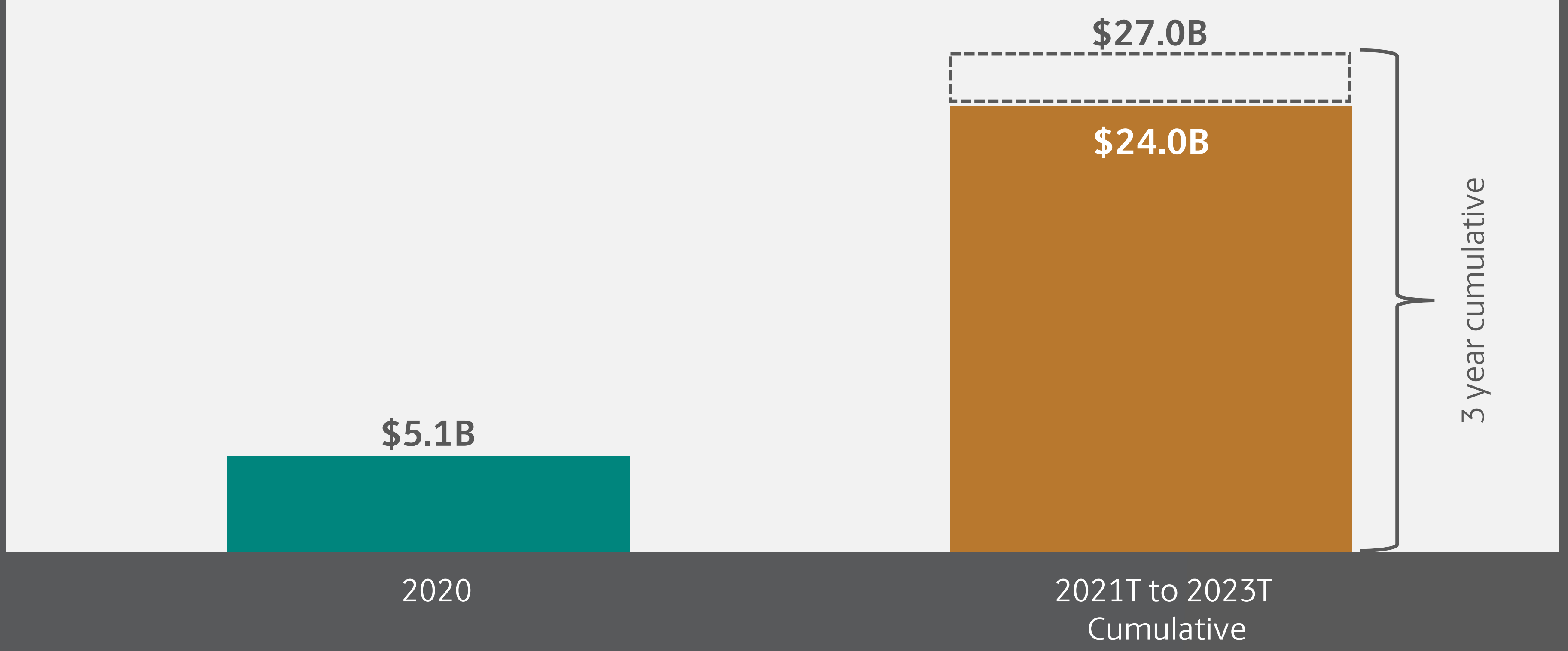
- Disciplined capital allocation
- Operating profit expansion



* Non-GAAP financial measure. See Appendix for required reconciliations.

Free Cash Flow*

- Operating margin expansion
- Revenue growth



* Non-GAAP financial measure. See Appendix for required reconciliations.

Capital Allocation Priorities

2021 Investor & Analyst Day

1

Reinvest in the Business

Invest in the business through all business cycles

2

Stable and Growing Dividend

Target payout of around 50% of prior year adjusted net income*

3

Strong Balance Sheet and Credit Rating

Maintain a strong balance sheet and high investment grade credit rating

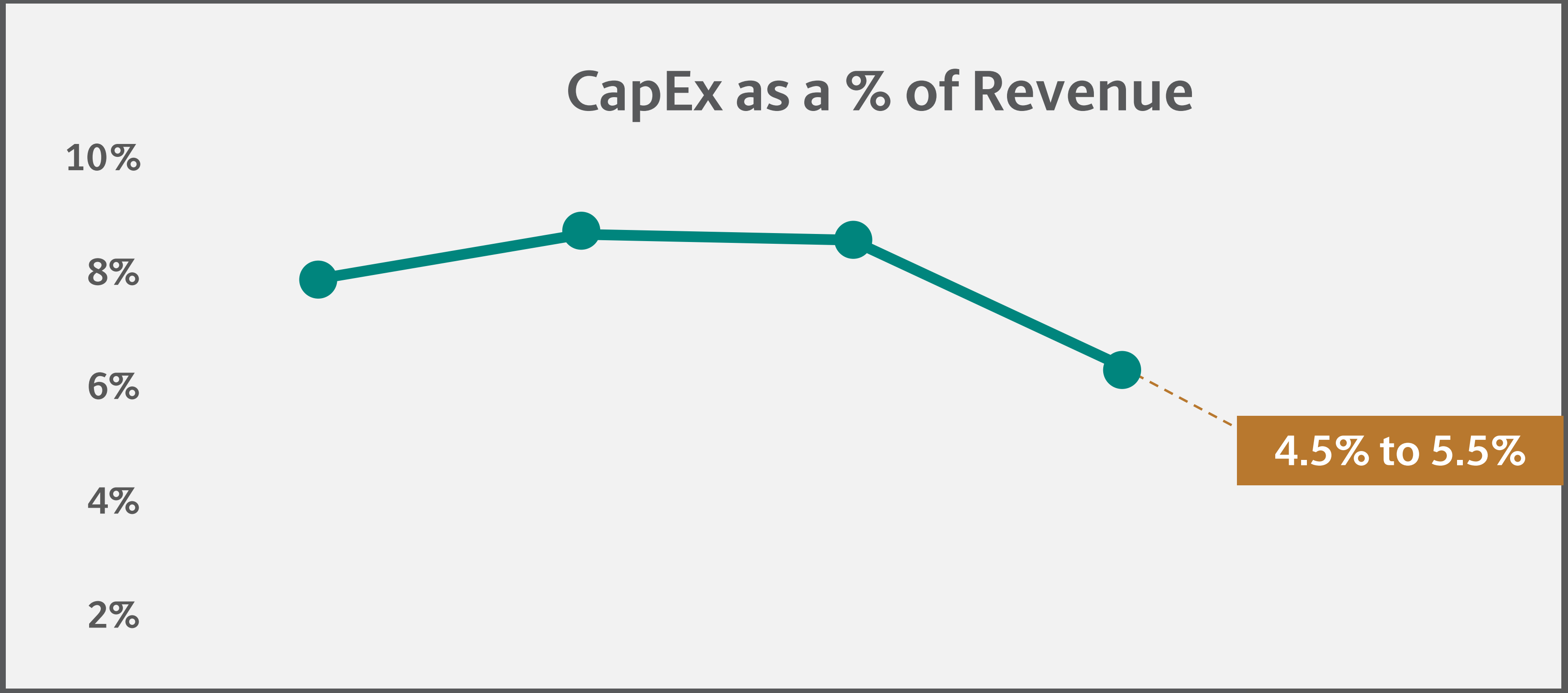
4

Share Repurchases

After meeting needs of the business, use excess liquidity to repurchase shares, as long as value creating

** Non-GAAP financial measure. See Appendix for required reconciliations.*

CapEx

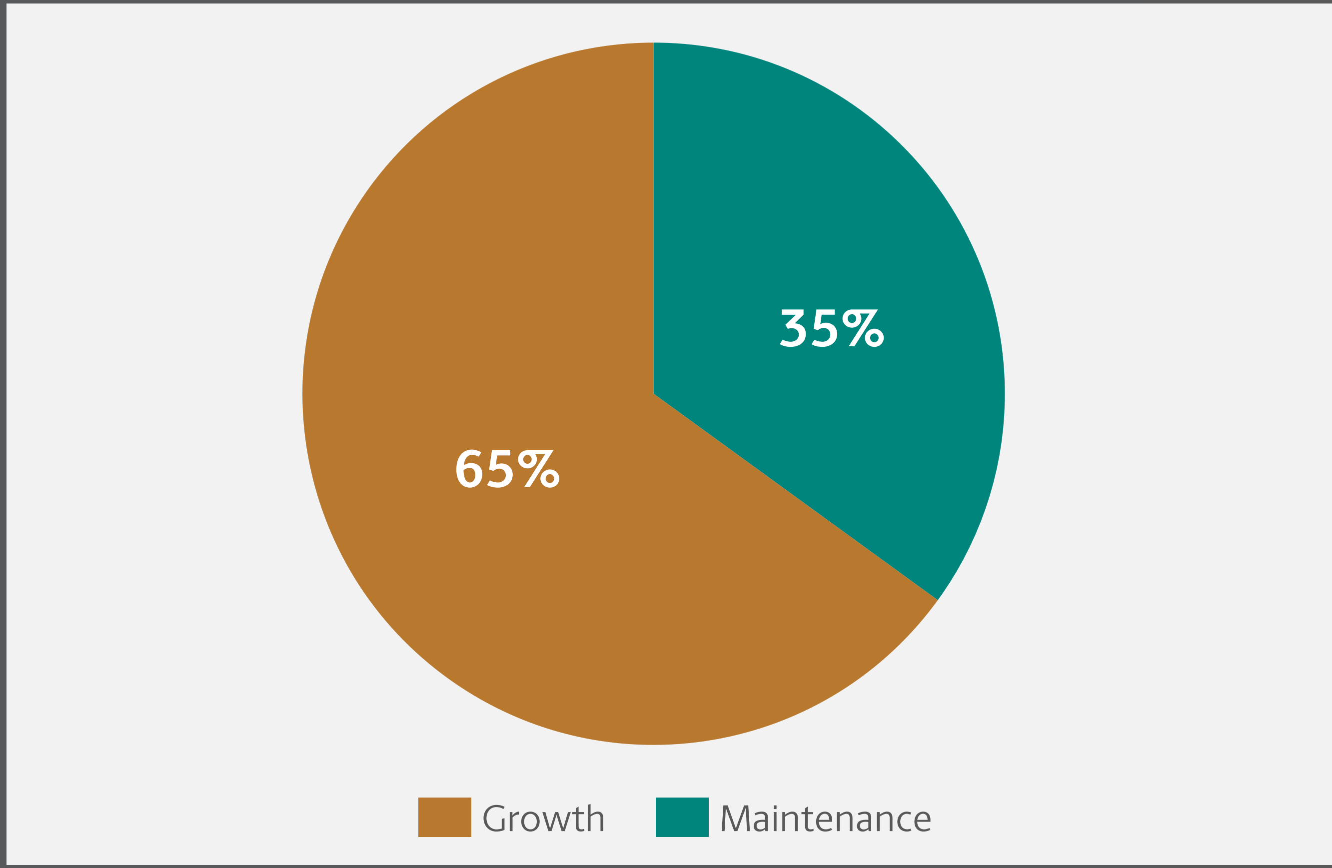


	2017	2018	2019	2020	Target 2021 to 2023 Cumulative
CapEx (USD)	$5.2B	$6.3B	$6.4B	$5.4B	$13.5B to $14.5B

CapEx

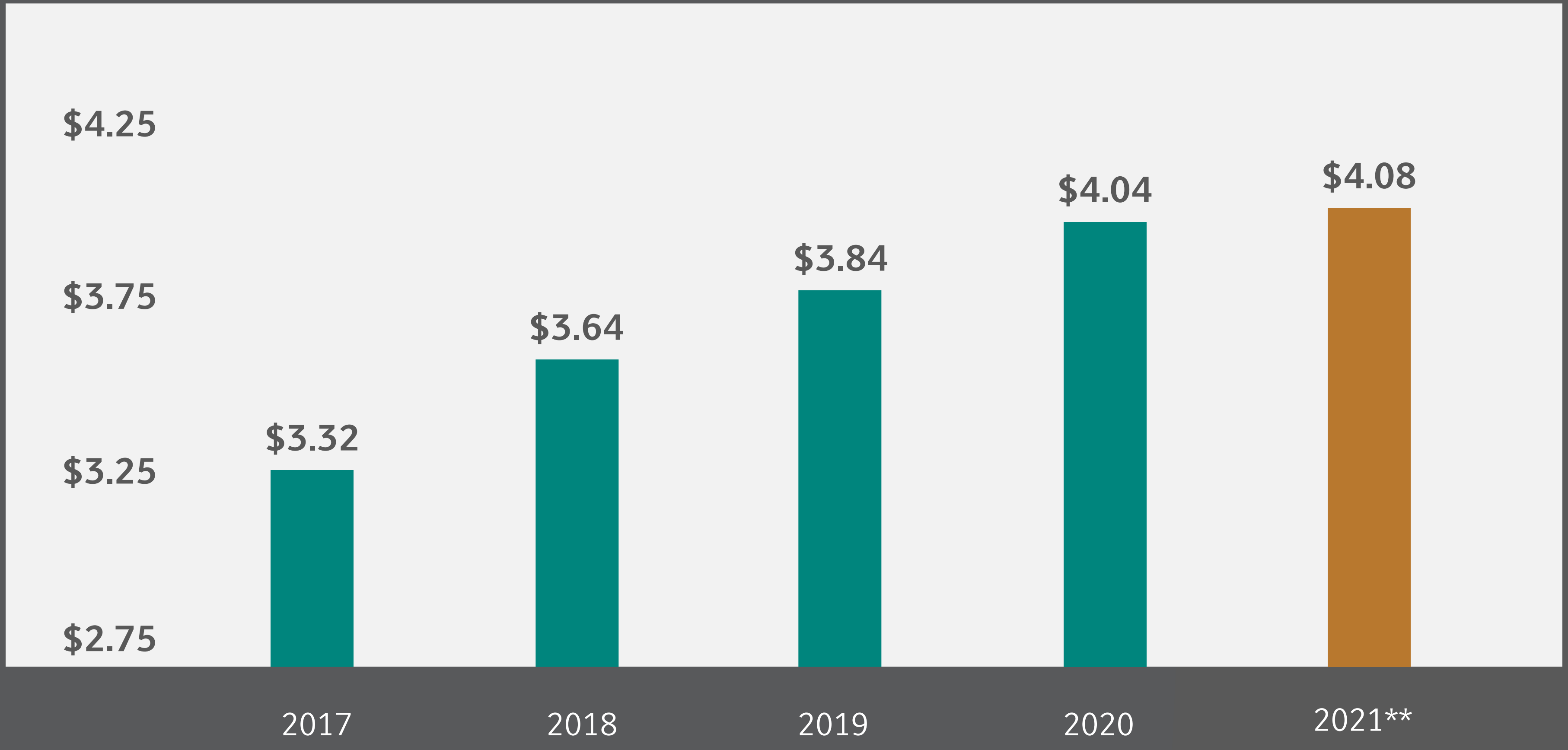
- Disciplined approach to capital allocation
- Provides additional aircraft to enable international growth
- Fully supports investments to reach ESG targets

Target 2021 to 2023 CapEx
($13.5B to $14.5B)



Stable and Growing Dividend

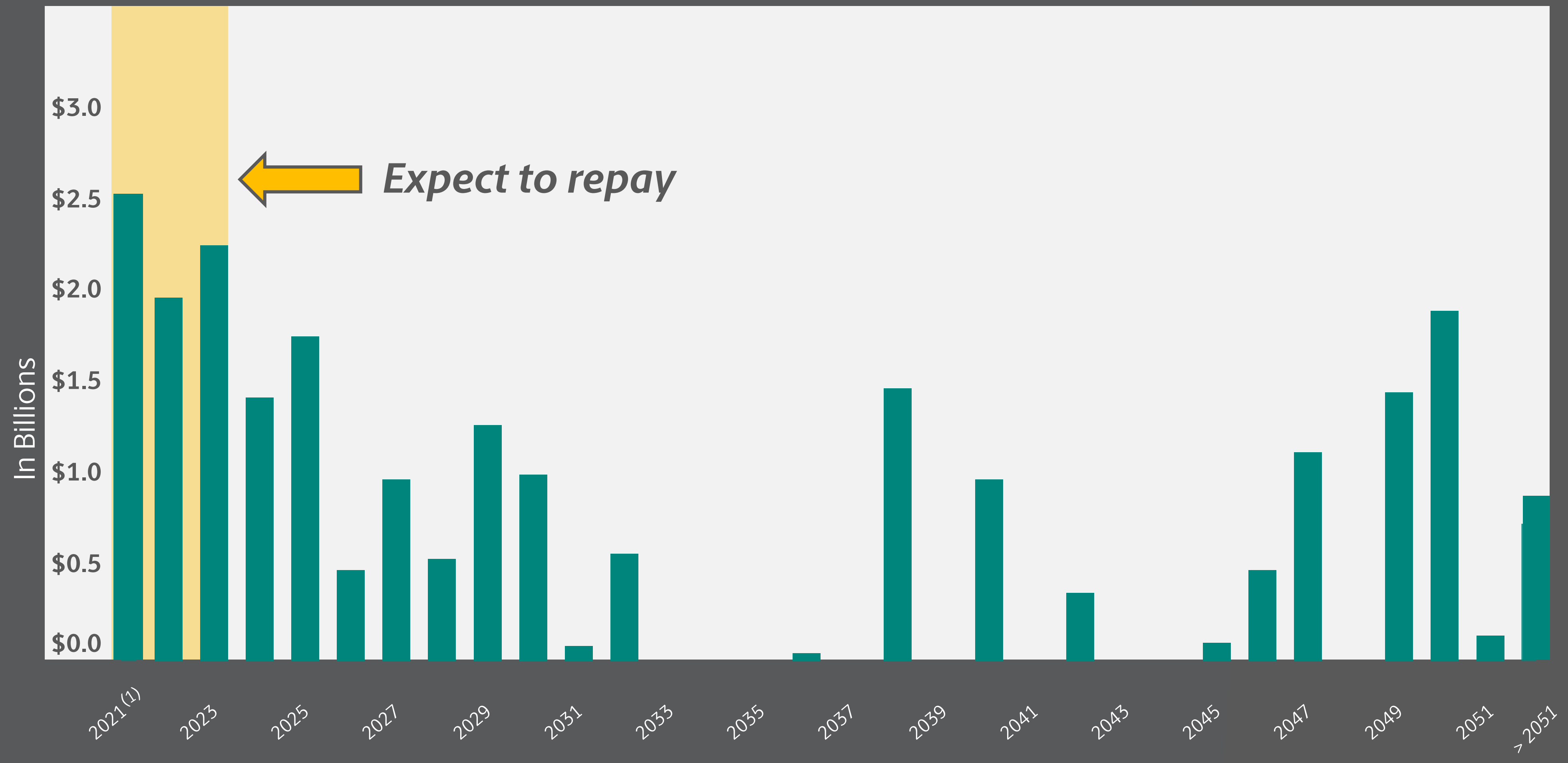
Target payout of around 50% of prior year adjusted net income*



* Non-GAAP financial measure. See Appendix for required reconciliations.
** Based on 2021 dividends declared.

Debt Maturity Schedule

- Weighted average coupon of 2.8%
- Expect to repay $6.9B of debt maturing between 2021 and 2023[(1)]
- Target 2023 adjusted debt / EDITDA* of 1.4 to 1.5



Non-GAAP financial measure. See Appendix for required reconciliations. Debt includes short term, long term, and net pension liability

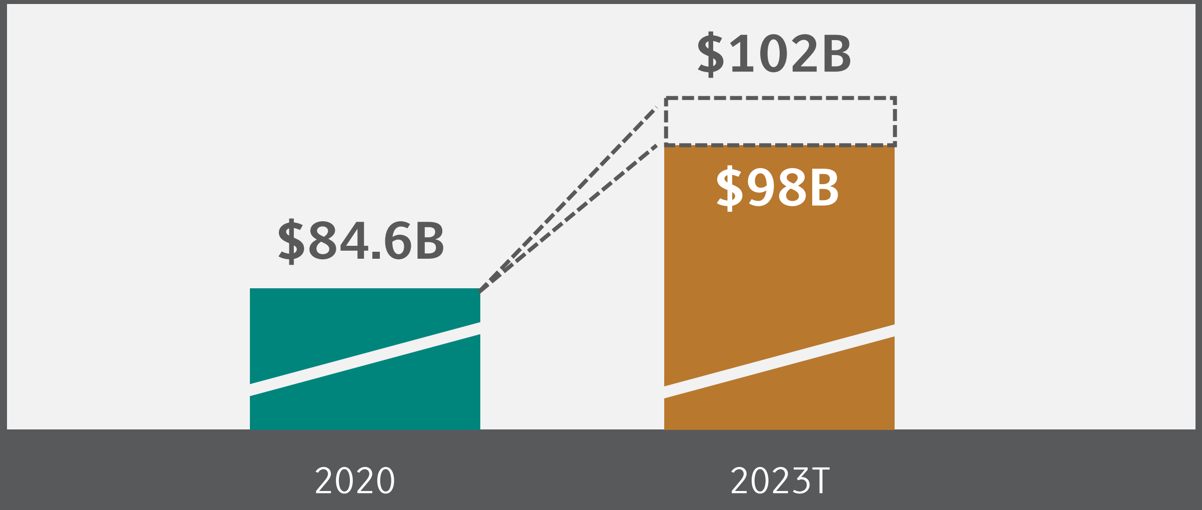
(1) Includes $2.55B already repaid in 2021.

Note: Debt Maturity Schedule as of 12/31/20

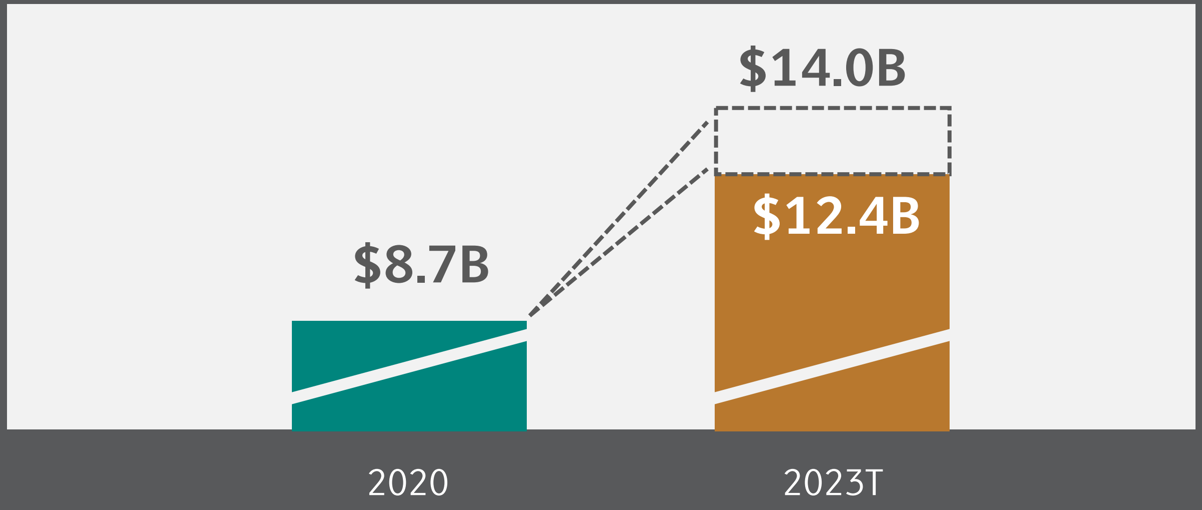
2023 Targets

2021 Investor & Analyst Day

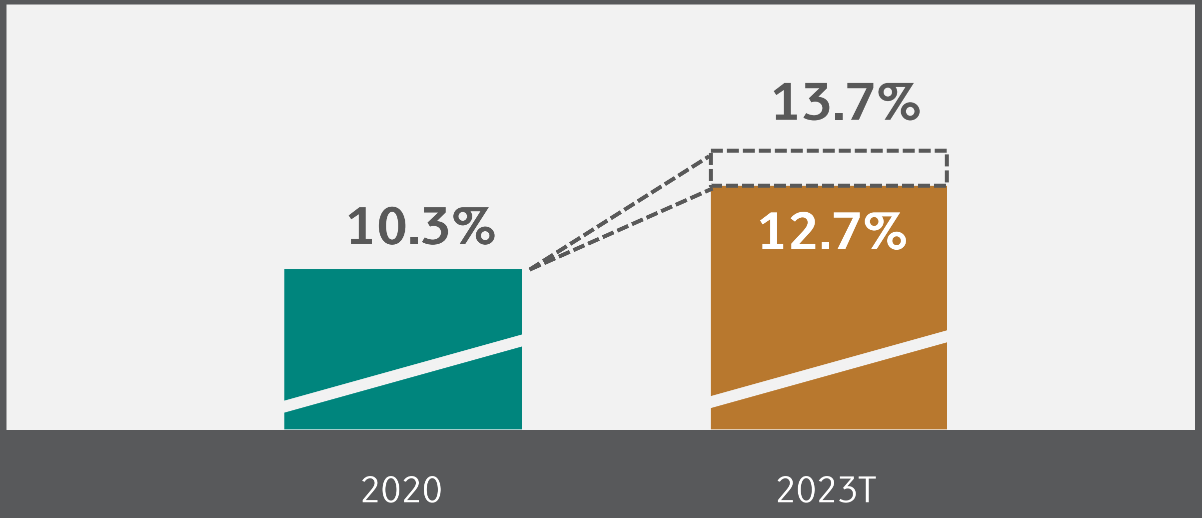
Revenue



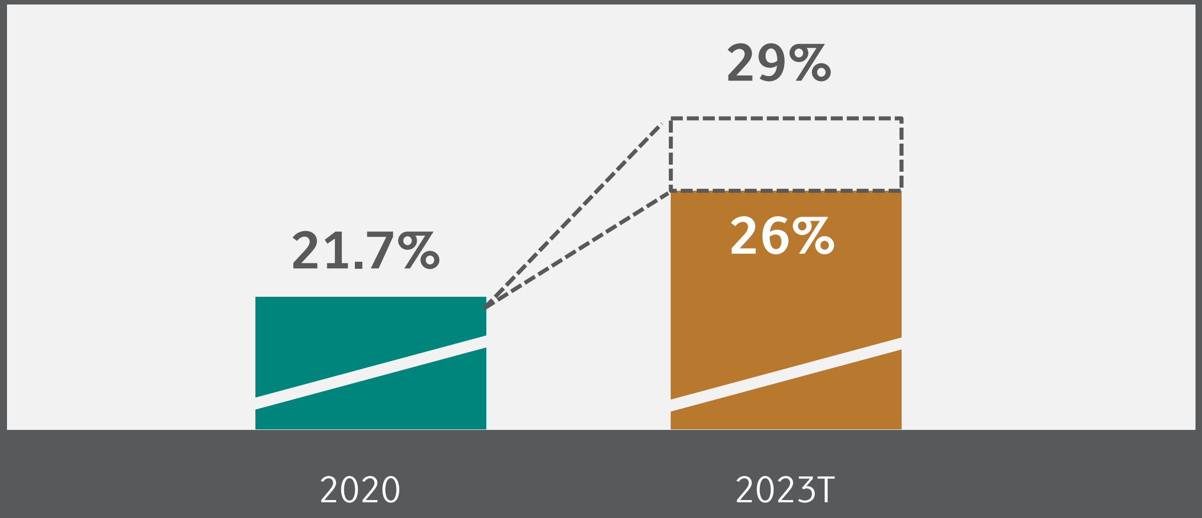
Adjusted Op Profit*



Adjusted Op Margin*



Return on Invested Capital*



** Non-GAAP financial measure. See Appendix for required reconciliations.*

Non-GAAP Reconciliations

2021 Investor & Analyst Day

Non-GAAP Financial Measures; Reconciliations

From time to time we supplement the reporting of our financial information determined under generally accepted accounting principles ("GAAP") with certain non-GAAP financial measures. These include: "adjusted" compensation and benefits; operating expenses; earnings before interest, taxes, depreciation and amortization ("EBITDA"); operating profit; operating margin; other income and (expense); income before income taxes; income tax expense; effective tax rate; net income; and earnings per share. We present revenue and revenue per piece on a constant currency basis. Additionally, we disclose free cash flow, return on invested capital ("ROIC") and the ratio of adjusted total debt to adjusted EBITDA.

We believe that these non-GAAP measures provide meaningful information to assist users of our financial statements in more fully understanding our financial results and cash flows and assessing our ongoing performance, because they exclude items that may not be indicative of, or are unrelated to, our underlying operations and may provide a useful baseline for analyzing trends in our underlying businesses. These non-GAAP measures are used internally by management for business unit operating performance analysis, business unit resource allocation and in connection with incentive compensation award determinations.

Non-GAAP financial measures should be considered in addition to, and not as an alternative for, our reported results prepared in accordance with GAAP. Our adjusted financial information does not represent a comprehensive basis of accounting. Therefore, our adjusted financial information may not be comparable to similarly titled information reported by other companies.

Restructuring and Other Charges

Adjusted EBITDA, operating profit, operating margin, income before income taxes, net income and earnings per share may exclude the impact of charges related to any restructuring programs, including transformation costs and asset impairments.

Costs Related to Legal Contingencies and Expenses

Adjusted EBITDA, operating profit, operating margin, pre-tax income, net income and earnings per share may exclude the impact of costs related to certain of our legal contingencies and expenses that are associated with non-routine legal matters. We believe this adjusted information provides a useful comparison of year-to-year financial performance without considering the impact of these non-routine contingencies and expenses. We evaluate our performance on this adjusted basis.

Changes in Foreign Currency Exchange Rates and Hedging Activities

Currency-neutral revenue, revenue per piece and operating profit exclude the period over period impact of foreign currency exchange rate changes and any foreign currency hedging activities. These measures are calculated by dividing current period reported U.S. dollar revenue, revenue per piece and operating profit by the current period average exchange rates to derive current period local currency revenue, revenue per piece and operating profit. The derived amounts are then multiplied by the average foreign exchange rates used to translate the comparable results for each month in the prior year period (including the impact of any foreign currency hedging activities). The difference between the current period reported U.S. dollar revenue, revenue per piece and operating profit and the derived current period U.S. dollar revenue, revenue per piece and operating profit is the period over period impact of foreign currency exchange rate and hedging activities.

Mark-To-Market Pension and Postretirement Adjustments

We recognize changes in the fair value of plan assets and net actuarial gains and losses in excess of a 10% corridor for our pension and postretirement defined benefit plans immediately as part of other pension income (expense). We supplement our presentation of certain financial data with non-GAAP measures that exclude the impact of gains and losses recognized in excess of the 10% corridor and the related income tax effects. We believe excluding these mark-to-market impacts provides important supplemental information by removing the volatility associated with short-term changes in market interest rates, equity values, and similar factors.

The deferred income tax effects of mark-to-market pension and postretirement adjustments are calculated by multiplying the statutory tax rates applicable in each tax jurisdiction, including the U.S. federal jurisdiction and various U.S. state and non-U.S. jurisdictions, by the adjustments.

Free Cash Flow

We calculate free cash flow as cash flows from operating activities less capital expenditures, proceeds from disposals of property, plant and equipment, and plus or minus the net changes in finance receivables and other investing activities. We believe free cash flow is an important indicator of how much cash is generated by our ongoing business operations and we use this as a measure of incremental cash available to invest in our business, meet our debt obligations and return cash to shareowners.

Return on Invested Capital

ROIC is calculated as the trailing twelve months ("TTM") of adjusted operating income divided by the average of total debt, non-current pension and postretirement benefit obligations and shareowners' equity, at the current period end and the corresponding period end of the prior year. Because ROIC is not a measure defined by GAAP, we calculate it, in part, using non-GAAP financial measures that we believe are most indicative of our ongoing business performance. We consider ROIC to be a useful measure for evaluating the effectiveness and efficiency of our long-term capital investments.

Adjusted Total Debt / Adjusted EBITDA

Adjusted total debt is defined as our long-term debt and finance leases, including current maturities, plus non-current pension and postretirement benefit obligations. Adjusted EBITDA is defined as earnings before interest, taxes, depreciation and amortization adjusted for restructuring and other costs and investment income and other. We believe the ratio of adjusted total debt to adjusted EBITDA is an important indicator of our financial strength, and is a ratio used by third parties when evaluating the level of our indebtedness.

Forward-Looking Non-GAAP Metrics

From time to time when presenting forward-looking non-GAAP metrics, we are unable to provide quantitative reconciliations to the most closely correlated GAAP measure due to the uncertainty in the timing, amount or nature of any adjustments, which could be material in any period.

Appendix

2021 Investor & Analyst Day

Operating Profit & Margin

	Operating Profit – Consolidated				YOY Change – Consolidated			Operating Margin – Consolidated			
	2020	2019	2018	2017	2020 vs. 2019	2019 vs. 2018	2018 vs. 2017	2020	2019	2018	2017
Reported / GAAP	$ 7,684	$ 7,798	$ 7,024	$ 7,529	-1.5%	11.0%	-6.7%	9.1%	10.5%	9.8%	11.3%
Restructuring & Other	1,034	255	360	-				1.2%	0.4%	0.5%	0.0%
Legal Contingencies and Expenses	-	97	-	-				0.0%	0.1%	0.0%	0.0%
Adjusted	$ 8,718	$ 8,150	$ 7,384	$ 7,529	7.0%	10.4%	-1.9%	10.3%	11.0%	10.3%	11.3%

	U.S. Domestic Package				U.S. Domestic Package			U.S. Domestic Package			
	2020	2019	2018	2017				2020	2019	2018	2017
Reported / GAAP	$ 3,891	$ 4,164	$ 3,643	$ 4,303	-6.6%	14.3%	-15.3%	7.3%	9.0%	8.4%	10.6%
Restructuring & Other	237	108	235	-				0.4%	0.2%	0.5%	0.0%
Legal Contingencies and Expenses	-	97	-	-				0.0%	0.2%	0.0%	0.0%
Adjusted	$ 4,128	$ 4,369	$ 3,878	$ 4,303	-5.5%	12.7%	-9.9%	7.7%	9.4%	8.9%	10.6%

	International Package				International Package			International Package			
	2020	2019	2018	2017				2020	2019	2018	2017
Reported / GAAP	$ 3,436	$ 2,657	$ 2,529	$ 2,429	29.3%	5.1%	4.1%	21.5%	18.7%	17.5%	18.2%
Restructuring & Other	96	122	76	-				0.7%	0.8%	0.5%	0.0%
Legal Contingencies and Expenses	-	-	-	-				0.0%	0.0%	0.0%	0.0%
Adjusted	$ 3,532	$ 2,779	$ 2,605	$ 2,429	27.1%	6.7%	7.2%	22.2%	19.5%	18.0%	18.2%

	Supply Chain & Freight				Supply Chain & Freight			Supply Chain & Freight			
	2020	2019	2018	2017				2020	2019	2018	2017
Reported / GAAP	$ 357	$ 977	$ 852	$ 797	-63.5%	14.7%	6.9%	2.4%	7.3%	6.2%	6.4%
Restructuring & Other	701	25	49	-				4.6%	0.2%	0.4%	0.0%
Legal Contingencies and Expenses	-	-	-	-				0.0%	0.0%	0.0%	0.0%
Adjusted	$ 1,058	$ 1,002	$ 901	$ 797	5.6%	11.2%	13.0%	7.0%	7.5%	6.5%	6.4%

Appendix

2021 Investor & Analyst Day

Free Cash Flow

	Free Cash Flow	Cumulative Free Cash Flow*
	2020	2021T - 2023T
Cash Flows from Operating Activities	$ 10,459	$ 39,292
Capital Expenditures	(5,412)	(13,998)
Proceeds from Disposals of PP&E	40	270
Net Change in Finance Receivables	44	16
Other Investing Activities	(41)	(70)
Free Cash Flow (Non-GAAP measure)	$ 5,090	$ 25,510

* Represents mid-point of forecasted range

Appendix

Return on Invested Capital (Non-GAAP)
(in millions)
Twelve Months Ended December 31

	2020	2019	2018	2017
Net income	$ 1,343	$ 4,440	$ 4,791	$ 4,905
Add back (deduct):				
Income tax expense	501	1,212	1,228	2,232
Interest expense	701	653	605	453
Investment (income) expense and other	5,139	1,493	400	(61)
Operating profit	7,684	7,798	7,024	7,529
Restructuring and other	1,034	255	360	—
Legal Contingencies and Expenses	—	97	—	—
Adjusted operating profit	$ 8,718	$ 8,150	$ 7,384	$ 7,529
Average debt and finance leases, including current maturities	$ 24,946	$ 23,987	$ 23,513	$ 20,182
Average pension and postretirement benefit obligations	13,209	9,474	7,704	9,878
Average shareowners' equity	1,976	3,160	2,031	727
Average Invested Capital	$ 40,131	$ 36,621	$ 33,248	$ 30,787
Net income to average invested capital	3.3%	12.1%	14.4%	15.9%
Adjusted Return on Invested Capital	21.7%	22.3%	22.2%	24.5%