

United Parcel Service, Inc.
Annual Meeting of Shareowners
May 7, 2026
8:00 a.m.

Rules of Conduct

The following rules of conduct have been established for the 2026 United Parcel Service, Inc. Annual Meeting of Shareowners (the “Annual Meeting”) in order to ensure a fair and orderly meeting.

1. The business of the Annual Meeting will be taken up as set forth in the Annual Meeting agenda. The only business matters to be conducted at the Annual Meeting are the matters set forth in the Notice of Annual Meeting of Shareowners and 2026 Proxy Statement.
2. Only shareowners of record as of the close of business on March 9, 2026, or their duly authorized proxies, may vote and submit questions at the Annual Meeting.
3. During the presentation of the shareowner proposals, the presenter will have three minutes to present the proposal, whether presented live or in pre-recorded form. During this portion of the Annual Meeting, the presenter should restrict their comments to the matters related to shareowner proposal being presented.
4. Shareowners do not need to vote at the Annual Meeting if they have already voted by proxy. However, if shareowners wish to change their vote or have not yet voted, they may vote online until the polls close, which shall occur following the presentation of the final shareowner proposal. If shareowners are planning to vote by casting a ballot electronically during the Annual Meeting, they should be prepared to vote as soon as the polls open.
5. UPS bylaws require advance notice of any business to be raised or director nominations to be made at the Annual Meeting. Proposals or nominations brought before the Annual Meeting that have not been submitted in compliance with the bylaws are not appropriate for consideration.
6. Only questions related to the agenda items being discussed at that time will be addressed. General questions not related to specific agenda items may be raised during the question period following the business portion of the meeting. Shareowners should refrain from raising matters that are repetitious of statements made by another shareowner or are of individual concern, general economic, political or other views that are not directly related to UPS or matters not properly brought before the Annual Meeting.
7. We may summarize multiple questions submitted on the same topic. Shareowners are limited to one question. We will make every effort to respond to all appropriate questions during the meeting, as time permits. Any other questions may be raised separately after the Annual Meeting by contacting UPS Investor Relations at www.investors.ups.com and clicking on the “CONTACT IR” button.

8. On matters of conduct or meeting procedure not specifically covered by these Rules, the Board Chair has the exclusive authority to make all determinations and rulings. Prior to ruling, the Board Chair may consult with counsel. The Board Chair has the sole authority to establish such additional procedures as he or she may reasonably determine.
9. Any person who refuses to comply with these procedures or otherwise disrupts the orderly conduct of the Annual Meeting is subject to removal. Any questions that violate these rules will not be answered.
10. By order of the Board Chair of the Annual Meeting:
 - a. In the event technical issues prevent the Board Chair from hosting the Annual Meeting within 30 minutes of the time for which the meeting was called, the meeting shall be adjourned, to reconvene at 8:45 a.m. on May 7, 2026 at 55 Glenlake Parkway NE, Atlanta, Georgia, solely for the purpose of convening the meeting and adjourning it a second time to reconvene virtually. UPS will announce on its Investor Relations website at www.investors.ups.com the date and time for convening the virtual meeting and conducting the business of the meeting.
 - b. In the event technical issues prevent the Board Chair from concluding the meeting after it was already in progress, the polls shall remain open until 9:00 a.m. Eastern Time on the day of the meeting, at which point the polls shall be declared closed and the meeting adjourned. In this situation, if shareowners were not able to vote during the meeting, please contact UPS Investor Relations for a ballot at www.investors.ups.com and click on the “CONTACT IR” button. In such event, all ballots must be returned by, and the polls will close at, 9:00 a.m. Eastern Time on the day of the meeting.
11. A replay of the Annual Meeting will be available for a limited time on our website shortly after the meeting. Any other recording of the Annual Meeting is prohibited.
12. If you have difficulty accessing the Annual Meeting, please call 800-586-1548 (toll free) or 303-562-9288 (international). Technicians will be available to assist you.

Thank you for your cooperation and for joining UPS Annual Meeting of Shareholders.