

NATIONAL ASSOCIATION OF POSTAL SUPERVISORS

National Headquarters
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ALEXANDRIA, VA 22314-2753
(703) 836-9660

May 5, 2023

Board Memo 033-2023: S&DC Implementation Update

Executive Board,

Attached is the S&DC Implementation Update as of May 4, 2023. Please take note of the following updates.

- Page 4: Owensboro and Williamsport, in orange, failed the financial rigors test, but is still being modified with all the S&DC equipment updates
- Pages 5 & 6: USPS has stated that local NAPS is being invited to attend
- Page 8: Find list of 2023 proposed S&DC facilities
- Pages 14 & 15: USPS has changed the Richmond RP&DC into a RP&DC/S&DC

If you have questions or concerns, please submit them to me for addressing during the bi-weekly meeting on S&DC deployment.

Please share this information with your membership.

Thank you and be safe.

NAPS Headquarters

Sorting & Delivery Center (S&DC)

Unions & Management Associations

CRDO

Updated as of: 05/04/2023

Overview – Sorting and Delivery Centers (S&DCs)

Key Objectives

- Support the Delivering for America Plan
- Improve customer service and offerings
- Grow revenue by expanding access to our customers
- Realign the entire network, ensuring sustainability for the USPS

Goals

- ✓ Allows for easier standardization and management of operations
- ✓ Improve building and operating conditions for employees
- ✓ Enables customer service and local commerce opportunities
- ✓ Gain efficiencies in transportation and mail handling costs



Sorting and Delivery Center (S&DC)

**Retail & PO Box Operations remain at the Spoke Sites and are not impacted by S&DC Operations*

June 2023 S&DCs

Existing Facilities S&DC Activation Roadmap – Implementation List

- 8 S&DCs for APWU June Move Date

| Facility Name | Market | eFMS Parking | Projected Parking Needs | Total Spoke Units | Spoke Delivery ZIPS | Total Delivery ZIPS | S&DC Existing RTEs | Spoke RTEs | Total RTEs | Total Deliveries | Total Population | S&DC DDU PKG ADV | S&DC Network PKG ADV | S&DC Total PKG ADV | Owned / Leased Facility | Facility Review | Finalized Spokes Approved | Go-Live (Plan) |
|-------------------------------------|-----------------|--------------|-------------------------|-------------------|---------------------|---------------------|--------------------|------------|------------|------------------|------------------|------------------|----------------------|--------------------|-------------------------|-----------------|---------------------------|----------------|
| OWENSBORO - DDC | NA | 210 | 162 | 0 | 0 | 2 | 69 | 0 | 69 | 40,620 | 86,137 | 3,805 | 2,288 | 6,093 | Owned | 1/12/23 | 2/13/23 | 6/3/23 |
| WILLIAMSPORT - P&DF | NA | 238 | 139 | 0 | 0 | 5 | 59 | 0 | 59 | 31,158 | 64,321 | 3,442 | 1,885 | 5,327 | Owned | 1/11/23 | 2/13/23 | 6/3/23 |
| KOKOMO - P&DF | Indianapolis IN | 206 | 181 | 5 | 6 | 10 | 63 | 14 | 77 | 46,835 | 90,285 | 3,233 | 2,586 | 5,819 | Owned | 1/6/23 | 1/17/23 | 6/3/23 |
| PASCO - P&DF | NA | 300 | 341 | 1 | 3 | 8 | 96 | 49 | 145 | 107,733 | 261,100 | 13,193 | 7,160 | 20,353 | Owned | 11/9/22 | 11/22/22 | 6/3/23 |
| ANNAPOLIS - CAX | Linthicum MD | 280 | 289 | 3 | 3 | 7 | 70 | 53 | 123 | 60,931 | 134,618 | 4,528 | 5,732 | 10,260 | Owned | 1/10/23 | 1/17/23 | 6/3/23 |
| BARTLETT/HANOVER PK - CARRIER ANNEX | Carol Stream IL | 281 | 256 | 2 | 2 | 5 | 77 | 32 | 109 | 60,886 | 172,480 | 2,629 | 3,797 | 6,426 | Owned | 1/5/23 | 1/17/23 | 6/3/23 |
| GOLDEN - MAIN OFFICE | Denver CO | 256 | 195 | 2 | 2 | 4 | 53 | 30 | 83 | 46,753 | 104,613 | 2,975 | 4,422 | 7,397 | Owned | 1/3/23 | 2/23/23 | 6/3/23 |
| TOPEKA - Northpark | NA | 187 | 251 | 5 | 10 | 17 | 35 | 72 | 107 | 64,988 | 139,188 | 4,001 | 3,636 | 7,637 | Owned | 1/4/23 | 2/23/23 | 6/3/23 |
| Total | | 1,958 | 1,814 | 18 | 26 | 58 | 522 | 250 | 772 | 459,904 | 1,052,742 | 37,805 | 31,506 | 69,312 | | | | |

Facility with 75+ Existing Routes

| | | | | | |
|--|--|------------------------------|---|---|----------------|
| Financial Rigor Test completed; data updated | Financial Rigor Test (FRT) completed; no spokes passed FRT | Pending Financial Rigor Test | Georgia/Virginia site with activation 9/24 or later | Identified during site visit for further review | Expiring Lease |
|--|--|------------------------------|---|---|----------------|

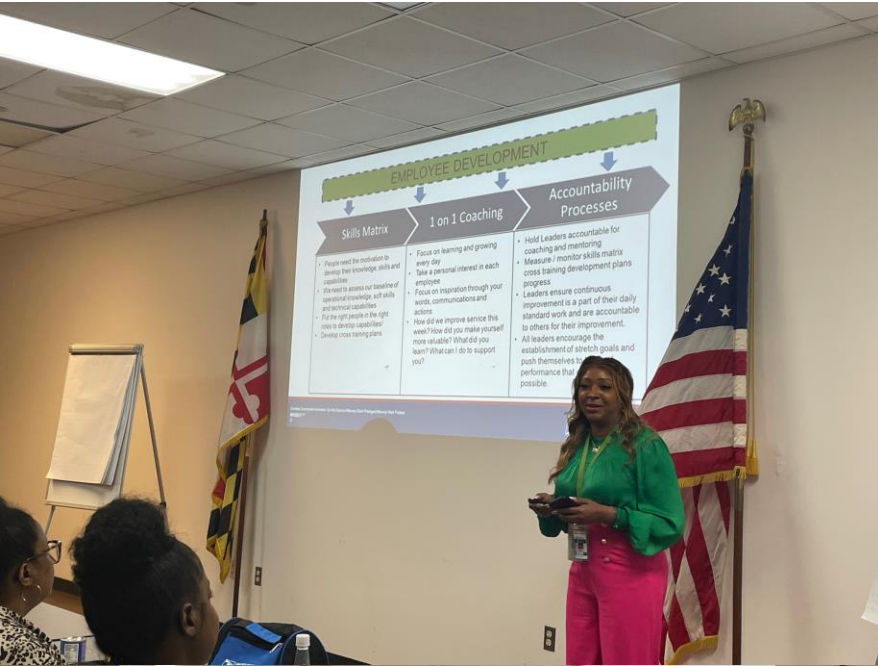
EAS Kickoff Meetings

| District | Facility Type | Facility Name | Market | Meeting Date |
|------------------|-------------------|-------------------------------------|-----------------|--------------------------|
| ✓ KS-MO | Existing Facility | TOPEKA - Northpark | NA | Thursday, March 23, 2023 |
| ✓ CO-WY | Existing Facility | GOLDEN - MAIN OFFICE | Denver CO | Thursday, March 30, 2023 |
| ✓ INDIANA | Existing Facility | KOKOMO - P&DF | Indianapolis IN | Tuesday, April 11, 2023 |
| ✓ WASHINGTON | Existing Facility | PASCO - P&DF | NA | Thursday, April 13, 2023 |
| ✓ MARYLAND | Existing Facility | ANNAPOLIS - CAX | Linthicum MD | Tuesday, April 18, 2023 |
| ✓ ILLINOIS 1 | Existing Facility | BARTLETT/HANOVER PK - CARRIER ANNEX | Carol Stream IL | Thursday, April 20, 2023 |
| → KY-WV | Transfer Hub | OWENSBORO - DDC | NA | Wednesday, May 10, 2023 |
| → PENNSYLVANIA 1 | Transfer Hub | WILLIAMSPORT - P&DF | NA | Thursday, May 18, 2023 |

- ✓ Completed
- Upcoming



On-Site Kickoff Meetings



June & September 2023 S&DCs – Equipment Workstream

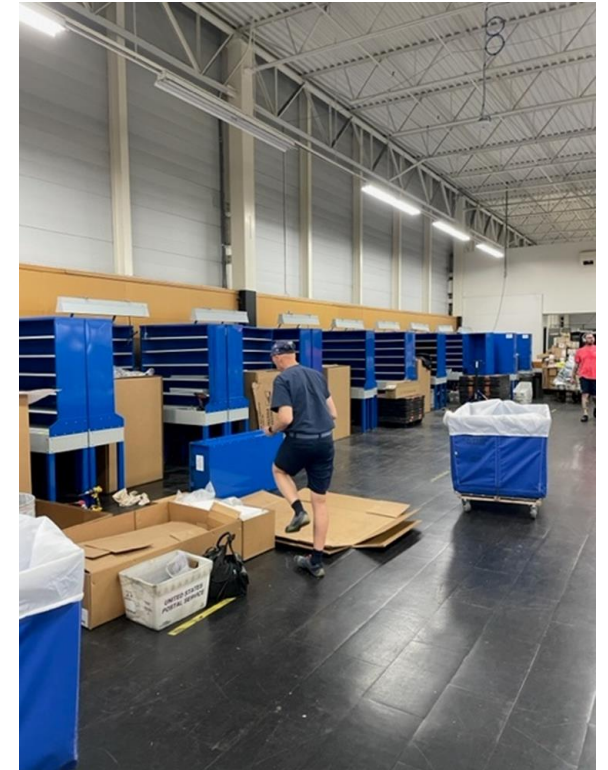
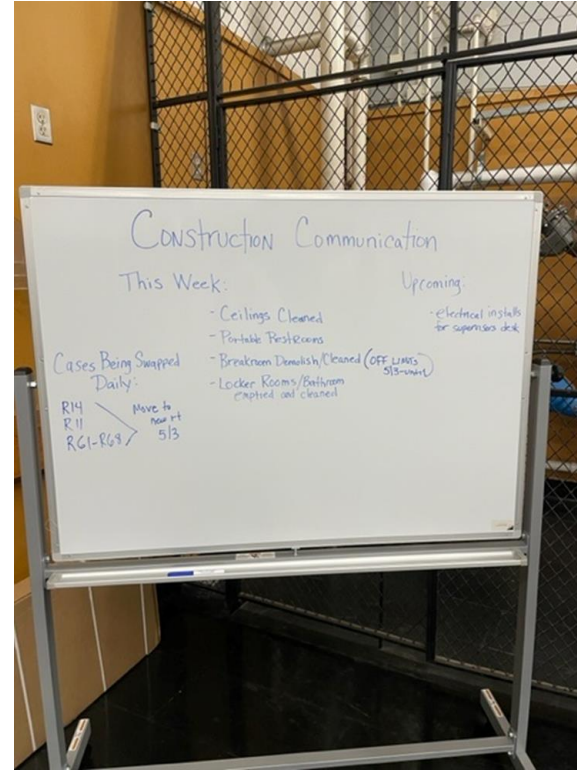
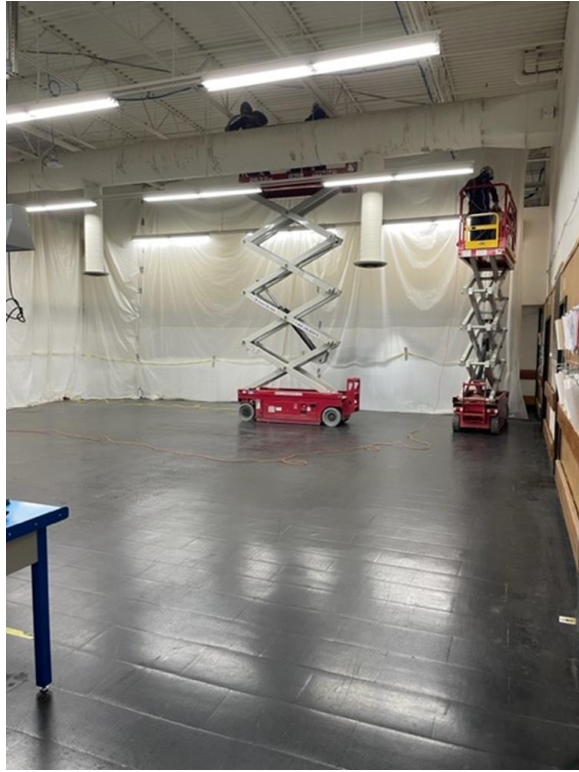
- **110 Delivery/Catalog Orders issued to 18 Suppliers for 06/03/23 and 09/06/23 go-live dates**
 - ❑ 83% of June Carrier Case requirement shipped as of 04/20/23, Production/ship rate of 400 carrier cases per week, balance on schedule for delivery by 05/05/23
 - ❑ First Article Test of alternate manufacture due mid May 2023
 - ❑ Orders shipping to sites; 99% of orders confirmed for on-time delivery of 5/1
 - ❑ **1 order for 8 LMP signs currently arriving after 5/1/23 but by 5/12/23**
 - ❑ **8 MDD TR Scanner Towers arriving 5/24/23 for 3 sites, 5 sites already delivered**
- **Interactive site receiving dashboard released and being populated/User training underway**
- **Long-lead items for the 45 S&DCs for 2024 to be ordered well within supplier lead times**

Green = Completed
 Yellow = Upcoming this Week
 Red = Overdue

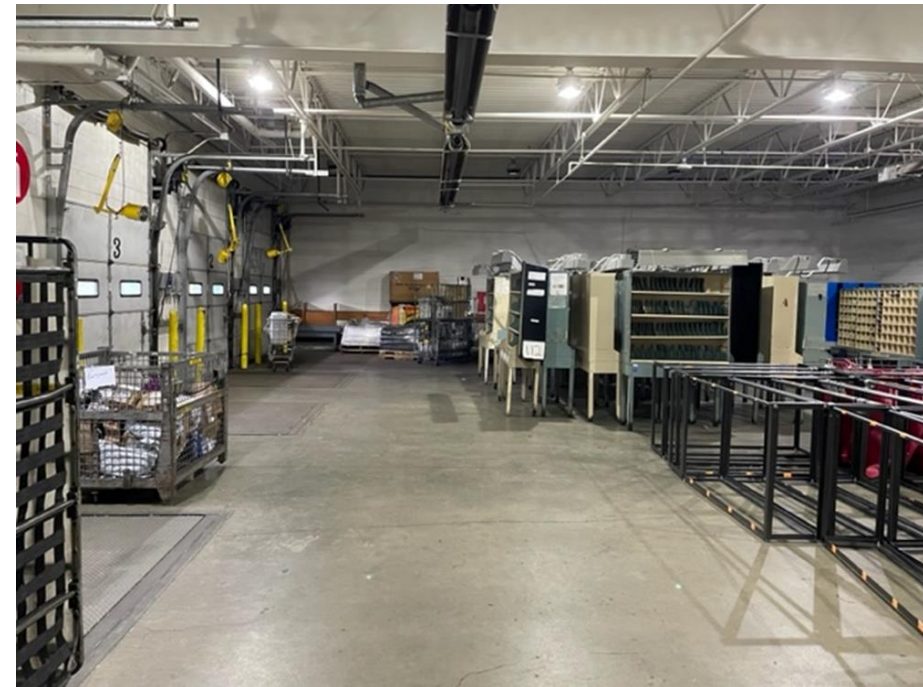
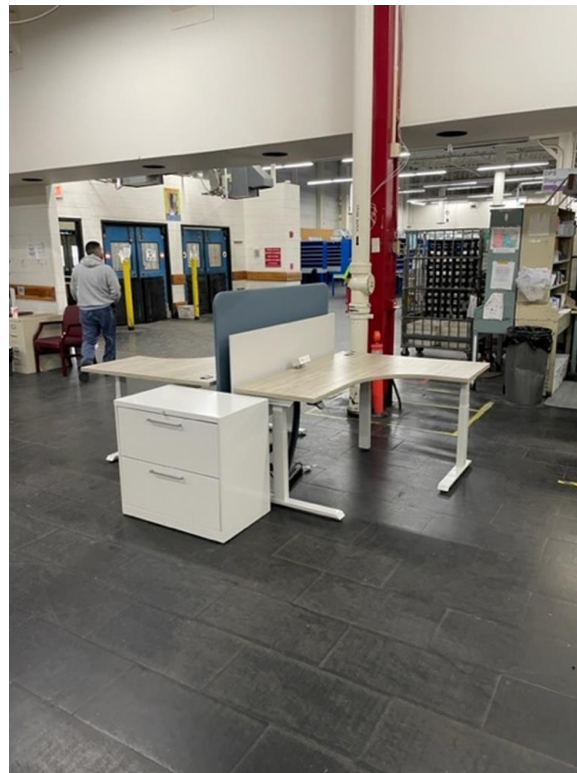
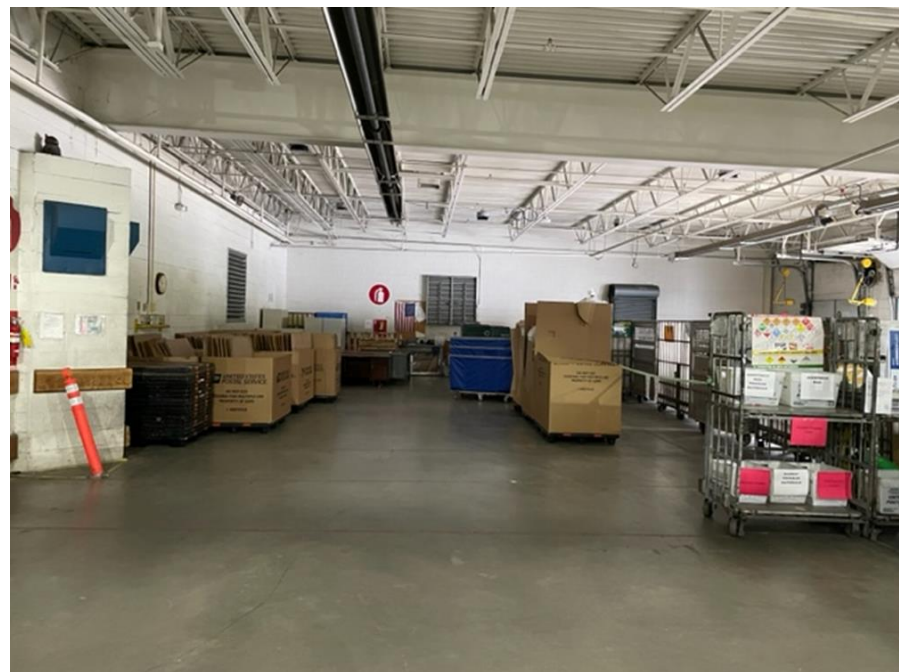
FY23 S&DC Schedules

| | | S&DC DECISIONS | Facilities Schedule | | | | | | Operational Design Schedule | | | | | | | | |
|-------------------------------------|----------------|----------------------|---------------------|------------|-------------|--|------------------------|------------------------|-----------------------------|---------------------------|----------------|----------------|---|----------------|-----------------------------|--------------------------|-------------------------------------|
| Hub Property Name | District | S&DC Hub Launch Date | Facilities Director | 30% Design | 100% Design | Facilities Construction Start Work (Planned) | Finalize Interior Work | Finalize Exterior Work | OIE Responsible | Updated Current State OSL | 30% Design OSL | 70% Design OSL | 70% Design OSL Review (w/ F2, F4 & Equipment Workstreams) | 90% Design OSL | Power Drop OSL (Electrical) | Data Drop OSL (Internet) | SDUS Installation (Completion Date) |
| ATHENS - MAIN OFFICE | GEORGIA | 11/19/2022 | Don Mackey | 8/1/2022 | 12/15/2022 | 8/15/2022 | 4/28/2023 | 8/15/2023 | Mike Walsh | Completed | Completed | Completed | Completed | Completed | Completed | Completed | Completed |
| BRYAN - P&DC-MAIN OFFICE-SHF | TEXAS 2 | 2/25/2023 | Kevin Gaughan | 9/1/2022 | 10/12/2022 | 11/18/2022 | 2/25/2023 | 11/10/2023 | Alex Barrera-Garcia | Completed | Completed | Completed | Completed | Completed | Completed | Completed | Completed |
| GAINESVILLE - P&DF | FLORIDA 1 | 2/25/2023 | Kevin Gaughan | 12/16/2022 | 1/6/2023 | 1/24/2023 | 6/5/2023 | 11/10/2023 | Sarah Grover | Completed | Completed | Completed | Completed | Completed | Completed | Completed | Completed |
| PANAMA CITY - P&DF | FLORIDA 1 | 2/25/2023 | Kevin Gaughan | 12/16/2022 | 1/6/2023 | 1/24/2023 | 6/5/2023 | 11/10/2023 | Sarah Grover | Completed | Completed | Completed | Completed | Completed | Completed | Completed | Completed |
| UTICA - P&DF | NEW YORK 3 | 2/25/2023 | Terry Schram | 2/10/2023 | 4/17/2023 | 2/14/2023 | 5/17/2023 | 10/12/2023 | John Leahy | Completed | Completed | Completed | Completed | Completed | Completed | Completed | Completed |
| WOBURN - MPO & CARRIER ANNEX | MA-RI | 2/25/2023 | Terry Schram | 1/13/2023 | 4/11/2023 | 2/14/2023 | 5/26/2023 | 10/6/2023 | Andrew McCann | Completed | Completed | Completed | Completed | Completed | Completed | Completed | Completed |
| ANNAPOLIS - CAX | MARYLAND | 6/3/2023 | Terry Schram | 4/7/2023 | 5/1/2023 | 4/28/2023 | 9/6/2023 | 11/15/2023 | Omair Syed | Completed | 3/7/2023 | 3/29/2023 | 4/3/2023 | 4/7/2023 | 4/17/2023 | 4/17/2023 | Completed |
| BARTLETT/HANOVER PK - CARRIER ANNEX | ILLINOIS 1 | 6/3/2023 | Kevin Gaughan | 3/10/2023 | 3/31/2023 | 5/12/2023 | 8/10/2023 | 11/8/2023 | Hannah Petersime | Completed | 3/7/2023 | 3/29/2023 | 4/3/2023 | 4/7/2023 | 4/17/2023 | 4/17/2023 | Completed |
| GOLDEN - MAIN OFFICE | CO-WY | 6/3/2023 | Kevin Gaughan | 2/27/2023 | 3/13/2023 | 4/5/2023 | 7/23/2023 | 10/21/2023 | Matt Knudsen | Completed | 3/7/2023 | 3/29/2023 | 4/3/2023 | 4/7/2023 | 4/17/2023 | 4/17/2023 | Completed |
| KOKOMO - P&DF | INDIANA | 6/3/2023 | Kevin Gaughan | 2/27/2023 | 3/20/2023 | 5/1/2023 | 7/30/2023 | 10/28/2023 | Zachary Janson | Completed | 3/7/2023 | 3/29/2023 | 4/3/2023 | 4/7/2023 | 4/17/2023 | 4/17/2023 | Completed |
| OWENSBORO - DDC | KY-WV | 6/3/2023 | Terry Schram | 3/31/2023 | 4/30/2023 | 3/31/2023 | 6/1/2023 | 11/30/2023 | Robert Lesniak | Completed | 3/7/2023 | 3/29/2023 | 4/3/2023 | 4/7/2023 | 4/17/2023 | 4/17/2023 | Completed |
| PASCO - P&DF | WASHINGTON | 6/3/2023 | Kevin Gaughan | 1/27/2023 | 2/20/2023 | 4/3/2023 | 7/2/2023 | 9/30/2023 | Josh Celestino | Completed | 3/7/2023 | 3/29/2023 | 4/3/2023 | 4/7/2023 | 4/17/2023 | 4/17/2023 | 5/22/2023 |
| TOPEKA - Northpark | KS-MO | 6/3/2023 | Kevin Gaughan | 3/10/2023 | 3/31/2023 | 5/12/2023 | 8/10/2023 | 11/8/2023 | Joe Graham | Completed | 3/7/2023 | 3/29/2023 | 4/3/2023 | 4/7/2023 | 4/17/2023 | 4/17/2023 | Completed |
| WILLIAMSPORT - P&DF | PENNSYLVANIA 1 | 6/3/2023 | Terry Schram | 4/7/2023 | 5/1/2023 | 4/14/2023 | 9/6/2023 | 11/15/2023 | Alex Phelps | Completed | 3/7/2023 | 3/29/2023 | 4/3/2023 | 4/7/2023 | 4/17/2023 | 4/17/2023 | Completed |
| SOUTH ATLANTA (ATLANTA - NDC) | GEORGIA | 9/9/2023 | Jerry Goddard | 5/1/2023 | 5/31/2023 | 5/1/2023 | 8/15/2023 | 8/15/2023 | Alex Barrera-Garcia | 4/19/2023 | 4/21/2023 | 4/20/2023 | 4/26/2023 | 4/27/2023 | 5/1/2023 | 5/1/2023 | 7/15/2023 |
| ATLANTA - NORTH ATLANTA BRANCH | GEORGIA | 9/9/2023 | Terry Schram | 4/4/2023 | 4/21/2023 | 4/14/2023 | 9/8/2023 | 12/1/2023 | Mike Berrios | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 8/5/2023 |
| BRIDGEPORT - MAIN OFFICE | CONNECTICUT | 9/9/2023 | Terry Schram | 5/11/2023 | 6/15/2023 | 5/8/2023 | 9/8/2023 | 11/20/2023 | Maxine Laroche | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 8/5/2023 |
| CHULA VISTA - MAIN OFFICE | CALIFORNIA 6 | 9/9/2023 | Kevin Gaughan | 4/21/2023 | 5/12/2023 | 6/9/2023 | 9/8/2023 | 12/6/2023 | Enzo Sacchetti | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 7/15/2023 |
| COLUMBIA - MAIN OFFICE and VMF | SOUTH CAROLINA | 9/9/2023 | Terry Schram | 5/1/2023 | 6/1/2023 | 4/14/2023 | 9/8/2023 | 12/1/2023 | Bryce Segura | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 7/29/2023 |
| HUNTINGTON STATION - MAIN OFFICE | NEW YORK 2 | 9/9/2023 | Terry Schram | 4/21/2023 | 5/21/2023 | 5/8/2023 | 9/8/2023 | 12/12/2023 | Jordi Escorcia | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 7/15/2023 |
| IRVINE - MAIN OFFICE | CALIFORNIA 4 | 9/9/2023 | Kevin Gaughan | 5/5/2023 | 5/26/2023 | 6/16/2023 | 9/8/2023 | 12/13/2023 | Tyler Achey | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | |
| JACKSON - DDC | MICHIGAN 1 | 9/9/2023 | Kevin Gaughan | 4/28/2023 | 5/19/2023 | 6/30/2023 | 9/8/2023 | 12/13/2023 | Bennita Hines | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | |
| MID HUDSON - P&DC | NEW YORK 3 | 9/9/2023 | Terry Schram | 9/1/2022 | 3/1/2023 | 5/1/2023 | 9/8/2023 | 12/12/2023 | Gil Shoer | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/2/2023 | 5/4/2023 | 5/9/2023 | 5/9/2023 | 8/31/2022 |
| MORGANTOWN - MAIN OFFICE | KY-WV | 9/9/2023 | Terry Schram | 4/15/2023 | 5/15/2023 | 5/15/2023 | 9/8/2023 | 12/1/2023 | John Levchak | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | |
| PALO ALTO - MAIN OFFICE | CALIFORNIA 1 | 9/9/2023 | Kevin Gaughan | 4/21/2023 | 5/12/2023 | 6/9/2023 | 9/8/2023 | 12/6/2023 | Matt Knudsen | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | |
| ROCKFORD - P&DF | ILLINOIS 1 | 9/9/2023 | Kevin Gaughan | 4/28/2023 | 5/19/2023 | 6/16/2023 | 9/8/2023 | 12/13/2023 | Hannah Petersime | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 7/22/2023 |
| STOCKTON - WEST LANE STATION DDC | CALIFORNIA 2 | 9/9/2023 | Kevin Gaughan | 4/21/2023 | 5/12/2023 | 6/9/2023 | 9/8/2023 | 12/6/2023 | Subham Thapa | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 7/22/2023 |
| TERRE HAUTE - P&DF | INDIANA | 9/9/2023 | Kevin Gaughan | 4/28/2023 | 5/19/2023 | 6/16/2023 | 9/8/2023 | 12/13/2023 | Zac Janson | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 7/22/2023 |
| TULSA - DOWNTOWN STATION | AR-OK | 9/9/2023 | Kevin Gaughan | 5/12/2023 | 6/2/2023 | 6/23/2023 | 9/8/2023 | 11/24/2023 | Moses Mathai | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 5/27/2023 |
| WACO - MAIN OFFICE/P&DF | TEXAS 1 | 9/9/2023 | Kevin Gaughan | 4/26/2023 | 6/16/2023 | 5/29/2023 | 9/8/2023 | 11/24/2023 | Zain Sherali | 4/14/2023 | 4/20/2023 | 4/27/2023 | 5/4/2023 | 5/11/2023 | 5/19/2023 | 5/19/2023 | 7/29/2023 |

Annapolis - Work in Progress



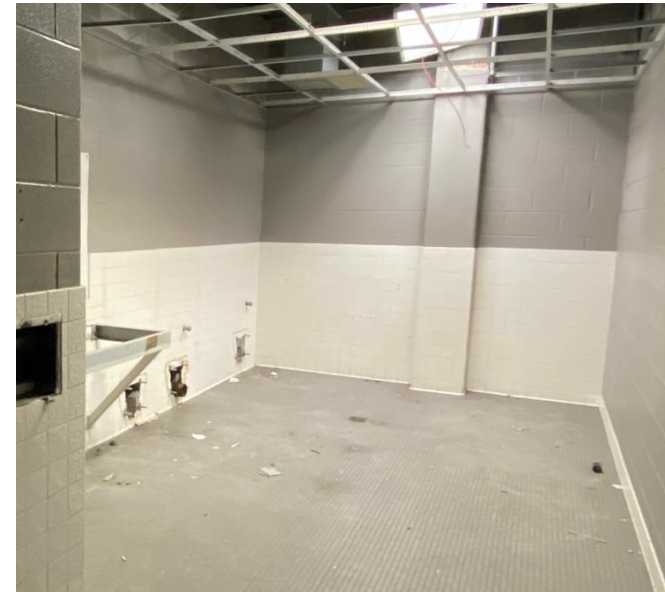
Annapolis - Work in Progress



Hanover Park - Work in Progress



Topeka - Work in Progress



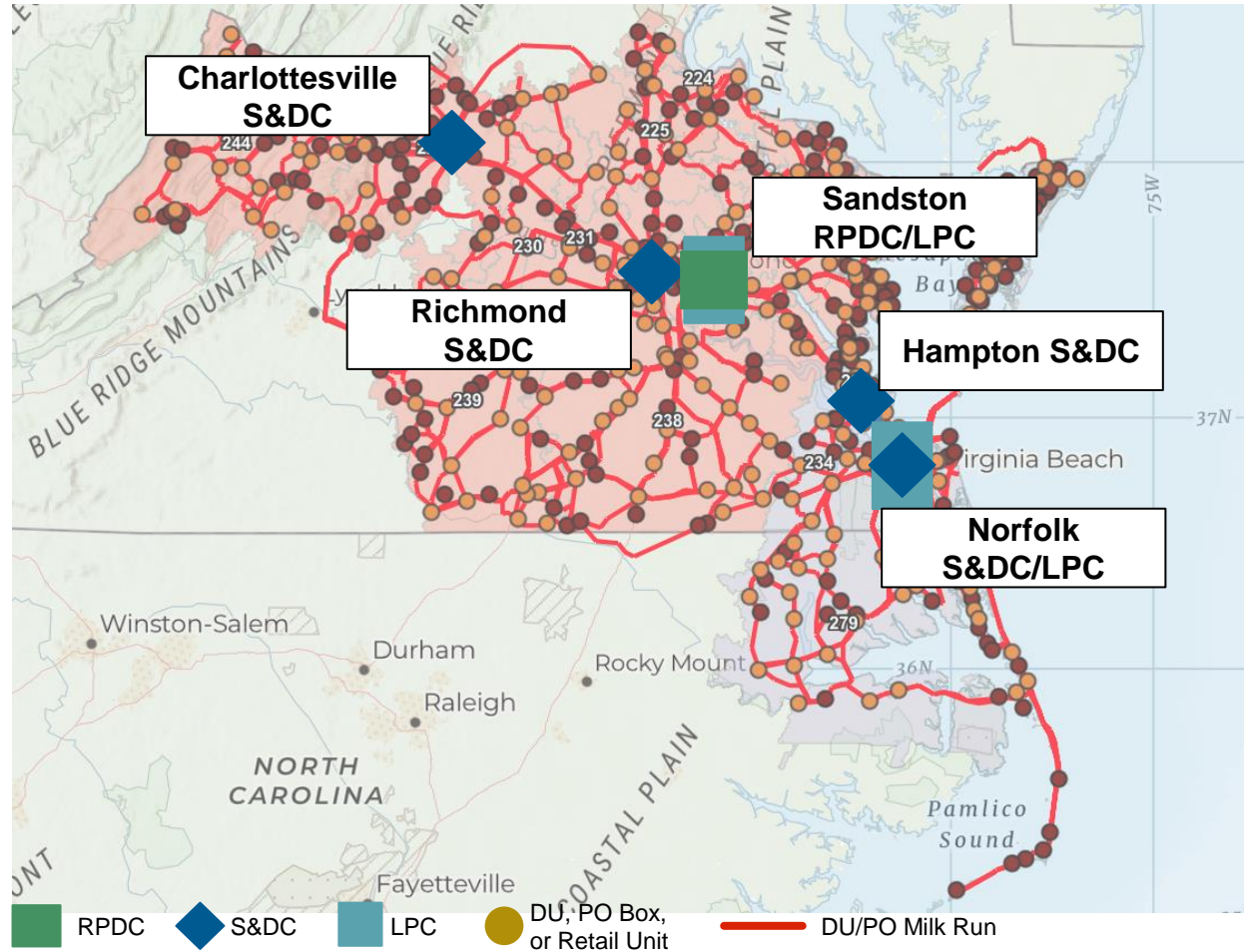
Kokomo - Work in Progress



Richmond VA RPDC/S&DC Project

Richmond

Map of region facilities



Transportation

- 5 RPDC Vehicle Arrival Profile
- 6 Route planning, hiring drivers and trucks, renegotiating contracts
- 7 Facilities have adequate parking

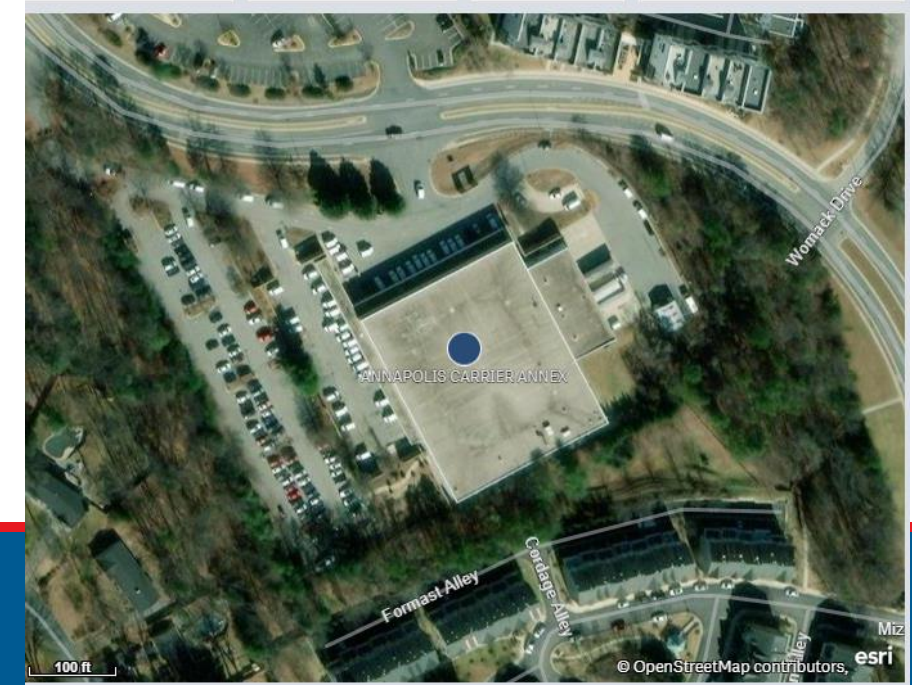
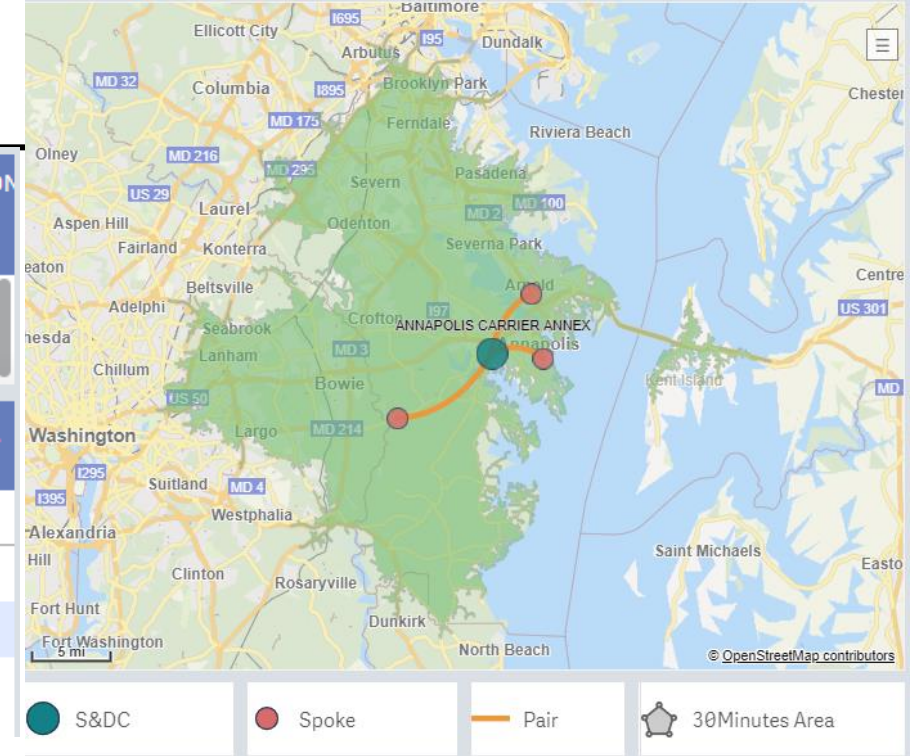
Sandston region summary

| | |
|------------------------------|---|
| # LPCS | 2 |
| # S&DCs | 4 |
| # Destinating Sort Locations | 500 25 pulled in DUs 229 DUs 246 POs |
| 3 Digit ZIP Codes | 224, 225, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 244, 279 |

Annapolis S&DC – Modeling

| S&DC | NUMB... OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CU...) | CURRENT ROUTE COUNT | ADDITIO... GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVE... POINTS | POPULATION |
|--------------------------------|-------------------|------------------|---------------|---------------------|---------------------|---------------------------|---------------------|------------------|---------------|
| ANNAPOLIS CARRIER ANNEX | 3 | 48,876 | 39,600 | 280 / 0 | 70 | 53 | 123 | 60,931 | 62,279 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|---------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 53 | 13 | 6 | 318 | | |
| EASTPORT | 31 | 12 | 5 | 155 | Delivery, Retail, PO Box | |
| ARNOLD | 15 | 11 | 6 | 90 | Delivery, Retail, PO Box | |
| DAVIDSONVILLE | 7 | 15 | 9 | 63 | Delivery, Retail, PO Box | |



Launch Date: 6/3/2023

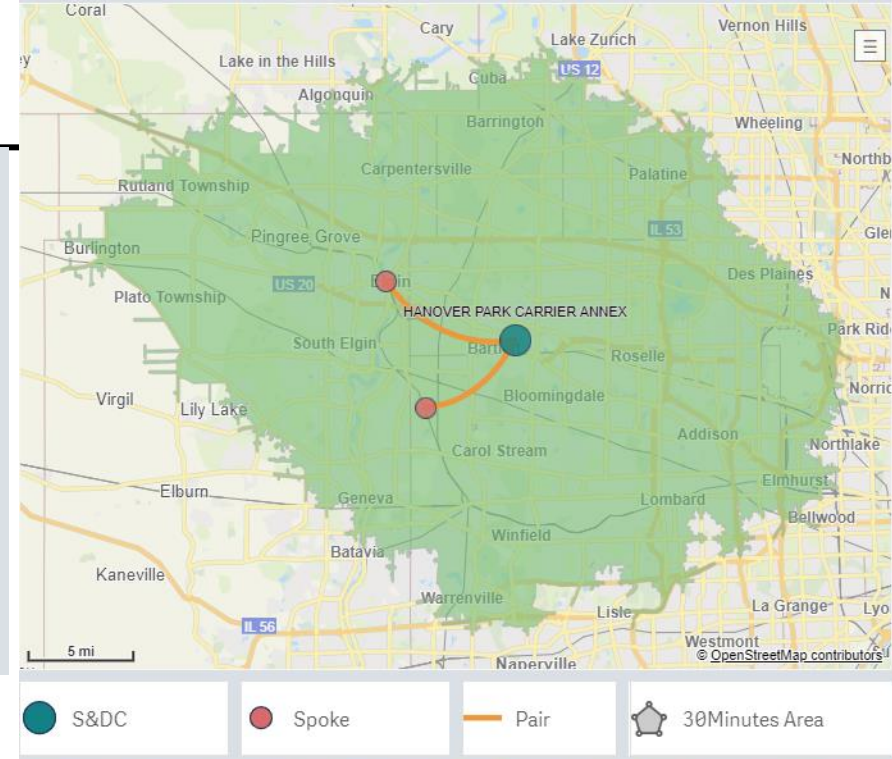
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MM/DD/YYYY

Barlett/Hanover S&DC – Modeling

| S&DC | NUMB... OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CU...) | CURRENT ROUTE COUNT | ADDITIO... GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVE... POINTS | POPULATIO |
|-----------------------------------|-------------------|------------------|---------------|---------------------|---------------------|---------------------------|---------------------|------------------|---------------|
| HANOVER PARK CARRIER ANNEX | 2 | 48,520 | 34,080 | 281 / 0 | 77 | 32 | 109 | 60,886 | 52,766 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|---------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 32 | 15 | 8 | 256 | | |
| ELGIN | 30 | 14 | 7 | 210 | Delivery, Retail, PO Box | |
| WAYNE CARRIER ANNEX | 2 | 16 | 9 | 18 | Delivery, PO Box | |



Launch Date: 6/3/2023

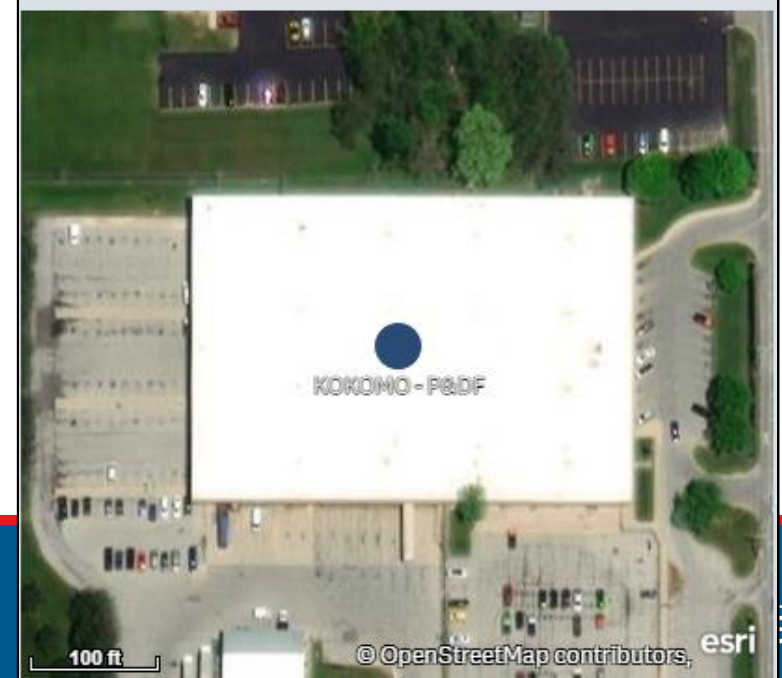
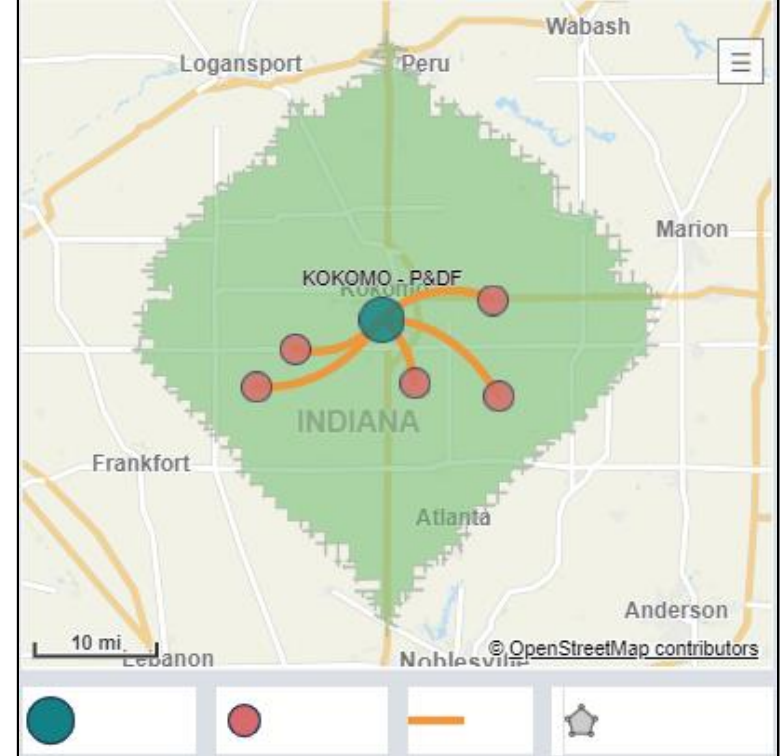
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Kokomo S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|--------------------------|------------------|------------------|---------------|--------------------|---------------------|---------------------------|---------------------|-----------------|---------------|
| KOKOMO - P&DF | 5 | 69,165 | 46,324 | 206 / 33 | 63 | 14 | 77 | 46,835 | 17,946 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|---------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 14 | 17 | 12 | 168 | | |
| GREENTOWN - MAIN OFFICE | 7 | 15 | 10 | 70 | Delivery, Retail, PO Box | |
| RUSSIAVILLE - MAIN OFFICE | 3 | 14 | 10 | 30 | Delivery, Retail, PO Box | |
| SHARPSVILLE - MAIN OFFICE | 2 | 13 | 8 | 16 | Delivery, Retail, PO Box | |
| FOREST - MAIN OFFICE | 1 | 22 | 15 | 15 | Delivery, Retail, PO Box | |
| WINDFALL - MAIN OFFICE | 1 | 23 | 16 | 16 | Delivery, Retail, PO Box | |



Launch Date: 6/3/2023

Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

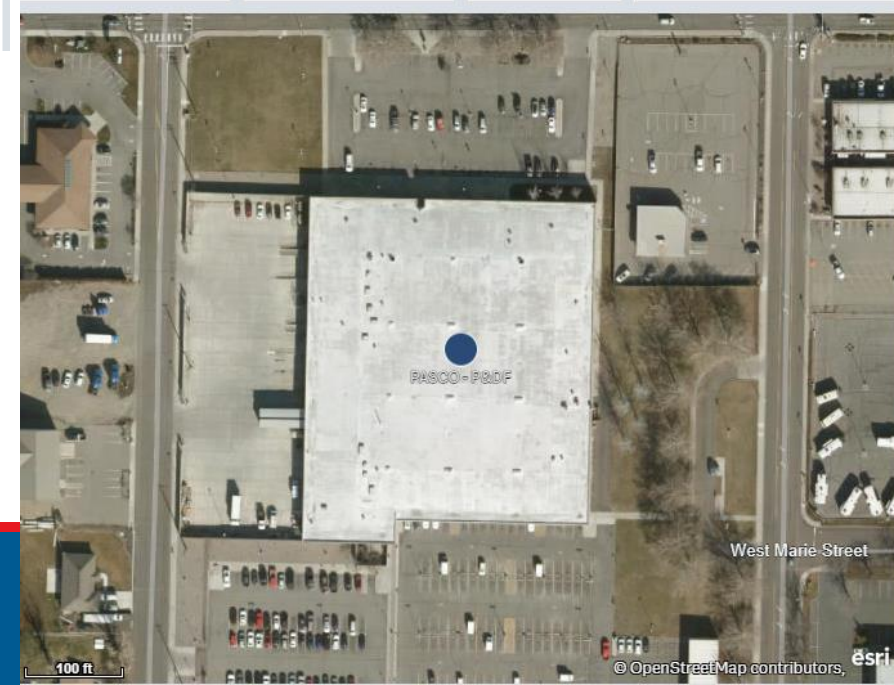
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Pasco S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|--------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| PASCO - P&DF | 1 | 100,252 | 49,320 | 300 / 40 | 96 | 49 | 145 | 107,733 | 72,513 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|----------------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 49 | 18 | 15 | 735 | | |
| RICHLAND - WEST RICHLAND BRANCH. | 49 | 18 | 15 | 735 | Delivery, Retail, PO Box | |



Launch Date: 6/3/2023

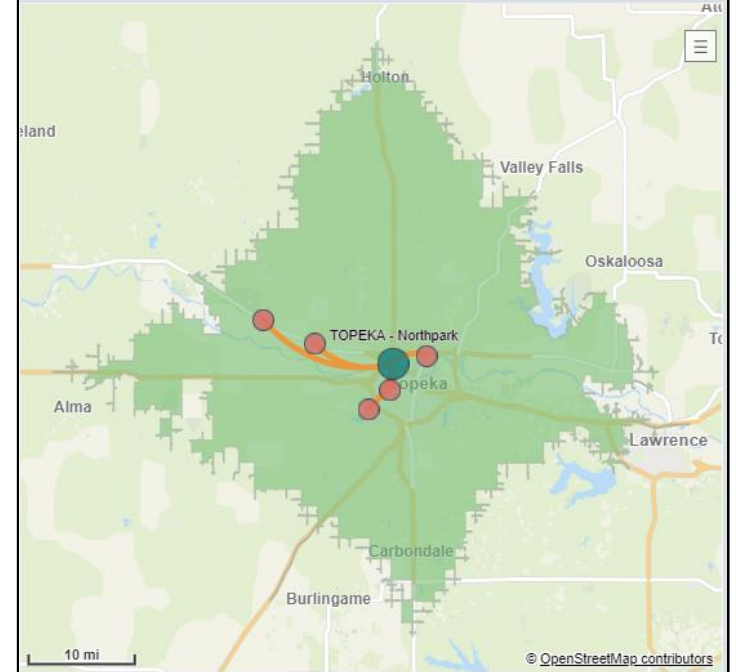
Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

MM/DD/YYYY

Topeka S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|--------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| TOPEKA - Northpark | 5 | 116,996 | 66,592 | 187 / 49 | 35 | 72 | 107 | 64,988 | 99,892 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|---------------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 72 | 12 | 8 | 576 | | |
| TOPEKA - SHERWOOD CARRIER ANNEX | 31 | 11 | 8 | 248 | Delivery, Retail | |
| TOPEKA - GAGE CENTER ST | 21 | 8 | 4 | 84 | Delivery, Retail, PO Box | |
| TOPEKA - NORTH TOPEKA STATION | 17 | 7 | 5 | 85 | Delivery, Retail, PO Box | |
| SILVER LAKE - MAIN OFFICE | 2 | 12 | 10 | 20 | Delivery, Retail, PO Box | |
| ROSSVILLE - MAIN OFFICE | 1 | 20 | 15 | 15 | Delivery, Retail, PO Box | |



Launch Date: 6/3/2023

Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

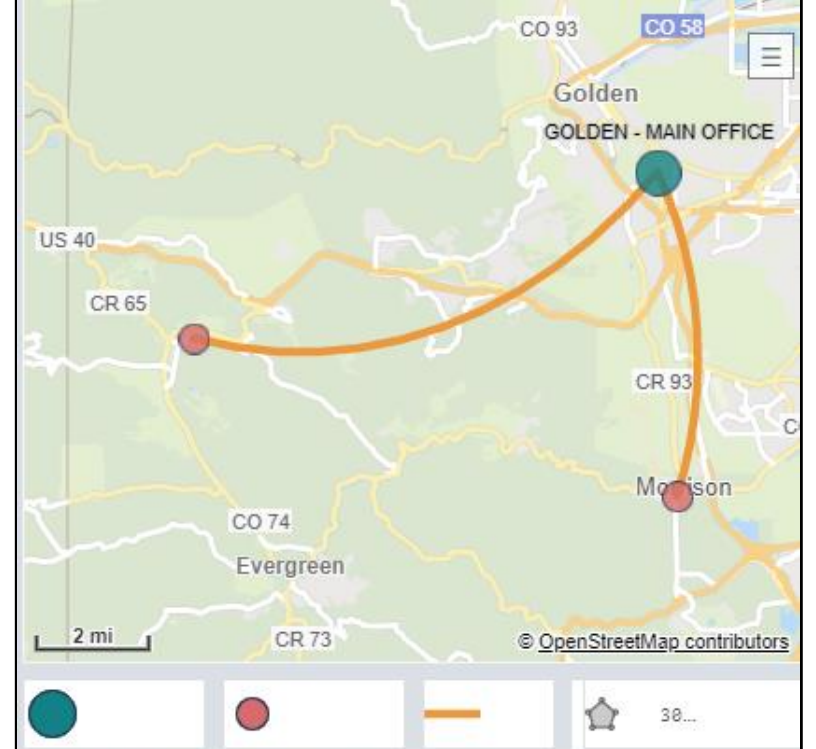
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20

Golden S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|----------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| GOLDEN - MAIN OFFICE | 2 | 66,065 | 11,983 | 256 / 64 | 53 | 30 | 83 | 46,753 | 41,404 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|---------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 30 | 14 | 10 | 300 | | |
| EVERGREEN - CARRIER ANNEX | 20 | 16 | 13 | 260 | Delivery | |
| MORRISON - MAIN OFFICE | 10 | 13 | 7 | 70 | Delivery, Retail, PO Box | |



Launch Date: 6/3/2023

Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

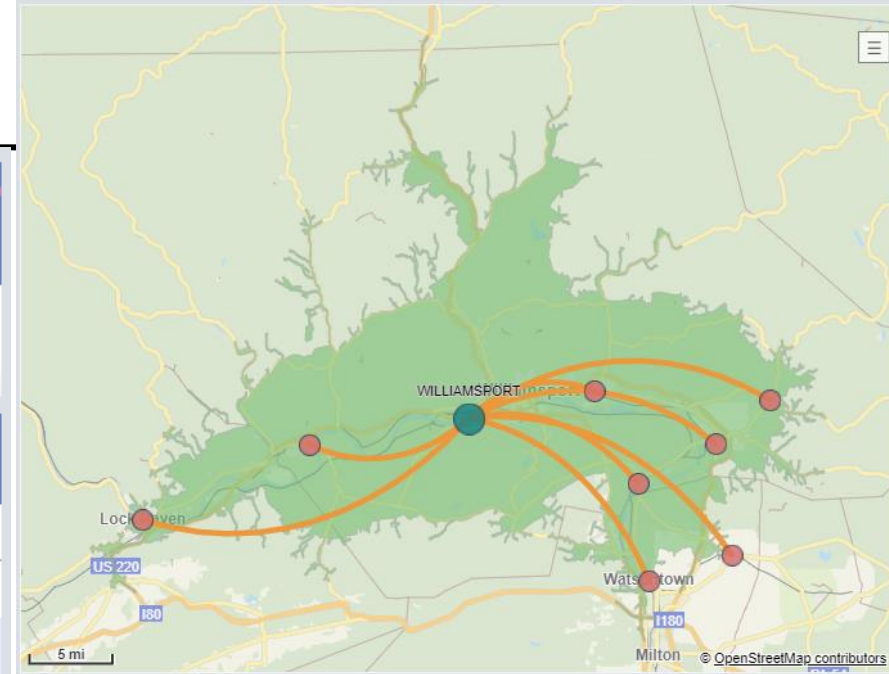
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Williamsport S&DC – Modeling

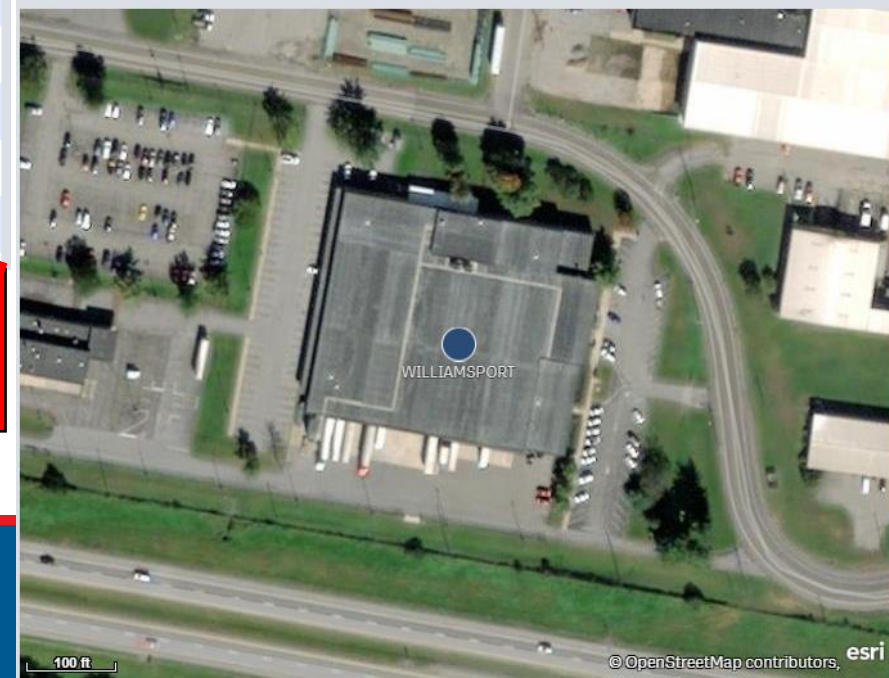
| S&DC | NUMB... OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CU...) | CURRENT ROUTE COUNT | ADDITIO... GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVE... POINTS | POPULATIO |
|--------------|-------------------|------------------|-------------|---------------------|---------------------|---------------------------|---------------------|------------------|-----------|
| WILLIAMSPORT | 8 | 63,489 | 39,462 | 238 / 21 | 59 | 72 | 131 | 68,146 | 83,241 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|---------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 72 | 23 | 18 | 1,296 | | |
| LOCK HAVEN | 20 | 27 | 24 | 480 | Delivery, Retail, PO Box | |
| JERSEY SHORE | 13 | 15 | 12 | 156 | Delivery, Retail, PO Box | |
| MONTOURSVILLE | 11 | 12 | 8 | 88 | Delivery, Retail, PO Box | |
| MUNCY | 11 | 23 | 19 | 209 | Delivery, Retail, PO Box | |
| HUGHESVILLE | 6 | 25 | 21 | 126 | Delivery, Retail, PO Box | |
| WATSONTOWN | 5 | 29 | 20 | 100 | Delivery, Retail, PO Box | |
| MONTGOMERY | 4 | 20 | 14 | 56 | Delivery, Retail, PO Box | |
| TURBOTVILLE | 2 | 30 | 28 | 56 | Delivery, Retail, PO Box | |

No Spoke Sites Passed the Financial Rigor Test



Legend: S&DC (Teal circle), Spoke (Red circle), Pair (Orange line), 30Minutes Area (Light blue shaded area)



Launch Date: 6/3/2023

Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

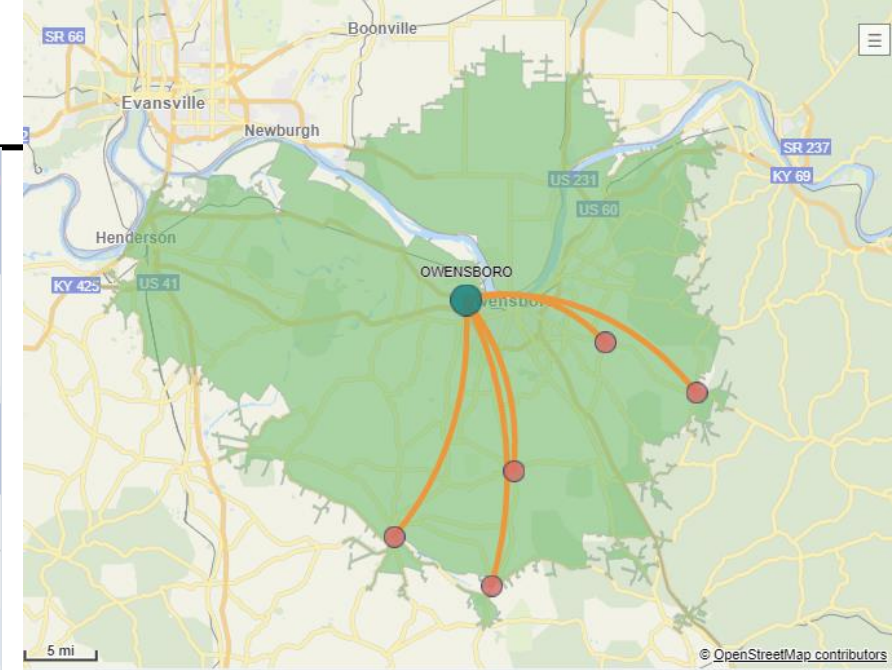
MM/DD/YYYY

Owensboro S&DC – Modeling

| S&DC | NUMB... OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CU...) | CURRENT ROUTE COUNT | ADDITIO... GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVE... POINTS | POPULATIO |
|-----------|-------------------|------------------|-------------|---------------------|---------------------|---------------------------|---------------------|------------------|-----------|
| OWENSBORO | 5 | 43,405 | 27,550 | 210 / 67 | 69 | 20 | 89 | 50,602 | 23,264 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|---------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 20 | 22 | 18 | 360 | | |
| CALHOUN | 6 | 24 | 20 | 120 | Delivery, Retail, PO Box | |
| UTICA | 5 | 16 | 13 | 65 | Delivery, Retail, PO Box | |
| PHILPOT | 4 | 16 | 14 | 56 | Delivery, Retail, PO Box | |
| WHITESVILLE | 3 | 26 | 21 | 63 | Delivery, Retail, PO Box | |
| LIVERMORE | 2 | 27 | 22 | 44 | Delivery, Retail, PO Box | |

No Spoke Sites Passed the Financial Rigor Test



Launch Date: 6/3/2023

Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

MM/DD/YYYY

23

September 2023 S&DCs

Existing Facilities S&DC Activation Roadmap – Implementation List

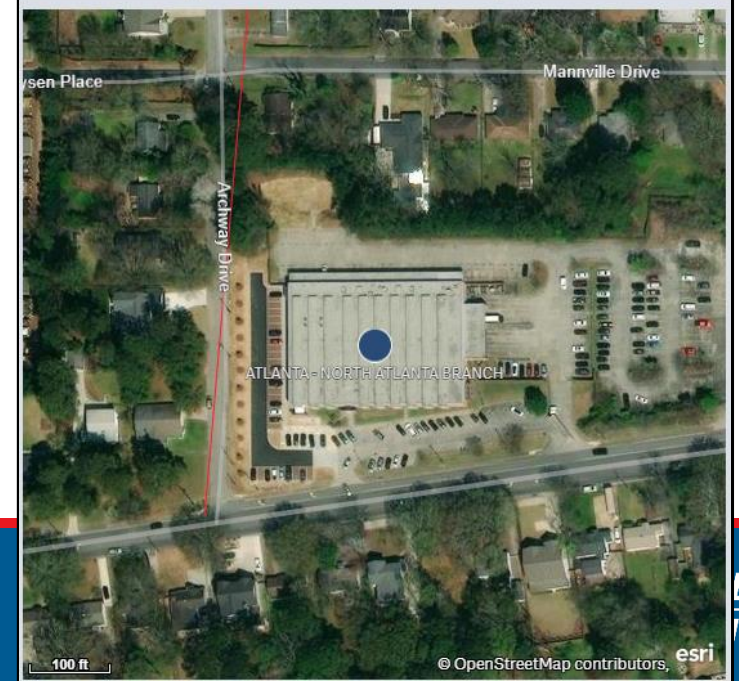
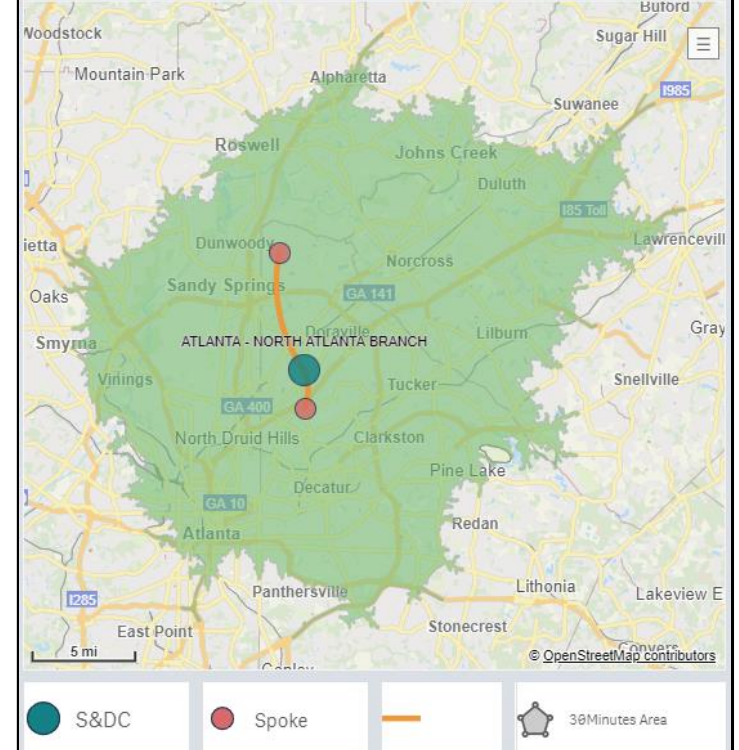
| Facility Name | Market | eFMS Parking | Projected Parking Needs | Total Spoke Units | Spoke Delivery ZIPS | Total Delivery ZIPS | S&DC Existing RTEs | Spoke RTEs | Total RTEs | Total Deliveries | Total Population | Owned / Leased Facility | Facility Review | Finalized Spokes Approved | Go-Live (Plan) |
|----------------------------------|------------------|--------------|-------------------------|-------------------|---------------------|---------------------|--------------------|------------|--------------|------------------|------------------|-------------------------|-----------------|---------------------------|----------------|
| ATLANTA - NDC* | DULUTH GA | 814 | 475 | 8 | 12 | 12 | 0 | 202 | 202 | 171,072 | 366,500 | Owned | 12/13/22 | 3/14/23 | 9/9/23 |
| ATLANTA - NORTH ATLANTA BRANCH | ATLANTA GA | 172 | 202 | 2 | 3 | 5 | 46 | 40 | 86 | 71,072 | 138,580 | Owned | 2/8/23 | 3/14/23 | 9/9/23 |
| BRIDGEPORT - MAIN OFFICE | WALLINGFORD CT | 209 | 256 | 2 | 3 | 7 | 43 | 66 | 109 | 56,131 | 136,886 | Owned | 2/8/23 | 3/14/23 | 9/9/23 |
| CHULA VISTA - MAIN OFFICE | SAN DIEGO CA | 282 | 247 | 1 | 1 | 3 | 92 | 13 | 105 | 67,130 | 189,149 | Owned | 2/17/23 | 3/14/23 | 9/9/23 |
| COLUMBIA - MAIN OFFICE and VMF | NA | 368 | 197 | 0 | 0 | 4 | 84 | 0 | 84 | 57,558 | 103,269 | Leased | 2/7/23 | 3/14/23 | 9/9/23 |
| HUNTINGTON STATION - MAIN OFFICE | MELVILLE NY | 246 | 195 | 2 | 2 | 4 | 70 | 13 | 83 | 37,054 | 100,892 | Owned | 2/7/23 | 3/14/23 | 9/9/23 |
| IRVINE - MAIN OFFICE | SANTA ANA CA | 300 | 172 | 1 | 1 | 5 | 72 | 1 | 73 | 61,082 | 123,974 | Owned | 2/16/23 | 4/6/23 | 9/9/23 |
| JACKSON - DDC | NA | 310 | 242 | 1 | 1 | 10 | 101 | 2 | 103 | 59,577 | 130,244 | Owned | 3/1/23 | 4/6/23 | 9/9/23 |
| MID HUDSON - P&DC | NA | 371 | 270 | 13 | 8 | 13 | 0 | 115 | 115 | 72,219 | 175,591 | Owned | 7/12/22 | 4/6/23 | 9/9/23 |
| MORGANTOWN - MAIN OFFICE | NA | 198 | 165 | 0 | 0 | 5 | 70 | 0 | 70 | 50,449 | 98,741 | Owned | 2/8/23 | 3/21/23 | 9/9/23 |
| PALO ALTO - MAIN OFFICE | SAN FRANCISCO CA | 289 | 275 | 1 | 1 | 6 | 100 | 17 | 117 | 55,092 | 137,214 | Owned | 2/14/23 | 3/21/23 | 9/9/23 |
| ROCKFORD - P&DF | NA | 577 | 277 | 0 | 0 | 7 | 118 | 0 | 118 | 60,957 | 124,773 | Owned | 3/3/23 | 3/21/23 | 9/9/23 |
| STOCKTON - WEST LANE STATION DDC | NA | 220 | 432 | 0 | 0 | 5 | 84 | 0 | 184 | 53,496 | 130,961 | Leased | 2/15/23 | 3/21/23 | 9/9/23 |
| TERRE HAUTE - P&DF | NA | 220 | 186 | 1 | 3 | 6 | 44 | 35 | 79 | 49,702 | 100,684 | Owned | 3/2/23 | 3/21/23 | 9/9/23 |
| TULSA - DOWNTOWN STATION | NA | 280 | 202 | 2 | 3 | 8 | 31 | 55 | 86 | 46,629 | 72,970 | Owned | 2/24/23 | 3/21/23 | 9/9/23 |
| WACO - MAIN OFFICE/P&DF | NA | 299 | 233 | 4 | 4 | 7 | 44 | 55 | 99 | 65,010 | 136,749 | Owned | 2/23/23 | 4/6/23 | 9/9/23 |
| Total | | 5,155 | 4,026 | 38 | 42 | 107 | 999 | 614 | 1,713 | 1,034,230 | 2,267,177 | | | | |

| | | | | | |
|--|--|------------------------------|--|---|----------------|
| Financial Rigor Test completed; data updated | Financial Rigor Test (FRT) completed; no spokes passed FRT | Pending Financial Rigor Test | Georgia/Virgina site with activation 9/24 or later | Identified during site visit for further review | Expiring Lease |
|--|--|------------------------------|--|---|----------------|

North Atlanta S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|--------------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| ATLANTA - NORTH ATLANTA BRANCH | 2 | 34,136 | 25,358 | 172 / 10 | 46 | 40 | 86 | 71,072 | 138,580 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|-----------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 40 | 33 | 17 | 680 | | |
| ATLANTA - DUNWOODY BRANCH | 25 | 33 | 18 | 450 | Delivery, Retail, PO Box | |
| ATLANTA - BRIARCLIFF BRANCH | 15 | 34 | 16 | 240 | Delivery, Retail, PO Box | |



Site(s) Verified

Launch Date: 9/9/2023

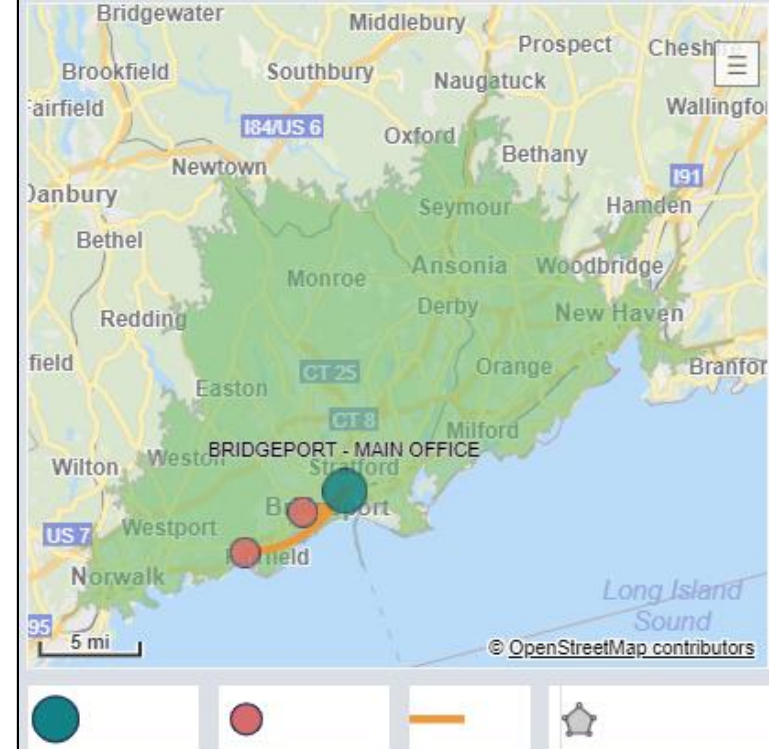
Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

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Bridgeport S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|--------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| BRIDGEPORT - MAIN OFFICE | 2 | 83,183 | 34,414 | 209 / 25 | 43 | 66 | 109 | 56,131 | 136,886 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|---------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 66 | 14 | 4 | 264 | | |
| FAIRFIELD - CARRIER ANNEX | 61 | 9 | 3 | 183 | Delivery, Retail, PO Box | |
| SOUTHPORT - MAIN OFFICE | 5 | 20 | 6 | 30 | Delivery, Retail, PO Box | |



Site(s) Verified

Launch Date: 9/9/2023

Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

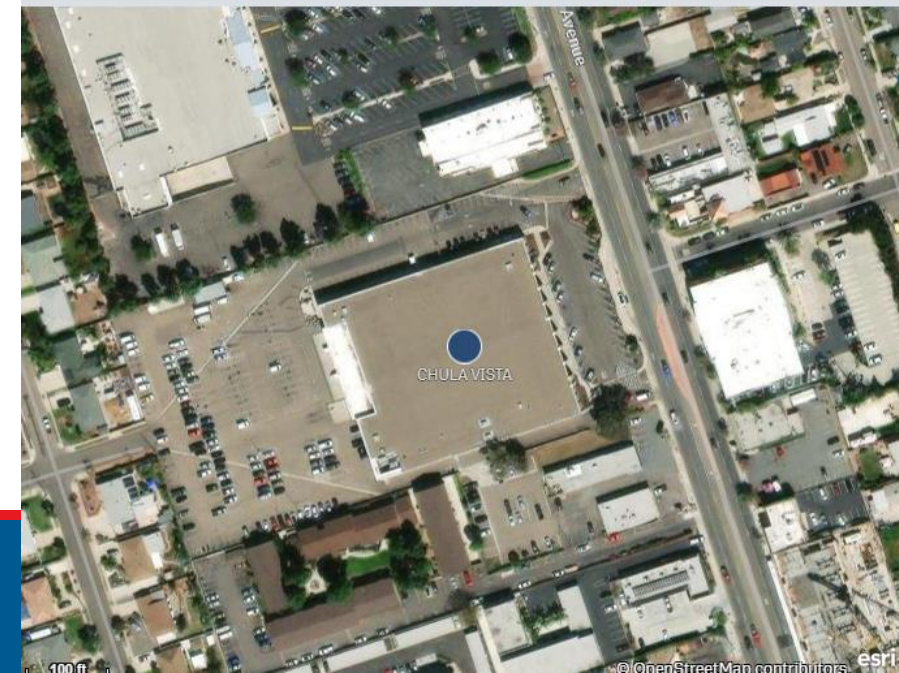
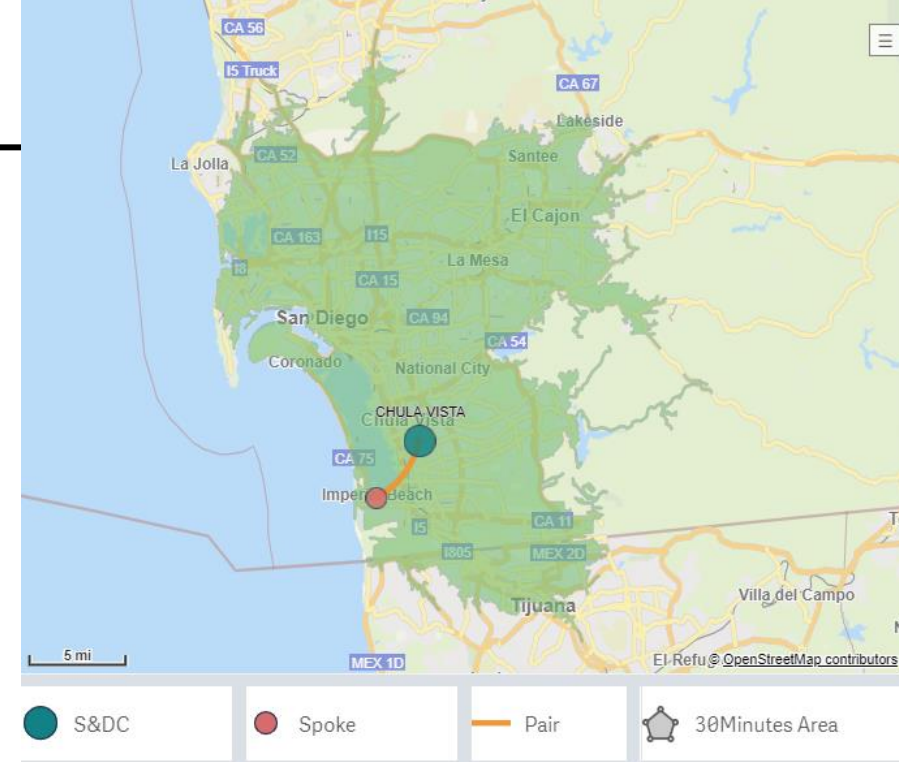
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Chula Vista S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|---------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| CHULA VISTA - MAIN OFFICE | 1 | 56,500 | 32,806 | 282 / 46 | 92 | 13 | 105 | 67,130 | 189,149 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|------------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 13 | 16 | 5 | 65 | | |
| IMPERIAL BEACH - MAIN OFFICE | 13 | 16 | 5 | 65 | Delivery, Retail, PO Box | |



Site(s) Verified

Launch Date: 9/9/2023

Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

MM/DD/YYYY

Columbia S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|--------------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| COLUMBIA - MAIN OFFICE and VMF | 1 | 154,370 | 33,445 | 368 / 80 | 84 | 23 | 107 | 73,180 | 42,194 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|--------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 23 | 18 | 12 | 276 | | |
| IRMO - MAIN OFFICE | 23 | 18 | 12 | 276 | Delivery, Retail, PO Box | |

No Spoke Sites Passed the Financial Rigor Test



✓ Site(s) Verified

Launch Date: 9/9/2023

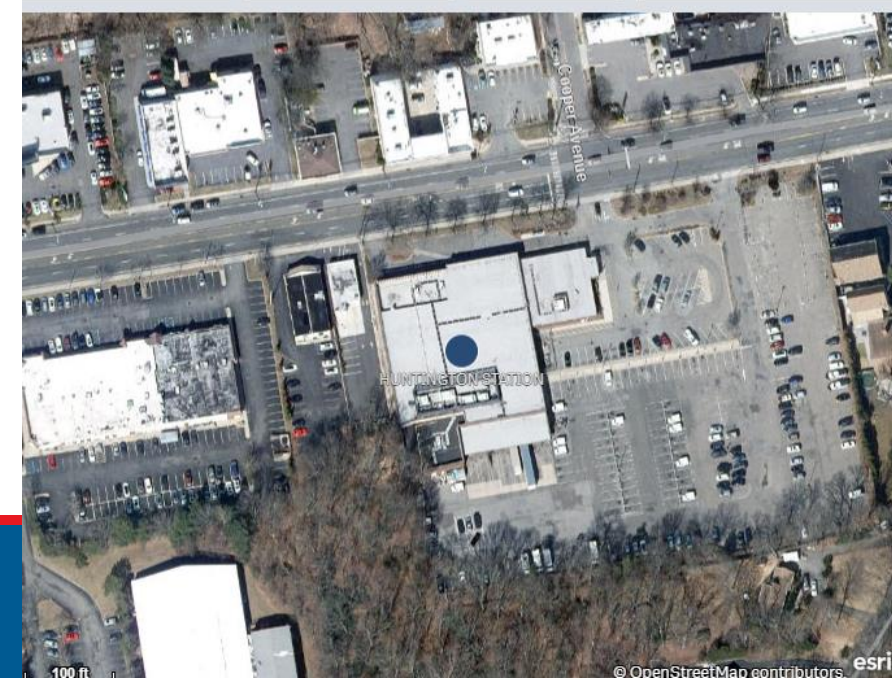
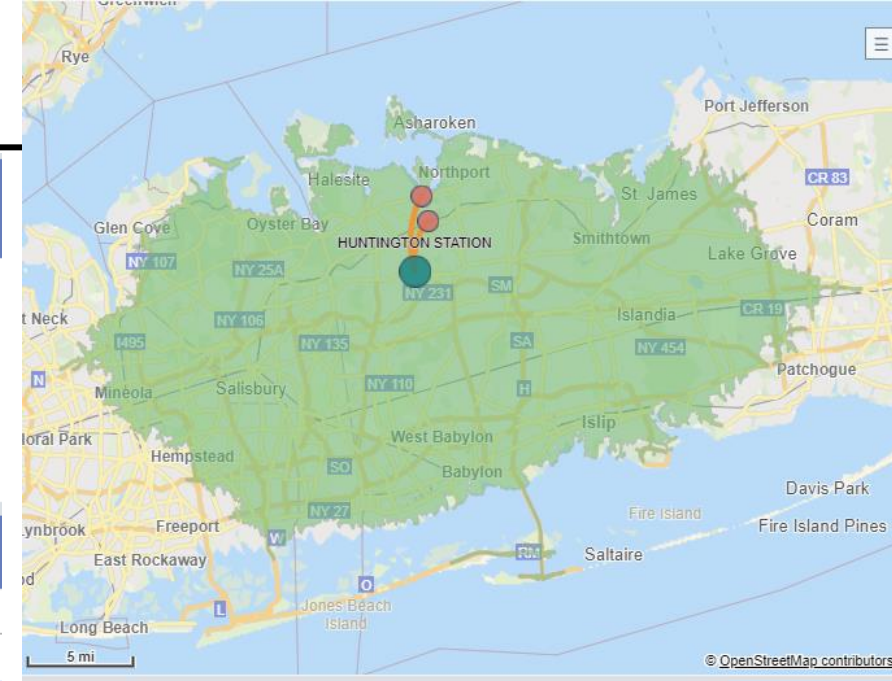
Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

MM/DD/YYYY

Huntington Station S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|----------------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| HUNTINGTON STATION - MAIN OFFICE | 2 | 39,520 | 25,670 | 246 / 0 | 70 | 13 | 83 | 37,054 | 100,892 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|--------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 13 | 8 | 4 | 52 | | |
| GREENLAWN - MAIN OFFICE | 8 | 7 | 3 | 24 | Delivery, Retail, PO Box | |
| CENTERPORT - MAIN OFFICE | 5 | 10 | 4 | 20 | Delivery, Retail, PO Box | |



Site(s) Verified

Launch Date: 9/9/2023

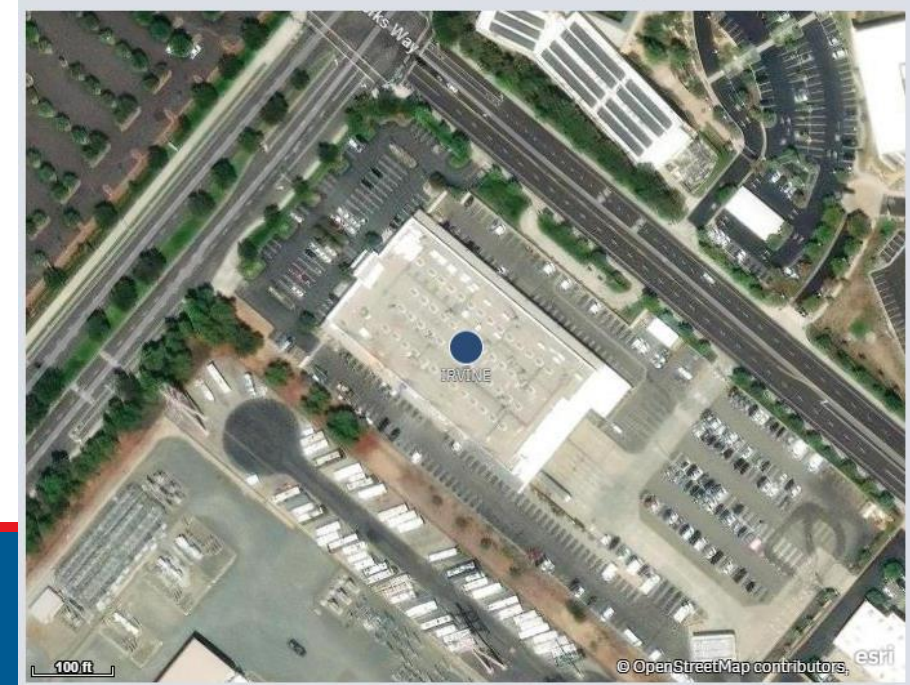
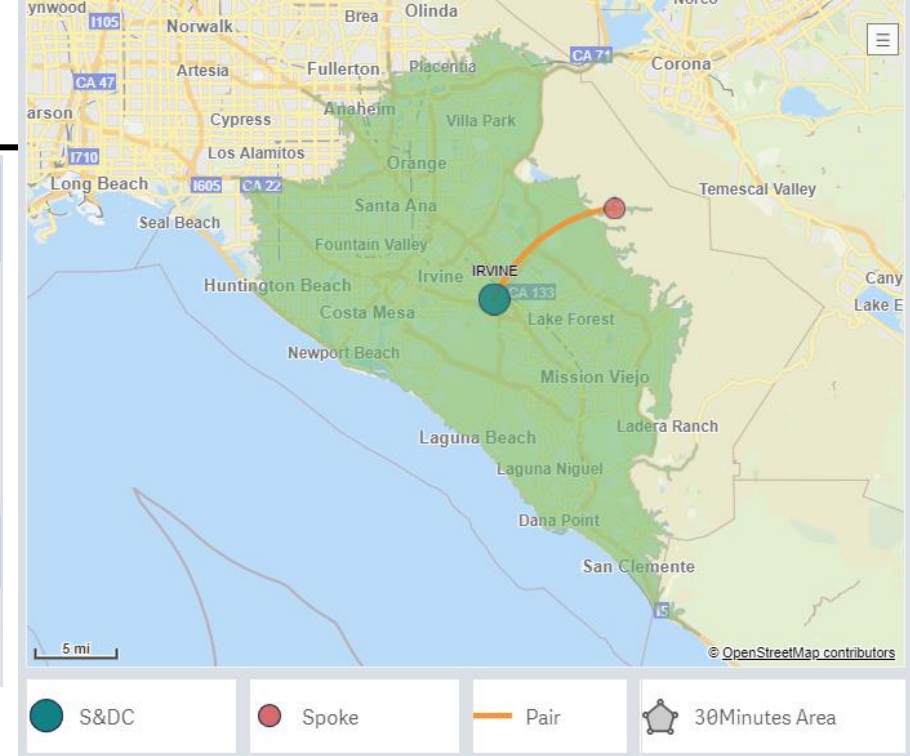
Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

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Irvine S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|----------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| IRVINE - MAIN OFFICE | 1 | 48,855 | 25,383 | 300 / 87 | 72 | 1 | 73 | 61,082 | 126,007 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|-------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 1 | 25 | 17 | 17 | | |
| SILVERADO - MAIN OFFICE | 1 | 25 | 17 | 17 | Delivery, Retail, PO Box | |



Silverado – Wave 2 office – Projected Feb 2024 move

Site(s) Verified

Launch Date: 9/9/2023

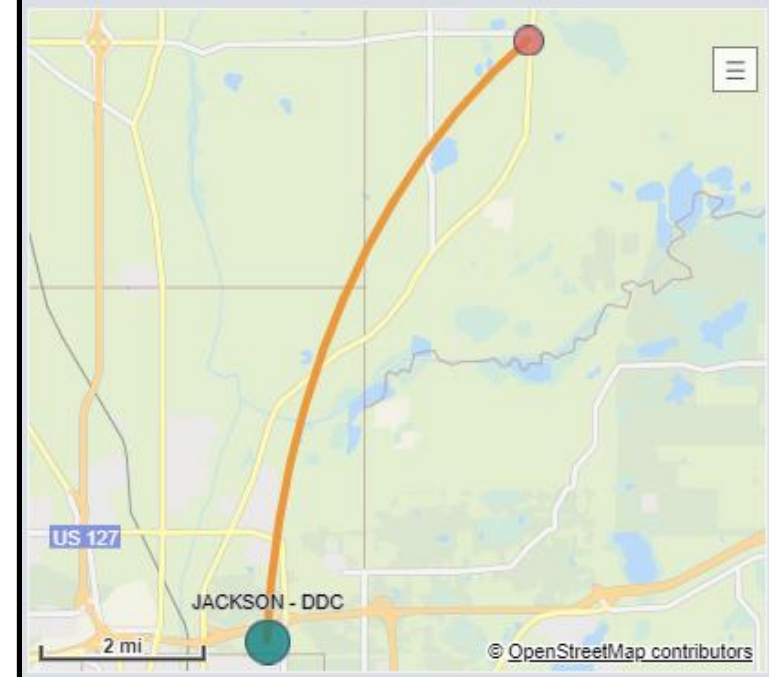
Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

MM/DD/YYYY

Jackson DDC S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|---------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| JACKSON - DDC | 1 | 50,115 | 16,408 | 310 / 5 | 101 | 2 | 103 | 59,577 | 132,615 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|-----------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 2 | 12 | 10 | 20 | | |
| PLEASANT LAKE - MAIN OFFICE | 2 | 12 | 10 | 20 | Delivery, Retail, PO Box | |



Pleasant Lake – Wave 2 office – Projected Feb 2024 move

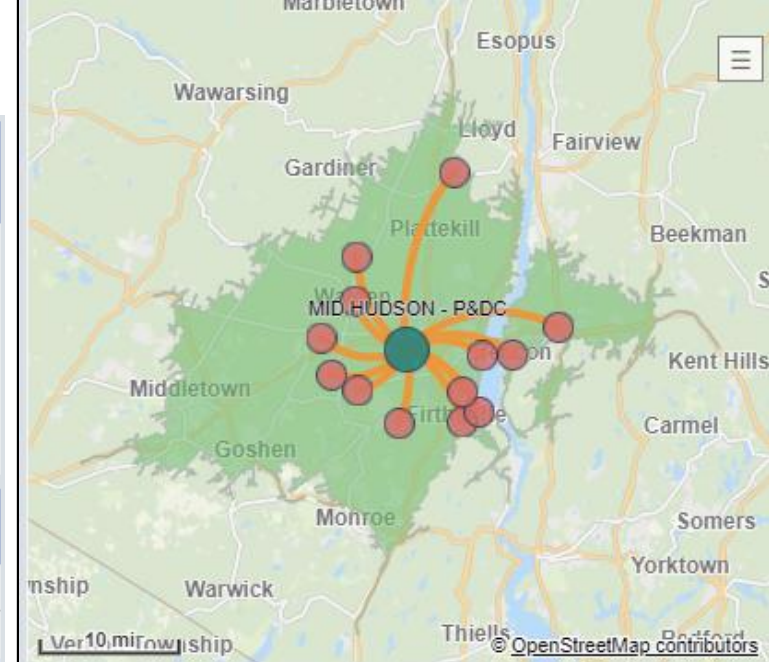
Site(s) Verified

Launch Date: 9/9/2023

Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

MM/DD/YYYY

Stewart (Mid Hudson) S&DC – Modeling



| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|-------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| MID HUDSON - P&DC | 13 | 180,489 | 118,400 | 371 / 0 | 0 | 115 | 115 | 72,219 | 175,591 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|----------------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 115 | 20 | 10 | 1,150 | | |
| NEWBURGH - MAIN OFFICE | 37 | 20 | 7 | 259 | Delivery, Retail, PO Box | |
| NEWBURGH - NEW WINDSOR BRANCH | 17 | 20 | 8 | 136 | Delivery, Retail, PO Box | |
| BEACON - MAIN OFFICE | 12 | 20 | 10 | 120 | Delivery, Retail, PO Box | |
| FISHKILL - MAIN OFFICE | 10 | 20 | 13 | 130 | Delivery, Retail, PO Box | |
| WALLKILL - MAIN OFFICE | 9 | 22 | 10 | 90 | Delivery, Retail, PO Box | |
| MONTGOMERY - MAIN OFFICE | 8 | 17 | 8 | 64 | Delivery, Retail, PO Box | |
| WALDEN - MAIN OFFICE | 8 | 15 | 7 | 56 | Delivery, Retail, PO Box | |
| CORNWALL - MAIN OFFICE | 5 | 21 | 10 | 50 | Delivery, Retail, PO Box | |
| CORNWALL-ON-HUDSON - MAIN OFFICE | 3 | 25 | 10 | 30 | Delivery, Retail, PO Box | |
| MAYBROOK - MAIN OFFICE | 2 | 16 | 9 | 18 | Delivery, Retail, PO Box | |
| ROCK TAVERN - MAIN OFFICE | 2 | 14 | 8 | 16 | Delivery, Retail, PO Box | |
| CLINTONDALE - MAIN OFFICE | 1 | 27 | 16 | 16 | Delivery, Retail, PO Box | |
| SALISBURY MILLS - MAIN OFFICE | 1 | 19 | 9 | 9 | Delivery, Retail, PO Box | |

Walden, Montgomery, Fishkill– Wave 2 offices – Projected Feb 2024 move

Morgantown S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|--------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| MORGANTOWN - MAIN OFFICE | 3 | 35,350 | 24,035 | 198 / 0 | 70 | 9 | 79 | 55,393 | 15,166 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|------------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 9 | 26 | 20 | 180 | | |
| BRUCETON MILLS - MAIN OFFICE | 4 | 23 | 23 | 92 | Delivery, Retail, PO Box | |
| REEDSVILLE - MAIN OFFICE | 3 | 27 | 15 | 54 | Delivery, Retail, PO Box | |
| RIVESVILLE - MAIN OFFICE | 2 | 27 | 20 | 40 | Delivery, Retail, PO Box | |

No Spoke Sites Passed the Financial Rigor Test

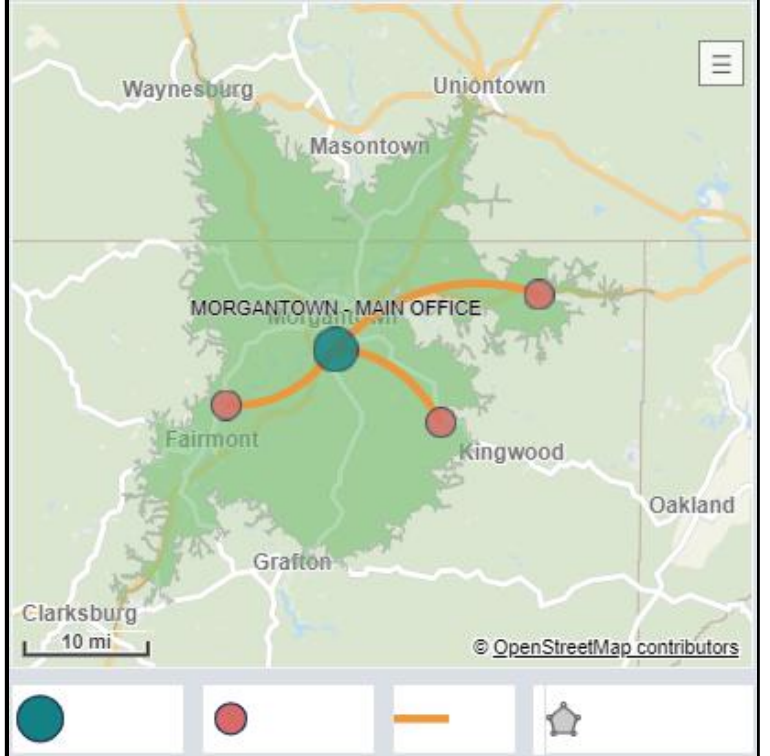
Site(s) Verified

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Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

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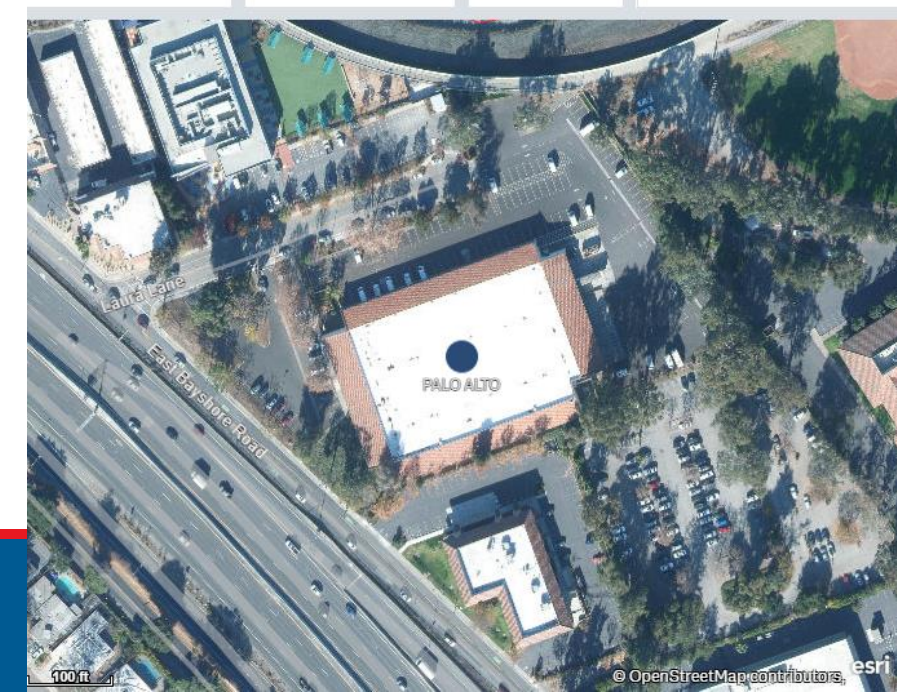
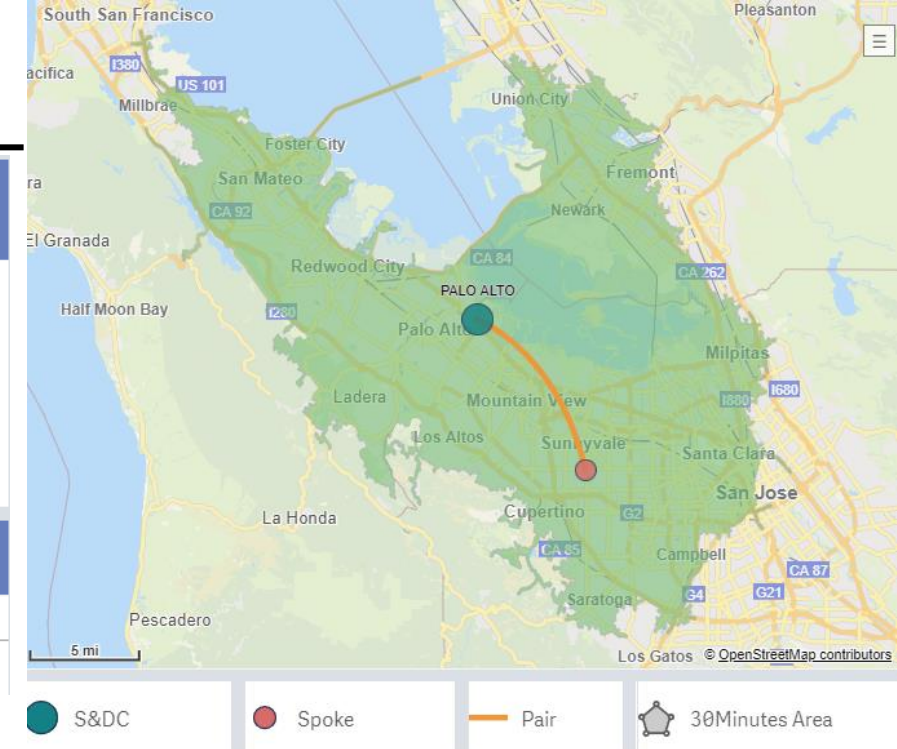
34



Palo Alto S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|-------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| PALO ALTO - MAIN OFFICE | 1 | 54,528 | 37,618 | 289 / 25 | 100 | 17 | 117 | 55,092 | 137,214 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|-----------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 17 | 18 | 11 | 187 | | |
| SUNNYVALE - ENCINAL STATION | 17 | 18 | 11 | 187 | Delivery, Retail, PO Box | |



✓ Site(s) Verified

Launch Date: 9/9/2023

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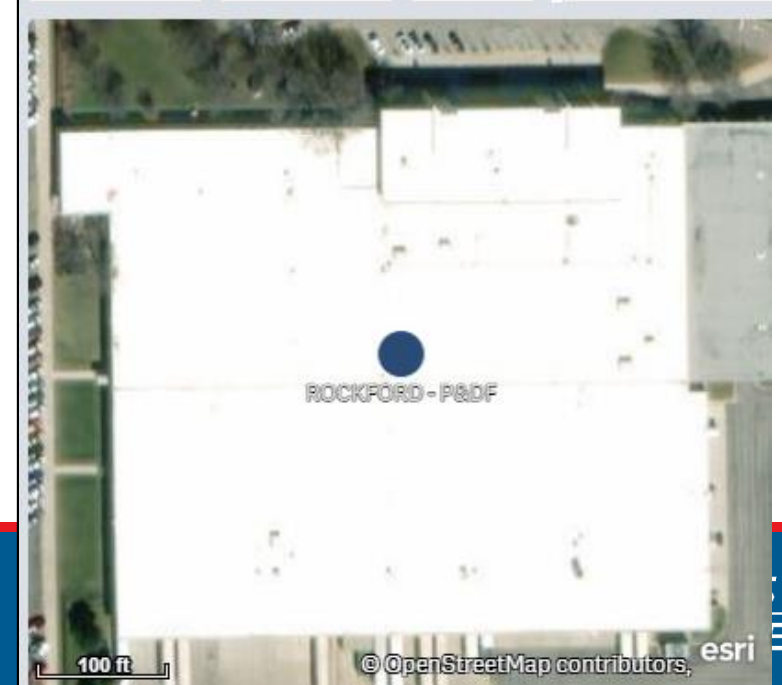
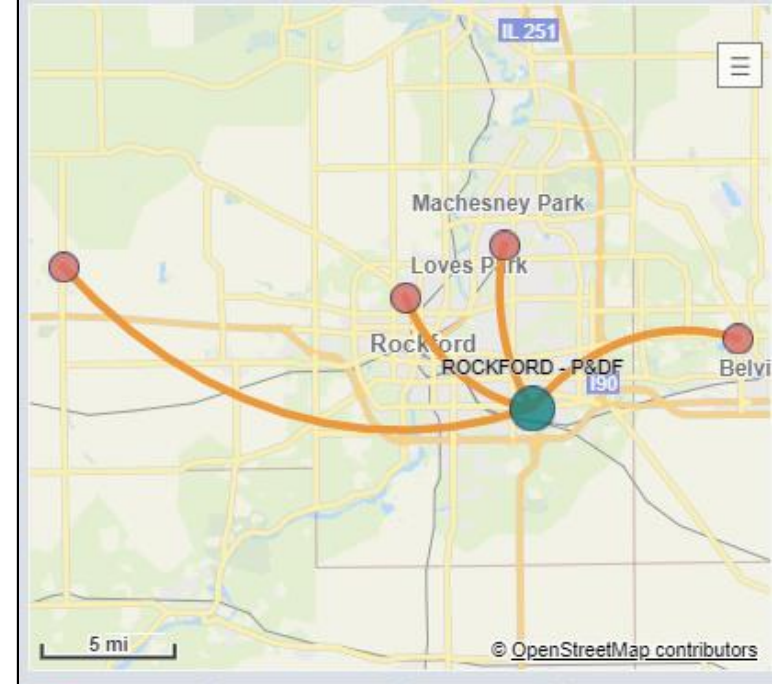
MM/DD/YYYY

Rockford S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|-----------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| ROCKFORD - P&DF | 4 | 166,717 | 5,000 | 577 / 0 | 118 | 131 | 249 | 135,445 | 167,219 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|------------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 131 | 19 | 12 | 1,572 | | |
| BELVIDERE - MAIN OFFICE | 3 | 18 | 11 | 363 | Delivery, Retail, PO Box | |
| PECATONICA - MAIN OFFICE | 5 | 27 | 23 | 115 | Delivery, Retail, PO Box | |
| ROCKFORD - KILBURN STATION | 56 | 18 | 8 | 448 | Delivery, Retail | |
| ROCKFORD - LOVES PARK BRANCH | 37 | 15 | 8 | 296 | Delivery, Retail, PO Box | |

No Spoke Sites Passed the Financial Rigor Test



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Launch Date: 9/9/2023

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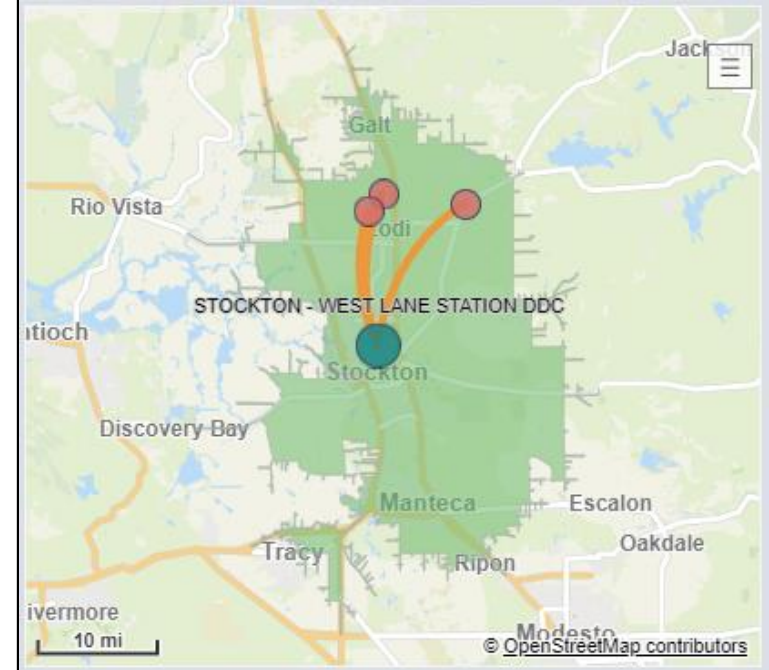
MM/DD/YYYY

Stockton West Lane DDC S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|----------------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| STOCKTON - WEST LANE STATION DDC | 3 | 48,380 | 28,900 | 220 / 40 | 84 | 8 | 92 | 58,515 | 15,703 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|-------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 8 | 21 | 17 | 136 | | |
| ACAMPO - MAIN OFFICE | 4 | 19 | 16 | 64 | Delivery, Retail, PO Box | |
| LOCKEFORD - MAIN OFFICE | 2 | 23 | 18 | 36 | Delivery, Retail, PO Box | |
| WOODBIDGE - MAIN OFFICE | 2 | 21 | 16 | 32 | Delivery, Retail, PO Box | |

No Spoke Sites Passed the Financial Rigor Test



Site(s) Verified

Launch Date: 9/9/2023

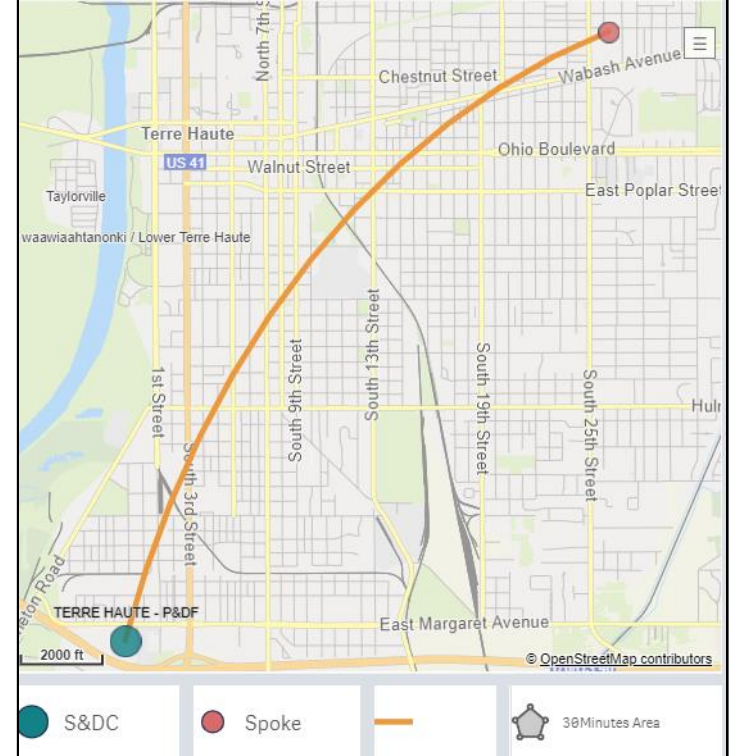
Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

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Terre Haute S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|--------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| TERRE HAUTE - P&DF | 1 | 133,492 | 10,000 | 220 / 42 | 44 | 35 | 79 | 49,702 | 100,684 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|----------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 35 | 17 | 5 | 175 | | |
| TERRE HAUTE - ROSE STATION | 35 | 17 | 5 | 175 | Delivery, Retail, PO Box | |



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Launch Date: 9/9/2023

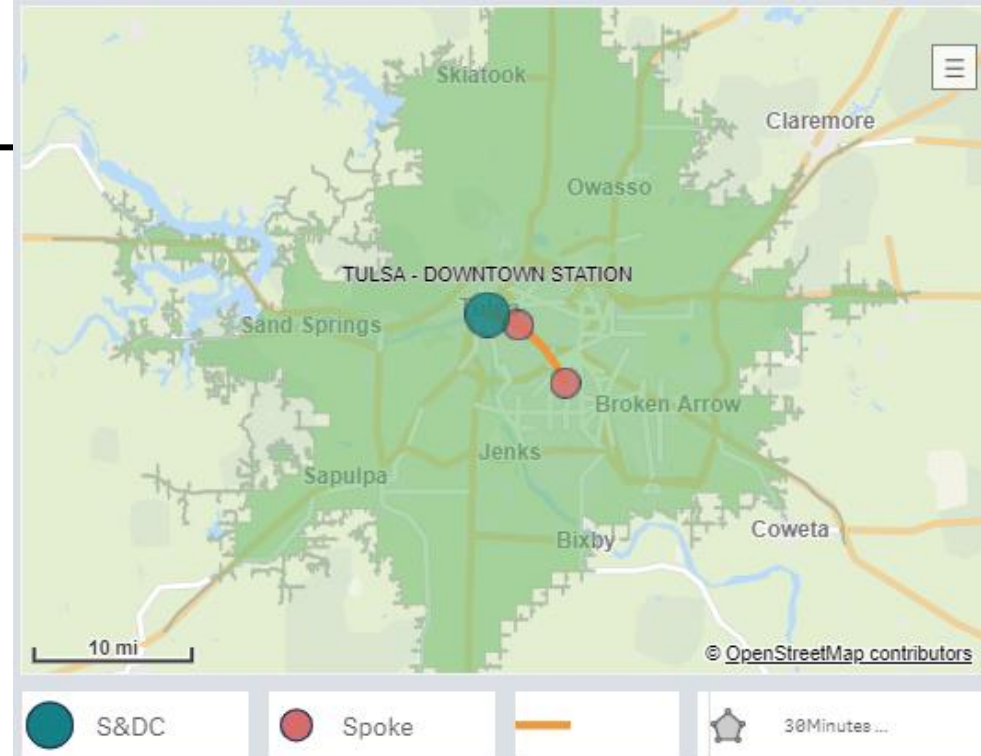
Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

MM/DD/YYYY

Tulsa S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|--------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| TULSA - DOWNTOWN STATION | 2 | 392,586 | 28,821 | 280 / 22 | 31 | 55 | 86 | 46,629 | 72,970 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|---------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 55 | 13 | 6 | 330 | | |
| TULSA - DONALDSON STATION | 31 | 10 | 3 | 93 | Delivery, Retail, PO Box | |
| TULSA - SHERIDAN STATION | 24 | 16 | 8 | 192 | Delivery, Retail, PO Box | |



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Launch Date: 9/9/2023

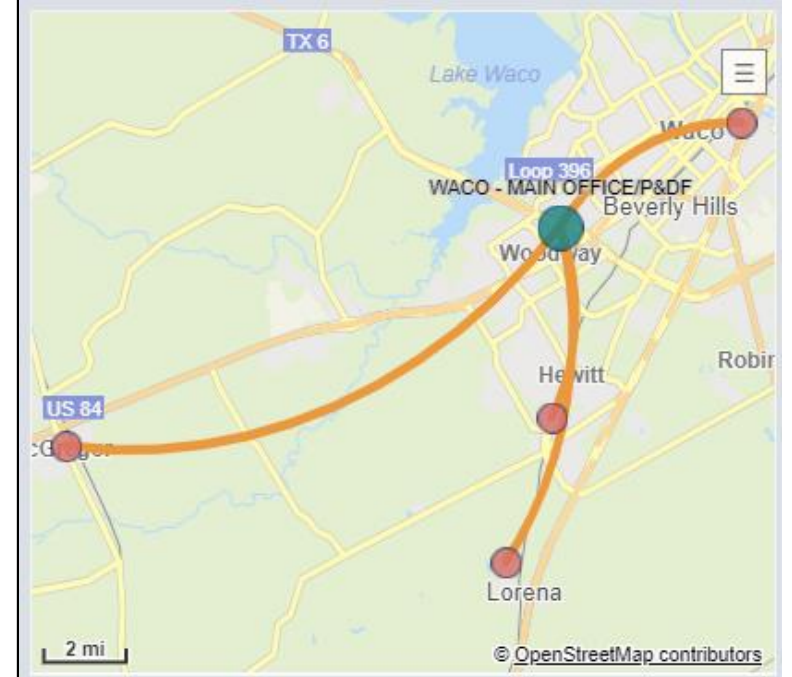
Sensitive Commercial Information: Do Not Disclose/Attorney-Client Privileged/Attorney Work Product

MM/DD/YYYY

Waco S&DC – Modeling

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|-------------------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| WACO - MAIN OFFICE/P&DF | 4 | 71,978 | 1,634 | 0 / 0 | 44 | 55 | 99 | 65,010 | 136,749 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|-------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 55 | 18 | 9 | 495 | | |
| WACO - DOWNTOWN STATION | 31 | 17 | 6 | 186 | Delivery, Retail, PO Box | |
| HEWITT - MAIN OFFICE | 9 | 14 | 6 | 54 | Delivery, Retail, PO Box | |
| MCGREGOR - MAIN OFFICE | 8 | 24 | 14 | 112 | Delivery, Retail, PO Box | |
| LORENA - MAIN OFFICE | 7 | 19 | 11 | 77 | Delivery, Retail, PO Box | |



Hewitt, McGregor, Lorena – Wave 2 offices – Projected Feb 2024 move

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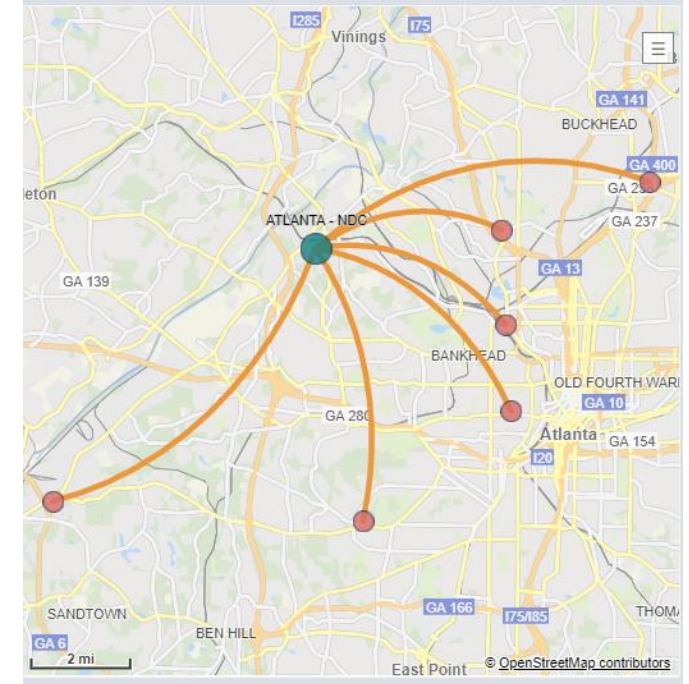
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South Atlanta S&DC – Facility Concept

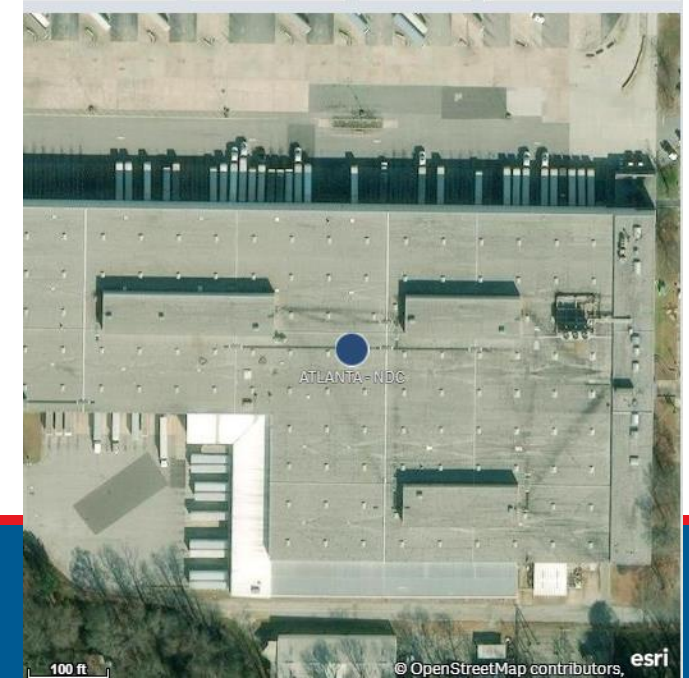
Site(s) Verified

| S&DC | NUMBER OF SPOKES | TOTAL NET INT SF | WORKROOM SF | PARKING (EMP/CUST) | CURRENT ROUTE COUNT | ADDITIONAL GAINING ROUTES | TOTAL FUTURE ROUTES | DELIVERY POINTS | POPULATION |
|---------------|------------------|------------------|-------------|--------------------|---------------------|---------------------------|---------------------|-----------------|------------|
| ATLANTA - NDC | 6 | 417,762 | 338,078 | 814 / 5 | 0 | 139 | 139 | 122,337 | 248,757 |

| SPOKE NAME | ROUTE COUNT | Avg. 1-Way Travel Minutes | Avg. 1-Way Travel Miles | Route Count X 1-Way Travel Miles | Delivery/Retail/PO Box | BEV DATE |
|-----------------------------------|-------------|---------------------------|-------------------------|----------------------------------|--------------------------|----------|
| Totals | 139 | 18 | 7 | 973 | | |
| ATLANTA - MARTECH STATION | 36 | 16 | 5 | 180 | Delivery, Retail | |
| ATLANTA - INDUSTRIAL BRANCH | 31 | 15 | 8 | 248 | Delivery, Retail, PO Box | |
| ATLANTA - HOWELL MILL/ZONE 27 | 24 | 14 | 5 | 120 | Delivery, Retail, PO Box | |
| ATLANTA - BROADVIEW STATION | 19 | 28 | 10 | 190 | Delivery, Retail, PO Box | |
| ATLANTA - CASCADE HEIGHTS STATION | 16 | 17 | 7 | 112 | Delivery, Retail, PO Box | |
| ATLANTA - MORRIS BROWN STATION | 13 | 17 | 6 | 78 | Delivery, Retail, PO Box | |



Legend: S&DC (Green dot), Spoke (Red dot), 38Minutes...



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Thank You / Questions

