2025

Global Economic Impact Report

FEDEX 1107
Fedex Corp. v. Valtrus Innovations Ltd.
IPR2026-00039

Delivering progress, prosperity, and the future

With the launch of overnight delivery, Frederick W. Smith achieved a breakthrough comparable to the telephone and the Internet. He created a network that connected the world, shrinking time and distance, and fueling global progress.

For half a century, FedEx has shaped commerce, communities, and the concept that business can be a force for good.

Fred reminded us: "With a network that spans billions of people across six continents, it's our responsibility to deliver the resources that improve the lives of those we serve."

We do this every day through the FedEx Effect. Our team creates global impact with a steadfast commitment to service, innovation, and bold ideas that promote trade and prosperity worldwide.

As the largest industrial network, we transport over $2 trillion in goods each year and keep the world's healthcare, manufacturing, and telecommunications supply chains moving.

This report details our fiscal year (FY) 2025[1] contributions — both direct and indirect — that power global economies, businesses, and communities.

To highlight a few notable results:

- As FedEx connects 99% of the world's gross domestic, we contributed an estimated $126 billion in direct and indirect economic impact to the global economy.
- In calendar year (CY) 2024,[2] we partnered with 100,000 suppliers, 90% of which are small- and medium-sized businesses. This boosted economic growth and local job creation through our extensive supply chain.
- We provided more than $55 million in charitable donations and in-kind shipping of critical aid and disaster relief. And our team members volunteered over 81,000 hours worldwide through FedEx Cares.
- Leveraging data and artificial intelligence (AI), we developed digital tools and solutions to help customers navigate changing trade policies and patterns.
- We secured more than 3 million gallons of sustainable aviation fuel to help progress toward our goal of carbon-neutral operations by 2040.

At FedEx, we realize the impact we have on the world. That's why we always look ahead and seek new ways to deliver progress, prosperity, and a brighter future.

That's the spirit we'll bring to expand the FedEx Effect, as we honor Fred and continue his mission to transform the world.

Raj Subramaniam
President & CEO
FedEx Corporation

[1] Fiscal year (FY) 2025 is defined as June 1, 2024-May 31, 2025.
[2] Calendar year (CY) is defined as January 1-December 31.

Table of contents

Introduction	4
Global economic impact	5
Spotlight series	11
The United States	12
The Americas	24
Europe	29
APAC	34
MEISA	38
Small and medium businesses	42
FedEx Cares	45
Sustainability	48
Endnotes	51

Serving a rapidly changing world as one FedEx

For more than 50 years, FedEx has shaped global commerce by offering innovative shipping services that bring communities closer together. That culture of innovation helped FedEx support its customers through a rapidly evolving trade landscape and shifts in global supply chains during the past year.

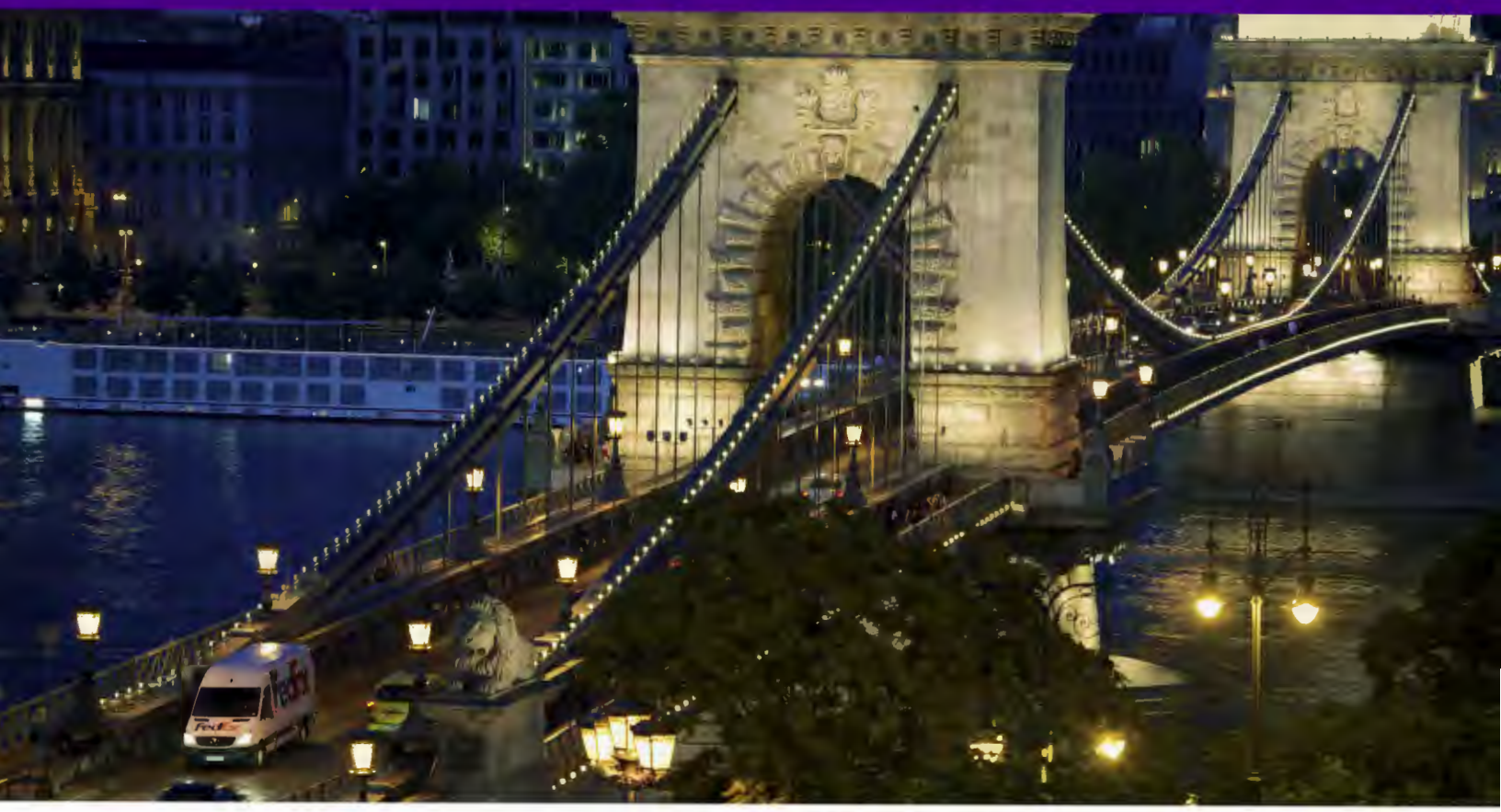
FY25 was the company's first full year operating as one FedEx, an organizational transformation that proved especially beneficial during a turbulent year for the global shipping industry. FedEx continued to make progress in optimizing its physical networks. For example, the company finished FY25 having implemented Network 2.0 optimization in approximately 290 locations in the U.S. and Canada — improving the efficiency with which FedEx picks up, transports, and delivers packages in those markets.

The company also relied on Tricolor, the ongoing redesign of its global air network, to rapidly align global air capacity with changing demand patterns in a dynamic trade market. Through Tricolor, FedEx has created a three-tiered international air network to accommodate a mix of premium, standard, and deferred volume shipments: The Purple Network moves priority parcels with high value and time sensitivity on FedEx flights. The Orange Network moves priority freight and standard parcels with lower time sensitivity on FedEx flights. The White Network utilizes passenger belly space and block space agreements to move deferred volume, backed by the expansive FedEx trucking network. As a part of this redesign, several new flight loops were introduced around the world in FY25 and are featured in the regional sections of the report.

In addition to increasing the flexibility of its physical network, FedEx continued to advance its use of digital technologies to revolutionize supply chains. These efforts have led to new customer-facing digital tools that help shippers more easily navigate international trade, as well as internal FedEx projects that use data, AI, and machine learning in new ways to improve operations and services. This proactive approach to creating the network of the future helps ensure customers' shipments stay on track and on time, which in turn helps keep the global economy running smoothly.

To quantify this economic impact, FedEx has again engaged Dun & Bradstreet to analyze FedEx contributions to the overall global economy and in the company's five operating regions: The United States; the Americas (Canada and Latin America/Caribbean [LAC]); Europe; Asia Pacific (APAC); and the Middle East, Indian Subcontinent, and Africa (MEISA). Each regional section of this report includes a closer look at FedEx operations in select markets to highlight how the deep roots of the company's network and services improve local economies worldwide.

Global economic impact



FedEx by the numbers

500,000+ employees	**~5,000** facilities	**~700** aircraft	**200,000+** motorized vehicles	**~17,000,000** avg. daily shipment volume

Global economic impact

As the world's largest express transportation company, FedEx plays an integral role in the health of the global economy. The company's network reaches more than 220 countries and territories and helps move more than $2 trillion worth of goods each year, enabling businesses to reach more customers and expand their operations.

FY25 was another year of disruption and uncertainty for the global transportation industry. Concerns about inflation and economic growth, changes in the global trade environment, and continued shifts in global supply chains created headwinds for FedEx and other transportation companies. Despite these challenges, FedEx continued to help businesses navigate these changes and keep their supply chains moving. And through those services, FedEx continued to make substantial contributions to the global economy, thanks in part to the company's ongoing efforts to create a more efficient and nimbler network and its pursuit of digital innovation that have helped FedEx adapt to changing market conditions.

This section of the report details the estimated worldwide direct and indirect impact of the company's business activities in FY25.[3]

[3] The direct impact of FedEx Corporation on the overall value-added of a country or region for this analysis is estimated considering the annual revenue generated by FedEx in FY 2025. Value-added is defined as the net contribution of an industry or sector to overall output or Gross Domestic Product (GDP). Value-added is a macroeconomic measure which is commonly used for economic impact assessment calculations. Besides the direct impact of FedEx operations on national and sectoral output, the corporation also has indirect impact on industries through sectoral dependencies and backward and forward linkages. The Input-Output (I-O) Accounting annual table series published by the Bureau of Economic Analysis (BEA) for the United States and the Organization for Co-operation and Economic Development (OECD) for the global economy are used for computing this impact.

Global economic impact

Direct impact

FedEx impacts the global economy through the business activity it enables with its shipping and logistics services, and through its direct contributions in the form of revenues, employee wages, and capital expenditures. This impact is most notable in sectors closely related to the company's core business activities, such as transportation.

In FY25, direct contributions from FedEx made up approximately 0.86%[4] of overall net economic output in the global Transportation, Storage, and Communications sector as defined by the United Nations Conference on Trade and Development (UNCTAD). For context, that contribution is more than two times bigger than the average direct contribution by Transportation, Storage, and Communications sector companies with more than 100,000 employees in the Dun & Bradstreet Data Cloud.[5] With that large contribution, FedEx furthered the sector's total net economic output growth in FY25, which increased nearly 6% year-over-year to reach $10.4 trillion.

The global economy as a whole also grew in FY25, weathering economic challenges and uncertainty. Total net economic output for the world economy reached an estimated $113 trillion, up from an estimated $107 trillion in FY24. Contributions from FedEx accounted for 0.08% of that total, a considerable amount for a single company. To put that into perspective, the contribution from FedEx is 1.6 times greater than the average direct impact of companies with more than 100,000 employees in the Dun & Bradstreet Data Cloud.

> The magnitude of this impact reflects the scale of the global FedEx network, which the company continues to adapt to meet the needs of customers amid an ongoing evolution in global supply chains.

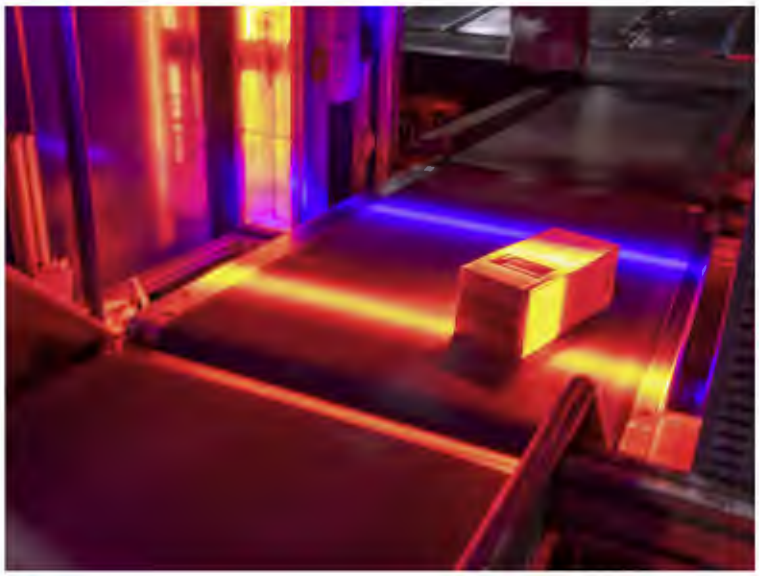
FedEx also continues to modernize its infrastructure and offer enhanced services to accommodate specialized shipping and logistics needs, such as those in the healthcare industry. For example, in FY25, FedEx became the first global logistics integrator to receive CEIV Pharma Corporate Certification for ground handling across its air hubs and ramps from the International Air Transport Association, which is the highest standard for the safe, compliant, and time-sensitive, temperature-controlled transport of pharmaceutical shipments across global air cargo networks. Read more about how FedEx supports end-to-end logistics for the global pharmaceutical industry in the U.S. section of this report.

To operate a network of this size, FedEx employs more than 500,000 people around the world in a wide range of positions. For example, FedEx employs pilots, truck drivers, and maintenance experts; package handlers and forklift operators; customs brokers and supply chain optimization consultants; software engineers and data architects; retail staff and customer service representatives; and professionals in every business role, including sales and marketing, legal, human resources, finance and accounting, and more.

In all of these employment areas, FedEx is committed to providing high-quality jobs along with opportunities for career growth and development. The company offers global training programs to encourage a culture of continual learning, along with the FedEx Learning Center to make thousands of online courses easily accessible to all team members. FedEx also offers a range of leadership training opportunities for team members in various roles, including retail-specific continuing leadership courses for all store managers and executive programs that focus on leadership skills, succession planning, and fostering institutional knowledge.

[4] Global direct and indirect impact figures are estimated to account for spillover effects of the FedEx network in regions where the company does not have operations.
[5] The Dun & Bradstreet Data Cloud contains more than 600M company records updated millions of times per day. With thousands of vetted global data sources, Dun & Bradstreet's capacity and volume of business data provides best-in-class coverage, recency, and accurate analytics. Sources are continually monitored for changes and the Data Cloud is updated accordingly.

Global economic impact



Indirect impact

FedEx further impacts the global economy by stimulating additional business activity across its operating footprint. FedEx shipping services can help generate growth among customer companies, which in turn make their own contributions to the global economy. At the same time, FedEx revenues, wages, capital expenditures, and supplier spending can drive production increases and employment growth at other businesses. This effect is considered the company's indirect impact, and it occurs both in closely related sectors such as transportation, as well as in other areas of the economy like manufacturing, construction, and retail.

FedEx indirect contributions to overall global net economic output totaled an estimated $36 billion in FY25.

Given the company's role as a major provider of transportation and logistics services, the majority of that indirect contribution went to the global Transportation, Storage, and Warehousing sector,[6] an estimated $19.6 billion. FedEx also indirectly contributed an estimated $8 billion to the global Manufacturing sector.[7]

[6] As defined by the United Nations Conference on Trade and Development (UNCTAD).
[7] As defined by UNCTAD.

Impacts through the supply chain

FedEx maintains a global network of approximately 100,000 direct suppliers. These vendors provide critical goods and services that enable the FedEx business activities that contribute to local economies. These supplier relationships also generate additional economic impact beyond the direct and indirect contributions from FedEx operations.

FedEx supplier spending supports each vendor's own contributions to local and national economies, including company revenues, employee wages, capital investments, and taxes. What's more, FedEx supplier purchases often generate additional spending, as each vendor must in turn purchase goods and services from its own suppliers to meet demand from FedEx.

To illustrate the impact of this supply chain spending, Dun & Bradstreet analyzed FedEx purchases with roughly 70,000 unique suppliers during 2024. FedEx spent approximately $61 billion with these suppliers during the year, and that spending supported more than 335,000 jobs at supplier companies.

> Small- and medium-sized businesses (SAM) made up 90% of the FedEx supply chain, and FedEx spent $43 billion with those small business suppliers in 2024.

That spending supports the health of the global small business sector that makes significant contributions to local economies and generates jobs across the globe. For example, FedEx spending with SAM suppliers supported approximately 325,000 small business jobs in 2024.

FedEx is committed to sourcing from small businesses that are competitive in quality, service, and cost. For example, FedEx spent $11.6 billion with small business suppliers in the U.S. during 2024. Beyond these direct purchases, FedEx empowers entrepreneurs from all backgrounds with the training, connections, and capital they need to compete in the global marketplace.

SUPPLY CHAIN SPENDING BY REGION

- **APAC** $1.9 billion
- **MEISA** $704 million
- **Canada** $1.4 billion
- **LAC** $743 million
- **Europe** $8.5 billion
- **US** $47.4 billion

Impacts through the extended supply chain

FedEx spending with its suppliers creates additional economic activity along the company's extended supply chain, as direct FedEx suppliers (known as tier one suppliers) must purchase components, goods, and services from their own vendors (known as tier two suppliers). Tier two suppliers, in turn, rely on their own network of vendors for goods, services, and components (known as tier three suppliers).

To help illustrate the extended supply chain impact, here is how a FedEx purchase of handheld scanners used to read shipping labels stimulates additional spending through tier two and tier three suppliers, and beyond.

FedEx purchases handheld scanners for Europe and U.S. operations through a technology solutions provider Peak Technologies (tier one supplier). Peak Technologies sources those devices from manufacturers like Zebra and Honeywell (tier two suppliers). To make the handheld devices, Zebra and Honeywell purchase components such as central processing units (CPUs), cameras, and LEDs from their own suppliers (tier three) and, in turn, they source products like semiconductors from other businesses (tier four).

In this way, each FedEx purchase of a handheld scanner stimulates business activity at a number of additional companies, from the direct supplier to the device manufacturers, and ultimately the various component makers who supply the parts needed during the production process.

Enabling mission critical trade for customers

Trade is central to the health of the global economy, and FedEx plays a critical role in enabling and expanding trade through the scale of its network and its expertise in international logistics. By working directly with customers to fulfill their supply chain and product delivery needs, FedEx sees first-hand how important international trade is to businesses around the world.

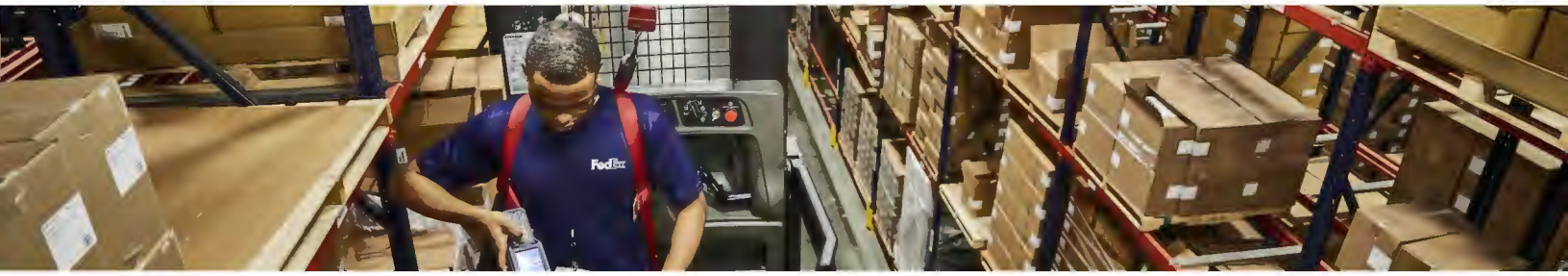
> The 2025 FedEx Small Business Trade Index, a survey providing insights into how U.S. small- and medium-sized business leaders view and navigate global trade,[8] found that 95% of respondents believe global trade is vital to economic growth, business expansion, and innovation.

These smaller businesses also are active participants in global trade: 61% of respondents said they are exporters, and 71% said they import items from other countries to create their own products domestically.

FedEx is committed to helping customers of any size navigate customs and optimize their supply chains. The company's long history of connecting businesses around the world, deep understanding of the complexities of global supply chains, and expertise in customs brokerage services positions FedEx to be a valuable trade partner. By monitoring changing regulations and trade patterns, FedEx has been able to adjust capacity across its network to meet customers' evolving needs. At the same time, the company is continuing to innovate with digital solutions to further streamline the international shipping process for customers.

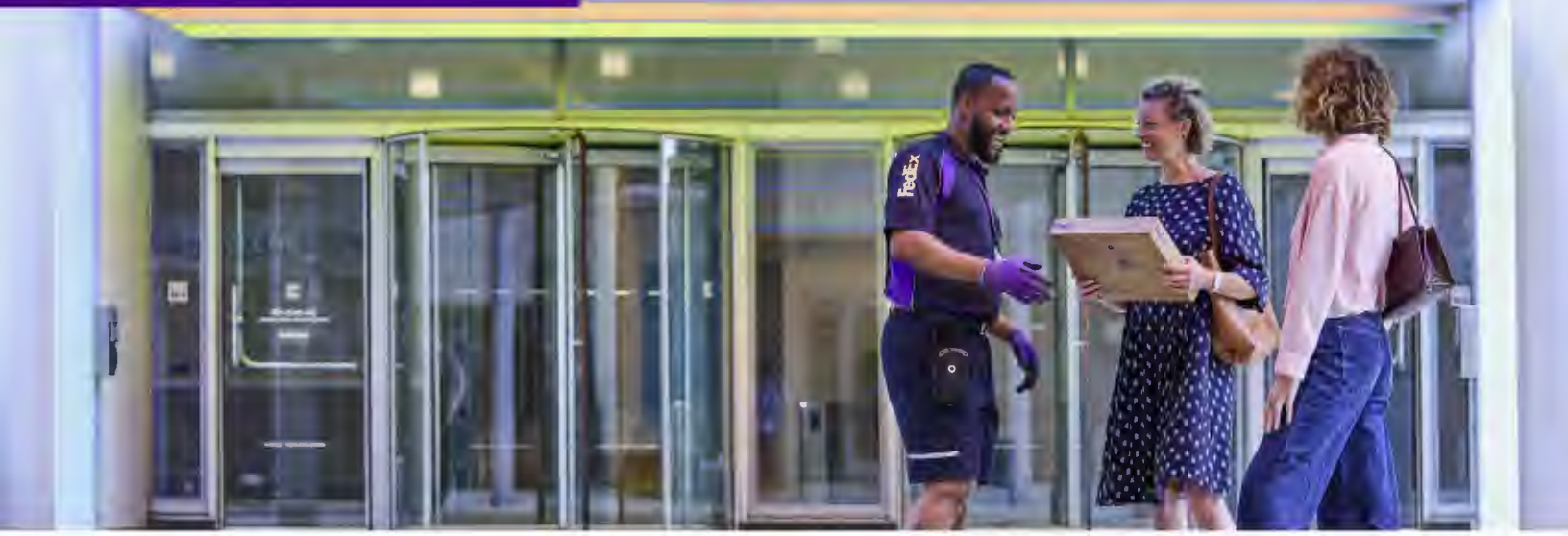
For more than 50 years, FedEx has worked to create a more connected world. The company will continue helping its customers make those connections to reach new markets and grow their operations.

[8] The survey was conducted by Morning Consult from March 25-31, 2025, among a sample of 1,000 small business decision makers. Interviews were conducted online, and the data were left unweighted. Results from the full survey have a margin of error of +/- 3 percentage points.



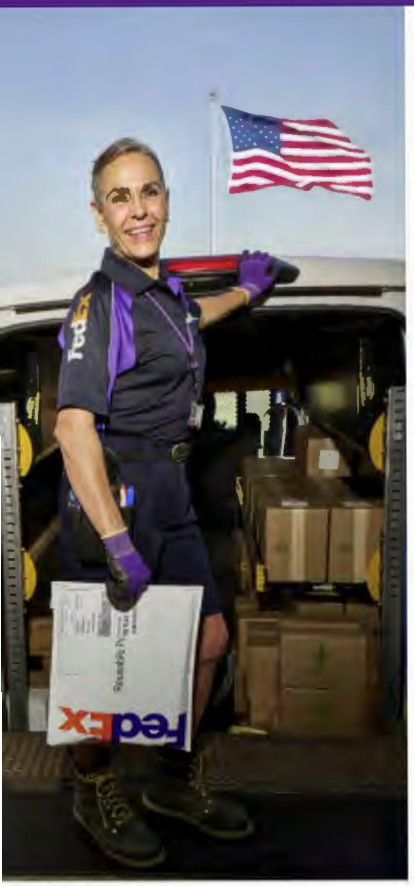
Spotlight series

A detailed look at FedEx economic contributions in each of the company's five operating regions: The United States, the Americas, Europe, Asia Pacific, and the Middle East, Indian Subcontinent, and Africa.



Spotlight

The United States



The United States is the birthplace of FedEx and remains the center of the company's global network. The company's Memphis World Hub processes nearly 500,000 packages per hour that are transported on hundreds of daily inbound and outbound flights. In addition to this global superhub, FedEx operates a secondary hub at Indianapolis International Airport and strategically located air gateways in cities such as Anchorage, Oakland, Miami, and Newark to link the U.S. economy with markets in APAC, MEISA, LAC, Canada, and Europe.

> On the ground in the U.S., FedEx operates more than 3,000 facilities and a fleet of approximately 155,000 vehicles.

The scope of this integrated air and ground network makes express service available to 100% of U.S. businesses and residences. It also provides highly efficient supply chain and distribution services for important domestic industries, such as U.S. automobile manufacturers and the pharmaceutical sector.

FedEx continued to modernize and optimize its infrastructure to better serve the needs of these critical drivers of the U.S. economy. For example, in FY25 FedEx opened a new air ramp at Detroit Metro Airport. With its combination of air gates, fully automated package sorting systems, and truck and van loading stations, the facility seamlessly connects air and surface logistics for the efficient shipment of automotive parts across the Midwest. FedEx also operates six airport facilities in the U.S. that received CEIV Pharma certification in FY25, which is the highest standard for the safe handling of time-sensitive, temperature-controlled products, such as vaccines or medication.

In addition to enhancing service for critical industries, FedEx continued to improve its residential services during the past fiscal year. In March 2025, FedEx expanded Sunday deliveries to more U.S. residential markets, and as a result, now offers seven-day ground deliveries to 65% of the U.S. population. The company also continued to add rural delivery volume throughout the U.S. in FY25. Rural communities rely on FedEx for access to fast, on-time package delivery service. And as other shipping and logistics providers reduced service to rural ZIP codes, FedEx expanded services to help ensure communities remain connected to the global marketplace.

Direct and indirect impact

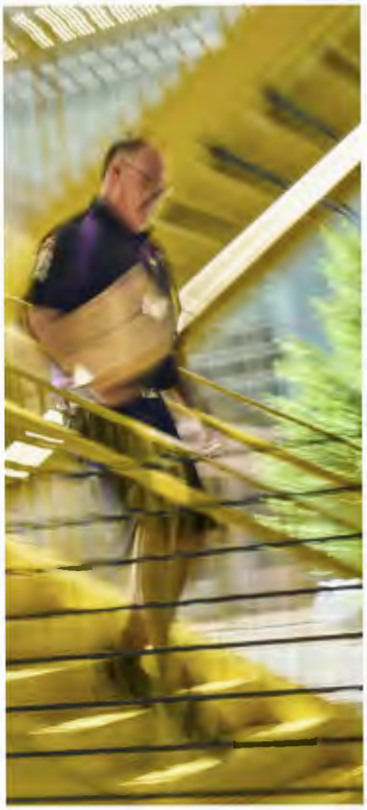
FedEx shipping and logistics services play a particularly large role in the U.S. Transportation and Warehousing sector.[9] FedEx directly contributed an estimated 6.6% of the sector's total net economic output in FY25. Those contributions helped the sector's GDP reach an estimated $992 billion in FY25, a 1.2% increase over total net economic output in FY24.

The entire U.S. economy also grew in FY25, reaching an estimated $29.9 trillion. FedEx directly contributed an estimated 0.2% of that net economic output.

In addition to this direct impact, FedEx indirectly contributed an estimated $7.8 billion to net economic output across the entire U.S. economy in FY25.

Taken together, the combined direct and indirect contributions from FedEx to the U.S. economy totaled approximately $73.8 billion in FY25.

[9] As defined by the U.S. Bureau of Economic Analysis.



Spotlight series

Measuring market-level impact

The nationwide FedEx network allows the company to contribute to the entire U.S. economy. But the company's impact is often largest in cities, counties, and states that house significant FedEx facilities. These areas often experience higher levels of local capital expenditures, company employment, and purchases with local suppliers, along with the spillover economic activity generated by the company's extensive shipping, logistics, and business services.

To calculate this localized impact, Dun & Bradstreet analyzed FedEx economic contributions to 13 U.S. markets: the states of Alaska, California, Florida, New York, Ohio, South Dakota, Tennessee, and Texas, and the metropolitan areas of Indianapolis (Marion County), Memphis (Shelby County), Miami (Miami-Dade County), Pittsburgh (Allegheny County), and Oakland (Alameda County). The analysis focused on the company's impact on the Transportation and Warehousing sector,[10] where FedEx makes substantial contributions due to the nature of its core services.

All markets analyzed experienced GDP growth in their Transportation and Warehousing sectors, with contributions from FedEx helping produce that expansion. In several markets, growth of the Transportation and Warehousing sector outpaced that market's overall GDP growth, including California, Florida, South Dakota, Alameda County, and Miami-Dade County.

FedEx also tends to be a major employer in these local markets, providing wages that circulate through the local economy. For example, in FY25 FedEx employed more than 42,000 team members in both California and Tennessee; more than 33,000 team members in Texas; more than 18,000 team members in Florida; more than 14,000 team members in New York; and more than 13,000 team members in Ohio. In each of these states, FedEx also contracts with independent service provider businesses to provide pickup and delivery service. These independent businesses employ their own support staff and drivers.

The large FedEx presence in these markets generates substantial spending with local suppliers,[11] which in turn stimulates additional economic activity across a wide range of sectors. For example, in each market, FedEx works with local suppliers who provide parts and fuel for vehicles, IT equipment for offices, uniforms for team members, safety equipment, services that keep facilities clean and well-maintained, and much more. In 2024, FedEx spent $4.1 billion with local suppliers in New York; $3.3 billion with local suppliers in Texas; $3.1 billion with local suppliers in California; $2.5 billion with local suppliers in Tennessee, with $1.6 billion of that total spent in the Memphis region; $1.1 billion with local suppliers in Florida; and $1.2 billion with local suppliers in Ohio. FedEx supplier spending in other metropolitan areas included $198 million in Miami; $181 million in Oakland; $169 million in Pittsburgh; and $166 million in Indianapolis.

Employment

FedEx is one of the largest employers in the U.S., with approximately 375,000 team members around the country. FedEx also contracted with approximately 5,700 independent service providers to provide pickup and delivery service on behalf of FedEx in FY25. These independent businesses employ their own staff and drivers, amplifying the employment impact of the nationwide FedEx network.

FedEx is committed to providing an inclusive working environment, where all team members feel appreciated, valued, and are provided with opportunities to grow within the company. U.S. employees have access to leadership and development courses, as well as the online FedEx Learning Center. In addition, the company offers the Learning inspired by FedEx (LiFE) program, a collaboration with the University of Memphis that offers free, online degree opportunities across 30 associates' and bachelors' programs. The FedEx Education for Life program offers discounted or debt-free college at several schools in the U.S., while the company also offers tuition reimbursement program that covers more than 200 schools to promote higher education and personal development. FedEx maintains a robust performance management process to support ongoing dialogue and career growth for team members.

FedEx also prioritizes the health and well-being of its employees. In the U.S., the company covers approximately 70% of the total eligible health costs at the plan level for approximately 350,000 enrolled employees and dependents. These health benefits include flexible medical, behavioral, dental, vision, and pharmacy coverage, in addition to mental health services. FedEx also supports the mental health of employees through its Employee Assistance Program, which offers free, confidential counseling and mental health services 24/7 to both U.S. employees and their household members, regardless of their enrollment in the company's medical plan.

[10] As defined by the U.S. Bureau of Economic Analysis.
[11] For FY25, FedEx and Dun & Bradstreet updated the methodology used to calculate supplier spend at the U.S. state and county level. In previous reports, supplier spending was attributed to the location of the supplier's domestic parent company, rather than the local branch location that supplied the goods or services. For FY25, Dun & Bradstreet attributed supplier spending to the location of the branch itself, not the domestic parent company. This methodology change affects year-over-year comparisons of supplier spend data, as a domestic parent company and its branches are not necessarily located in the same state or county.

Spotlight series

A closer look at select markets in the United States

Alaska

The FedEx air hub at Ted Stevens Anchorage International Airport in Alaska plays a critical role in the global FedEx network as a gateway for trans-Pacific shipments and the company's third-largest customs clearance port. The air hub is also key for refueling and crew shift changes as aircraft move across the Pacific.

> To support growing cargo volume through the airport, FedEx is investing $200 million in an ongoing modernization project that includes a new sorting facility and additional ramp parking for aircraft.

These improvements will not just benefit international shipping customers. The Anchorage hub is central to the company's strategy for delivering goods via small feeder aircraft to local customers in the vast areas of Alaska that aren't served by FedEx road routes:

- Packages from the lower 48 states or from overseas arrive at the hub and are then distributed by plane to communities across Alaska. Currently, FedEx operates four daily feeder routes to Fairbanks, Kenai, Kodiak, and Homer, and the expanded ramp parking included in the Anchorage facility's ongoing renovations will provide additional spots for these feeder aircraft.
- Offering air service through feeder aircraft ensures that communities all over Alaska receive critical shipments on time. These flights are especially important for deliveries of medical supplies and pharmaceuticals, as well as energy infrastructure equipment.

This delivery strategy allows FedEx to serve Alaska's unique landscape and economy and reflects the company's commitment to adapt its services and optimize its network to connect customers wherever they are.

Robert Robertson

Senior aircraft mechanic — 6 years
Anchorage, Alaska

Robert Robertson and his team in Anchorage know the value of teamwork and prioritization. He plays a critical role as a senior aircraft mechanic, as his skills and expertise are essential for the safety of the crew and the integrity of flights.

"Watching an airplane take off and just seeing it disappear into the cloud cover is by far the most rewarding thing."

FedEx in Alaska by the numbers

~15,000 team members	**19** facilities	**$45 million** spent with local suppliers in 2024

Spotlight series

California

California has the largest state economy in the U.S., is the largest state importer, and is the second largest state exporter.

> To support this enormous volume of economic activity, FedEx operates an extensive network across California, including a ground hub in Rialto, major sorting facilities in Los Angeles and Chino, an air ramp at Ontario International Airport, and an air hub at Oakland San Francisco Bay Airport.

As a center of technological innovation, California is also an ideal location for FedEx to test new, advanced technologies for the shipping and logistics industry. For example, since 2023 FedEx has been working with Redwood City, California-based Dexterity AI to test AI-powered truck-loading robots at the nearby ground hub in Tracy, California:

- The wide variety of sizes, shapes, materials, and weights among packages makes FedEx truck loading too complex for standard robot hardware. Instead, Dexterity AI's Mech robots feature better sensors, more powerful computation ability, advanced AI capabilities, and two arms outfitted with six cameras to give the robot a 360-degree field of vision. These features allow Mechs to turn a random assortment of boxes into densely stacked walls within a trailer that remain stable in transit.
- The robots receive boxes directly from the facility's sorting system through a powered conveyor system and use their proprietary mobile design to move autonomously throughout the trailer, picking and packing boxes simultaneously.
- Since deployment, Mechs have loaded over 14,700 boxes while continuously learning and improving their performance. Mech has achieved measurable improvements in packing density (maximizing trailer space utilization), loading speed, and package handling versatility. Mech robots can now process a wider variety of packages ranging from small, lightweight boxes to large, heavy items.

Through the Mech program, FedEx is leveraging learnings to improve sorting efficiency and help employees be more productive, comfortable, and safe. With less time spent manually loading trucks, employees are free to focus on more rewarding and higher-value tasks.

Kenny Johnson

FedEx Office lead consultant — 5 years
Oakland Fruitvale, California

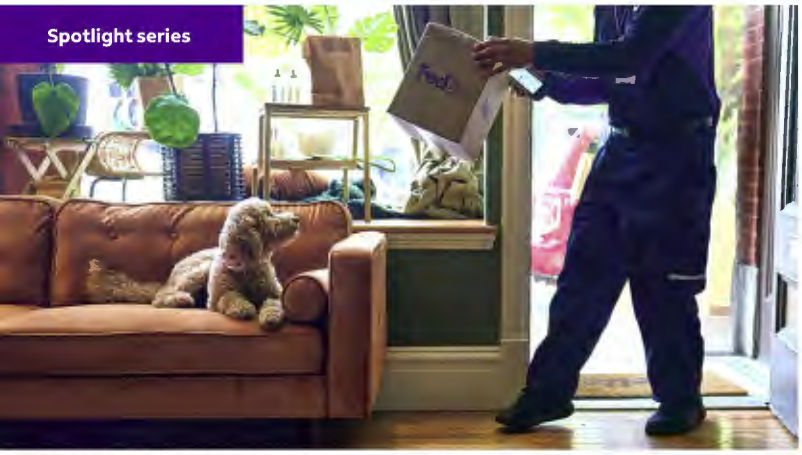
Kenny Johnson is more than a lead consultant at the FedEx Office in Fruitvale. He is known in his community as a familiar face to his reoccurring customers, and he knows the importance of connecting with everyone who walks into the store. He views connection an essential part of his role and credits his background as a coach and children's center director with teaching him this important skillset.

"I consider myself to be a gregarious person who likes to strongly interact with customers. My nickname is the "Pastor," a man of faith who they can talk to about things. People come in just to have conversations. It's a typical day for me."

FedEx in California by the numbers

~42,900 team members	**477** facilities	**$3.1 billion** spent with local suppliers in 2024

Spotlight series



Florida

FedEx operates a network of 245 facilities in Florida that span from the Panhandle to the Keys. One of the most important of these locations is the air gateway at Miami International Airport (MIA), which is the primary transit point in the FedEx network for service to the Latin America and Caribbean (LAC) region.

> The LAC gateway at MIA is one of 15 FedEx locations that received CEIV Pharma Certification from the International Air Transport Association in FY25, alongside the company itself receiving CEIV Pharma corporate-level certification for ground handling across its air hubs and ramps.

With these additional certifications, there are now a total of 19 individual FedEx facilities recognized for their ability to provide end-to-end logistics services for the complex and highly regulated pharmaceutical industry. This ability comes in part from the company's commitment to developing state-of-the-art cold chain facilities in important locations such as the LAC gateway:

- The Miami cold chain facility is the largest in the FedEx network, occupying 70,000 square feet. It offers multiple cold rooms with temperatures that range from -13° F to 77° F, allowing the facility to safely handle a range of pharmaceuticals, therapeutics, and other health care related shipments.
- For example, the Miami gateway receives shipments of pharmaceuticals from one company's manufacturing facility in San Juan, Puerto Rico, that are destined for Bogotá, Colombia. Another health care customer routes biological lab sample shipments from Jamaica and Grand Cayman through the Miami gateway. The express transportation and special handling that FedEx offers helps ensure safe and fast delivery of those time- and temperature-sensitive shipments.

The CEIV Pharma certification highlights the company's commitment to providing the highest service standards for the shipping and handling of high-value, time-sensitive, temperature-controlled products like pharmaceuticals and vaccines. The certification will also expand the Miami gateway's already substantial role in the pharmaceutical supply chain.

FedEx in Florida by the numbers

~18,800 team members	**245** facilities	**$1.1 billion** spent with local suppliers in 2024

German Campos

FedEx cold chain team lead — 8 years
Miami, Florida

It's all about following the process at the FedEx Miami cold chain facility, says team lead German Campos. The facility is responsible for a variety of materials that require temperature-controlled shipping — items such as flowers, fish, and medication — and German ensures every task is done with precision, so his team meets their inspection deadlines.

"Cold chain is a very precise job. I ensure my team is aware of what they're doing, and I always tell them 'let's do it right the first time.' If they see that you are taking care of them, they're going to give you 100%."

Spotlight series

Indiana

Indiana's state motto is "the Crossroads of America" for good reason: its midwestern location and extensive transportation infrastructure provide an ideal setting for FedEx air and ground parcel services, as well as freight shipments.

> The company's Indiana network includes approximately 100 facilities, centered around the air hub at Indianapolis International Airport — the second largest FedEx air hub in the world.

The 3 million-square-foot facility can process up to 164,000 packages per hour, helping support the company's delivery of international and domestic shipments.

In FY25, FedEx continued to invest in its Indiana network with new facilities for freight and ground parcel service:

- FedEx Freight opened a new less-than-truckload (LTL) terminal in Greenwood to meet growing demand in the Indianapolis region and to serve the Louisville, Kentucky and Muncie, Indiana markets. The 89,000-square-foot facility features 125 freight doors, bringing the total number of doors available in the Indianapolis market to 377. It also has an on-site maintenance shop and fueling facility to keep trucks on the road and shipments on schedule.
- In Gary, FedEx signed a lease agreement on a new 317,000-square-foot distribution center that is expected to open in June 2027. To improve package handling and sorting efficiency, the facility will feature a state-of-the art sorting system capable of sorting up to 15,000 packages per hour and four, two-sided lines for loading and unloading vans. FedEx chose Gary for its ease of access to major highways, proximity to customers' distribution centers, and strong local workforce.

These additions to the statewide FedEx network will improve service for local customers and extend the economic impact of hosting a FedEx facility to more Indiana communities.

Liz Butterworth

Senior customs specialist — 36 years
Indianapolis, Indiana

Operating a business on a global scale requires regular touchpoints with international groups and federal agencies. As a senior customs specialist with over 35 years of experience, Liz Butterworth knows the details of working with these organizations. Her average day includes connecting with logistics brokers, working with U.S. customs agents, and resolving clearance bottlenecks to help ensure FedEx customers' packages move efficiently through clearance and on to their final destinations.

"The most rewarding part of my job is getting to be involved with so many aspects of operations, including leadership. It absolutely is a team effort."

FedEx in Indiana by the numbers

~13,400 team members	**103** facilities	**$166 million** spent with Marion County suppliers in 2024

Spotlight series

New York

The New York City metropolitan area spans four states and is home to more than 22 million people — as well as hundreds of thousands of businesses that have headquarters, offices, or retail locations in the area. The scale of business activity in this region generates enormous demand for domestic and international shipping services.

> FedEx delivers an average of 500,000 packages a day in the region, while picking up another 300,000 each day for shipping to destinations around the world.

To serve the New York City metropolitan region, FedEx operates a complex network that includes air ramps at New York Stewart International Airport, John F. Kennedy International Airport, and Newark Liberty International Airport; a regional sort facility in Newark, New Jersey; two ground hubs in Woodbridge and Metuchen, New Jersey; and smaller facilities embedded in communities across the region. FedEx is equipping many of these facilities with advanced capabilities and state-of-the-art technology to support its commitment to building the most intelligent, efficient logistics network:

- In the boroughs of New York City, FedEx operates three automated sort facilities featuring technology that can process 10,000 packages per hour. Packages arriving at these facilities are offloaded from trucks onto conveyor belts for processing through six-sided scan tunnels. These scanners capture each package's weight, dimensions, destination address, and other key information, no matter what side the label is facing. Then, the packages can be directed automatically to an appropriate outbound vehicle.
- The FedEx sorting facility in Queens also features a robotic small package sorter that fully scans, sorts, and splits packages. It can sort up to 2,000 packages per hour, comparable to that of humans sorting the same package mix. This matched throughput leaves the robotic sorter to complete more redundant tasks while freeing up employees to handle more complex and nuanced tasks elsewhere in the operation.

These investments will help ensure that the FedEx network in the New York metropolitan area offers the capacity and flexibility to meet the unique logistics needs of this densely populated and economically dynamic region.

FedEx in New York by the numbers

~15,000 team members	**203** facilities	**$4.1 billion** spent with local suppliers in 2024

Pedro Jose Perez

ISP authorized officer, P&P Freight Services — 14 years
Bronx, New York City, New York

P&P Freight Services first began contracting with FedEx in 2011, and Pedro has assisted under his father's leadership from early on, serving as a driver and performing administrative work. Now, he is the main point of contact between P&P and FedEx. He cites flexibility and a focus on contingency planning as keys to ensuring smooth operations.

"Coming from a background as a lawyer, I never thought that I was going to be in charge of this business. But it just made sense for me to come in and organize things so we could grow and meet the new demands of customers and e-commerce."

Spotlight series

Ohio

Ohio's large, diverse economy and robust transportation infrastructure make it a critical location for FedEx in the U.S. The state's major cities, such as Columbus, Cincinnati, and Cleveland, are also less than a day's drive from a large portion of the U.S. population and several major markets. That connectivity has led FedEx to invest in a network of 130 facilities across Ohio to streamline the company's operations and to support important parts of the local economy, such as the state's auto industry.

Ohio is second in the nation in light vehicle production — building 1.9 million vehicles every year — and the state's share of U.S. auto production has tripled in the past 20 years. The state is also centrally located to more than 70% of North American Original Equipment Manufacturer (OEM) assembly plants. With thousands of individual parts and components needed for every vehicle, FedEx services play an essential role in the automobile supply chain:

- For example, FedEx works with a major Ohio tire manufacturer to ship tires to automobile assembly lines. The scale and efficiency of the FedEx network ensures just-in-time delivery to enable continuous production.
- FedEx also ships aftermarket parts for key partners such as Polaris, a leading manufacturer of powersports equipment such as of RANGER, RZR, Polaris XPEDITION, and GENERAL side-by-side off-road vehicles; Sportsman all-terrain vehicles; military and commercial off-road vehicles; snowmobiles; Indian Motorcycles; Slingshot moto-roadsters; Aixam quadricycles; Goupil electric vehicles; and Bennington pontoon boats. FedEx transports parts, garments, and accessories from Polaris' distribution center in Wilmington, Ohio, to dealers across the U.S. and Canada.

Jason Lorenz

FedEx courier — 10 years
Columbus, Ohio

To Jason Lorenz, operating as a FedEx courier in Columbus requires a combination of tactical thinking and strong people skills. He believes in knowing his route well, getting involved when planning his daily stops, and looks forward to making someone's day.

"I like to see people being happy when they get their package. I feel a little bit like Santa Claus, because sometimes people forget what they ordered, and I get to make their day."

FedEx in Ohio by the numbers

~13,900 team members	**130** facilities	**$1.2 billion** spent with local suppliers in 2024

This dedication to serving the auto industry earned FedEx a GM Supplier of the Year award in 2025 — the 21st year in a row that FedEx has been recognized by GM.

FedEx has a dedicated team focused on the auto industry, and the company has plans to grow its presence in the auto vertical to continue supporting this essential contributor to the Ohio economy.

Spotlight series

Pennsylvania

Pennsylvania's northeast U.S. location and access to major interstate highways make it a logistics hub for the East Coast and beyond.

> To accommodate the large volume of shipments moving through Pennsylvania, FedEx has developed an extensive network across the state, including a 330,000-square-foot package sorting facility at North Pittsburgh Station and a 250,000-square-foot distribution center in Hermitage.

FedEx added to this network in FY25 with the opening of a major distribution hub in Fairless Hills:

- The 1 million-square-foot building occupies 164 acres in the Keystone Trade Center, a large industrial park being developed on the site of a former steel plant. The site was ideal for providing enhanced ground shipping services in the densely populated region. More than 43 million people live within three hours of the facility, and 31% of the U.S. population and 56% of the Canadian population can be reached in under one day's truck drive from the site.
- The facility features fully automated sorting equipment that can process 15,000 packages per hour, along with a 3,000-package-per-hour large package sorter and a 5,000-package-per-hour small package sorter. It offers 273 truck dock positions and a 10,000-square-foot vehicle maintenance garage to help keep those trucks, and shipments, on the road and on time.

The Fairless Hills facility was developed as part of the company's Network 2.0 initiative, which is optimizing FedEx facilities and delivery routes to improve efficiency, reduce costs, and enhance service capabilities. The facility's location and capacity are supporting the growing third-party logistics market that is being driven by the region's ports.

FedEx in Pennsylvania by the numbers

~17,800
team members

147
facilities

$169 million
spent with Allegheny County suppliers in 2024

Jeff Yearick

ISP driver, Tanman, Inc. — 21 years
Reading, Pennsylvania

Jeff Yearick makes more than 200 stops a day, and he says the most essential skill for his role is familiarizing himself with his route and customers. He used his country address book to study every ZIP code and address, and now he knows his route inside and out.

"What I like about the job is being outside every day. The weather sometimes can be a little rough, but I just like the freedom and the challenge. Every day is a new experience."

Spotlight series

South Dakota

Strategically located near the junction of I-90 and I-29, Sioux Falls, South Dakota, is an ideal base for ground logistics operations. In FY25, FedEx Freight capitalized on this accessible location by opening a facility in Sioux Falls that expands capacity and improves service for local customers that need to transport palletized heavyweight shipments to or from any of the lower 48 U.S. states:

- The 55,000-square-foot building features 76 doors for loading and unloading trucks, up from the 49 doors at the company's previous Sioux Falls facility. The expanded building also increases overall capacity for freight handling by approximately 35%.
- The new facility brings freight handling, office space, and fleet maintenance under the same roof. An onsite maintenance shop and fuel station allows FedEx Freight team members to address repairs quickly to get trucks back on the road with fewer delays — improving customer shipment time. The multipurpose facility also supports a wider range of jobs, including truck drivers, forklift operators, other team members who load and unload freight, skilled mechanics, and administrative and customer service personnel.

> This new facility adds to other recent FedEx investments in South Dakota, including the 340,000-square-foot distribution center FedEx opened in the same Sioux Falls industrial park in 2021.

Jen Buddle

Pickup and delivery manager — 11 years
Rapid City, South Dakota

In her role as a pickup and delivery manager, Jen acts as a link between FedEx operations and the company's independent service providers. She is their point of contact to answer questions or address potential roadblocks before they can affect operations.

"I build relationships with everyone in the building, which results in better quality loads, happier drivers, and success for both FedEx and the ISPs."

FedEx in South Dakota by the numbers

~700 team members	**16** facilities	**$26 million** spent with local suppliers in 2024

Tennessee

FedEx began its operations in 1973 in Tennessee, and the state remains the heart of the global FedEx network more than 50 years later. FedEx continues to invest in its operations across the state, particularly in the city of Memphis where the company has its global headquarters and operates its largest air hub — a 940-acre complex that employs approximately 13,000 people and processes 484,000 packages per hour. Overall, FedEx employs more than 33,000 people in Shelby County.

> In FY25, FedEx reached a milestone in its multi-year project to modernize the Memphis World Hub at Memphis International Airport with the opening of a new automated sorting facility that's known as "Secondary 25."

The name refers to the facility's role, as parcels at the Memphis hub move first through a primary sort facility, then through a secondary sort before leaving for their delivery destinations.

Secondary 25 was built with technology to reduce sort times and create a facility that's better for the planet and for FedEx employees:

- The 1.3 million-square-foot building houses 11 miles of conveyor belts and uses six-sided scan tunnels to capture package size and barcode information regardless of how the package is placed on the belt. These automated systems and additional load positions and package chutes allow the facility to sort 56,000 packages per hour. The building also houses a new Hub Operations Command Center that is three times the size of the original and serves as the centralized control function overseeing all operations at the Memphis World Hub.
- The LEED-certified building is also designed to help FedEx achieve its carbon neutral operations by 2040 goal with heat chimney screens on the south and west ends, a cool roofing system, and energy-saving items like low-water-use fixtures, LED lighting, and natural gas heat. The project reduced the need for new materials by repurposing original wood and trusses from two World-War-II-era hangars to make furniture, artwork, and accent walls throughout the facility. The new building also provides a better working space for team members, with a new cafeteria, locker rooms, training rooms, hub manager offices, and observation decks.

The opening of Secondary 25 is a critical step in a larger plan to fully automate and modernize the Memphis hub. This project joins other efforts around the world to outfit the FedEx network with updated infrastructure and data-driven technology that offers customers a global logistics network unmatched in flexibility, efficiency, and intelligence.

Trey Hollingsworth

777 fleet chief pilot — 32 years
Memphis, Tennessee

Captain Hollingsworth has been with FedEx since he started at the Memphis hub in 1993 and is now responsible for more than 1,600 pilots. In this role, no two days are the same — he might spend one day in his office, another training as a simulator instructor, and then be halfway around the world on a flight the next. But he wouldn't have it any other way.

"I love the variety. By keeping our operations moving and the planes flying around the world, I help ensure we always deliver."

FedEx in Tennessee by the numbers

~42,200 team members	**275** facilities	**$2.5 billion** spent with local suppliers in 2024 ($1.6 billion in Shelby County)

Spotlight series

Texas

FedEx operates an extensive network across Texas to support the state's central role in both domestic and international logistics. FedEx takes advantage of Texas' major airports, highways, and railways to move goods quickly within the state and to other major markets in the South and Southwest. Texas' proximity to Mexico also makes it a major link in the wider North American supply chain. To streamline cross-border trade, FedEx operates dedicated routes between Texas and several Mexican cities and provides brokerage services that help businesses navigate the import/export process.

Since 2021, Texas also has been the site of an important FedEx project to advance the future of autonomous transportation. In partnership with Aurora Innovation Inc., FedEx is testing autonomous delivery trucks in Texas to help improve safety, reduce operating costs, and create greater efficiency for customers:

- Aurora's self-driving technology is designed specifically for highway transportation. Trucks powered by the Aurora Driver technology can operate in any type of weather, day or night. This capability can help FedEx optimize its fleet utilization and give drivers more flexibility in the routes they drive and the schedules they choose.
- With a safety driver on the route, the autonomous trucks operate between Dallas and Houston, delivering thousands of packages to Texas customers per trip. From the launch of the pilot through the end of FY25, autonomous trucks had already hauled more than 3,000 loads over more than 680,000 miles, with no Aurora Driver-attributed collisions and an on-time rate of more than 99%.

The performance of these vehicles during the project demonstrates the potential value that autonomous trucking holds for the transportation and logistics industry. It also reflects the commitment by FedEx to continue optimizing its services through advanced technologies.

FedEx in Texas by the numbers

~33,700 team members	**352** facilities	**$3.3 billion** spent with local suppliers in 2024

Tracey Rodgers

Package handler — 34 years
Fort Worth, Texas

Tracey Rodgers has been a package handler at the Fort Worth Hub since 1991, so he understands the ins and outs of the role. His tenure means that he often supports training new team members and ensuring they understand how to stay safe while learning the job. He teaches them important skills: how to pace yourself, pay attention, and dress appropriately for the weather.

"I try to set a positive example. I do things the right way, which plays a part in customer satisfaction. At the end of the day, I feel like I've done a good job."

Spotlight

The Americas

To serve the extensive region of North and South America, FedEx operates a network that spans 50 countries and encompasses Canada and reaches from Mexico to the southern tip of Chile. Across the Americas market, FedEx has been modernizing its facilities to support an evolving economic landscape, including rising exports, the growth of e-commerce, and the trend of supply chain nearshoring by U.S. companies.

The FedEx air gateway at Miami International Airport is the hub for trade between the LAC region and the rest of the world. The facility can process 7,000 packages per hour, and in FY25, FedEx relied on this capacity to optimize its flight networks in alignment with the aforementioned Tricolor strategy and accommodate growing trade between LAC and the rest of the world. For example, the company launched a new "South Cone Loop" air route between Argentina, Chile, Ecuador, and Miami, as well as a new "Maya Loop" that operates five times a week between Guatemala, Honduras, and Miami. FedEx also added an additional flight route between Mexico and California in FY25 to keep pace with demand.

Direct and indirect impact

FedEx directly contributed an estimated 2.4% of net economic output in the Transportation, Storage, and Communications sector[13] in Canada in FY25. The contribution from FedEx helped the sector's total net economic output grow approximately 30% in FY25, reaching $205 billion.

In LAC, contributions from FedEx accounted for an estimated 0.7% of net economic output in that region's Transportation, Storage, and Communications sector.[14] That sector also expanded in FY25, with total net economic output growing to $556 billion, a 12% increase over the previous fiscal year.

Beyond this direct impact, FedEx business activities indirectly contributed an estimated $1.4 billion to total net economic output in Canada in FY25. That impact was greatest in the country's Transportation, Storage, and Communications sector, where FedEx indirectly contributed $582 million.

In LAC, FedEx indirectly contributed an estimated $1.1 billion to the region's overall net economic output. The company's largest indirect contributions were made in the Transportation, Storage, and Communications sector ($275 million) and the Manufacturing sector[15] ($246 million).

Taken together, the combined direct and indirect contributions from FedEx to LAC's economy totaled approximately $5 billion in FY25. The company's combined direct and indirect contributions to Canada's economy totaled approximately $6.4 billion in FY25.

[13] As defined by UNCTAD.
[14] As defined by UNCTAD.
[15] As defined by UNCTAD.

Spotlight series

A closer look at select markets in the Americas

Brazil

Serving South America's largest country and largest economy requires an extensive air and road network. That's why FedEx has been expanding its infrastructure across Brazil for more than 35 years to now provide door-to-door service in 5,500 domestic cities and connect Brazilian customers with the rest of the world.

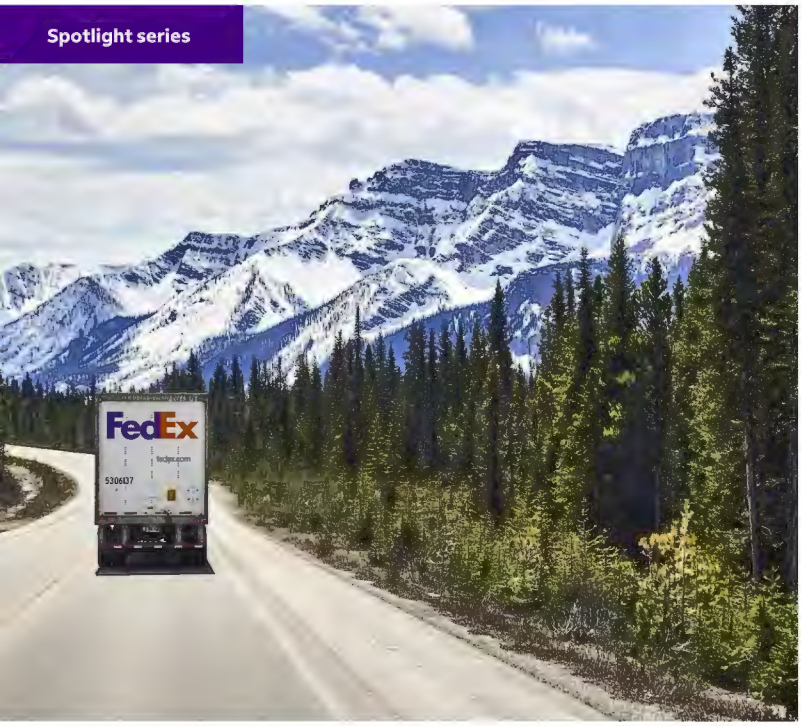
The company made several infrastructure investments and service improvements across its Brazilian network in FY25:

- FedEx upgraded its facility at Viracopos International Airport and received authorization from the customs administration of Brazil to perform formal import cargo releases within its bonded warehouse for customers that select FedEx as a broker. The cargo release capabilities expand the company's portfolio, allowing FedEx to offer more comprehensive service to customers.
- A new international service station opened in Campinas, in the state of São Paulo, with the capacity to handle more than 1,000 packages per day as well as heavy freight. The facility receives inbound international packages for further distribution across São Paulo state, while also consolidating outbound packages for transit to Viracopos International Airport, making it the primary location for international shipping services for Campinas and the interior of São Paulo.
- FedEx revamped the domestic air service it manages in partnership with local airlines to provide faster transit times across Brazil. Now, customers can take advantage of two-day shipping to 945 cities, which helps businesses of all sizes with urgent shipments.

FedEx in Brazil by the numbers

~8,600 team members	50 facilities	2,164 vehicles

Spotlight series



Canada

From its Canadian headquarters in Mississauga, Ontario, FedEx has spent nearly 40 years expanding its network across the country to improve domestic shipping services and connect local economies with global markets. The company's facilities include three air hubs — in Toronto, Montreal, and Vancouver — and modern facilities, such as the small package sorting facility in Etobicoke and the multimillion-dollar automated sort facility in Vaughan. FedEx employs more than 20,000 Canadians and was recognized as one of the country's Best Workplaces for 2024–2025 by Great Place to Work Canada. In FY25, FedEx also was ranked as the most admired company in the Canadian shipping sector, according to the Leger Reputation Study.

FedEx achieved important milestones in FY25 that support further growth and efficiency improvements across its Canadian operations:

- Canada completed the optimization of its domestic operations under the FedEx Network 2.0 initiative. This effort consolidated legacy FedEx Express and FedEx Ground pickup and delivery operations in all markets across Canada to optimize facility use, sort operations, and route structures. The unified network enables FedEx to pick up, transport, and deliver packages with greater flexibility and efficiency.
- The company's electric vehicle (EV) fleet in Canada reached a lifetime total of 1 million kilometers driven. Since FedEx in Canada welcomed its first 50 BrightDrop EVs in 2023, the company has steadily added 70 more of the Canadian-made, zero-tailpipe emissions vehicles to its pickup and delivery fleet. Ongoing investments in charging infrastructure at FedEx facilities across Canada have helped extend the reach of these EVs, contributing to the milestone of 1 million kilometers driven. With this expansion of EVs in its local fleet, Canada is making significant strides toward the broader FedEx goal to transform the company's entire parcel pickup and delivery (PUD) fleet to all-electric, zero-tailpipe emissions vehicles by 2040.

FedEx in Canada by the numbers

~28,500 team members	**113** facilities	**4,988** vehicles

Khalid Stephen

Robotic arm package handler — 19 years
Toronto, Canada

Technologies FedEx invests in are designed to support team members and make their daily tasks safer and more efficient. Khalid Stephen is a package handler who understands the value of this tech when he operates the robotic arm "Shippy," which helps unload boxes from pallets onto a conveyor belt, on busy days.

"I like to help the customers, and I feel that if we can do our work in a timely manner, then we can deliver on the Purple Promise."

Spotlight series

Chile

For more than 30 years, FedEx has supported trade in Chile by building the country's largest transportation network, which includes more than 500 operating routes that connect 400 cities. Chile is also home to the largest e-commerce-focused FedEx distribution center in South America, a 14,000-square-meter facility in Pudahuel, Santiago.

FedEx investments in Chile during FY25 focused on improving connectivity and enhancing sustainability:

- The company announced a new air route that expands capacity for imports and exports between Chile, Ecuador, Argentina, and the Miami LAC gateway, the main transit point for shipments between LAC and the rest of the world. Multiple times a week, the flight travels from Miami to Buenos Aires, Argentina; Santiago, Chile; and Quito, Ecuador; before returning to Miami. The route enables direct access for key vertical industries and perishable goods shipped from Chile to the Miami hub — the largest cold storage facility in the FedEx network. This direct connection strengthens Chile's position as a major exporter of seeds transported by air for research and development, which are essential for driving innovation in the global agriculture industry. Efficient air transportation of seed samples and a temperature-controlled logistics chain are essential to ensuring that seeds retain their quality and freshness in transit to international destinations.
- FedEx ground operations in Chile were certified by Giro Limpio for the sixth consecutive year. Giro Limpio is an initiative of Chile's Energy Sustainability Agency that recognizes companies for reducing the environmental impact of their operations, including greenhouse gas emissions and fuel consumption, relative to the load transported and the number of kilometers traveled.

FedEx in Chile by the numbers

~1,900	31	870
team members	facilities	vehicles

Spotlight series

Mexico

FedEx operates 45 international flights into and out of Mexico each week and maintains a fleet of more than 2,000 road vehicles to provide shipping and logistics services to all 32 states of the Mexican Republic.

Expanding these services while modernizing its fleet to be more energy efficient remained a top priority for FedEx in FY25:

- A new direct flight was added between Guadalajara and Oakland, California that will help foster business growth in the Jalisco region. The state is a major exporter of computer and communications equipment, so this direct flight opens new opportunities for technology businesses to reach customers on the west coast of the U.S. and in Asia.
- FedEx received 27 new electric vehicles in Mexico during the fiscal year and continues to add more EVs into their operations. To support EV deployment, several facilities across Mexico have been equipped with charging stations. These efforts are part of the company's global goal to have a fully electric pickup and delivery fleet globally by 2040.

FedEx in Mexico by the numbers

~9,000 team members	**83** facilities	**~2,000** vehicles

Ruy Pérez López

Senior operations manager II — 15 years
Guadalajara, Mexico

Ruy Pérez López enjoys overcoming a challenge, and he is always on the search for solutions for his team. He is responsible for operations at the FedEx Guadalajara Gateway, which includes monitoring flights, overseeing the sorting and unloading of goods, and prioritizing meetings with his team so they feel supported. Though Ruy does a lot, he believes you can always do a little more.

"You can always do something more to improve yourself, you can always do a little more to help someone, and you can always do a little more to be happy!"

Spotlight

Europe

From its regional headquarters in the Netherlands, FedEx operates an integrated air and road network that reaches 45 countries and territories in Europe. The company handles air shipments through its primary hub at Paris-Charles De Gaulle Airport (CDG), its secondary hub at Liège Airport, and supporting air gateways in Spain, Italy, Germany, Poland, and the United Kingdom. In addition, FedEx operates more than 60 air ramps in approximately 40 countries across Europe. Ground connections from those airports through 27 FedEx road hubs ensure fast, efficient transportation for customers' intra-Europe and global shipping needs.

In FY25, FedEx continued to upgrade and modernize its primary CDG hub to offer enhanced service for transatlantic shipments, and to accommodate growth from new trade routes between Europe, APAC, and MEISA. For example, as part of the Tricolor optimization strategy, FedEx added a new, five-times-a-week flight from Guangzhou, China, through Bangalore, India, and the United Arab Emirates (UAE) before ending at CDG. FedEx also enhanced its transatlantic service in FY25 by increasing the number of weekly direct flights from Liège to Memphis, and launching a new route between Liège and Oakland — the company's first direct flight from Europe to the west coast of the U.S.

On the ground, FedEx continued to modernize its network in Europe with new facilities such as a Life Science Center in the Netherlands, which offers cold-chain storage and handling services for pharmaceuticals, biological samples, and other medical products. FedEx also improved the efficiency of its European network with new sorting and distribution facilities in France, the Netherlands, Spain, and several countries in Eastern Europe. Read more about these projects in "A closer look at select markets in Europe."

Direct and indirect impact

In Europe, FedEx directly contributed an estimated 0.3% to net economic output of the Transportation, Storage, and Communications sector[16] in FY25.

FedEx also indirectly contributed an estimated $2.8 billion to overall net economic output in Europe in FY25. The company made its largest indirect contributions to Europe's Transportation, Storage, and Communications sector ($870 million) and its Manufacturing sector[17] ($259 million).

Taken together, the combined direct and indirect contributions from FedEx to Europe's economy totaled approximately $11.1 billion in FY25.

[16] As defined by UNCTAD.
[17] As defined by UNCTAD.

Nicole Geurts

Operations support agent — 3 years
Duiven, The Netherlands

Nicole Geurts has played a lot of roles at FedEx – starting as a handler and gaining experience in freight, as a courier, and in customs clearance. She uses that background to help others navigate the correct processes and prioritize safety to ensure customers' goods leave the road hub on time and in good condition.

"It's my job to make sure team members do their jobs in a safe way. I believe you should always treat people with respect, communicate well, and provide support."

Spotlight series

A closer look at select markets in Europe

Eastern Europe

The growth of e-commerce and local manufacturing in Eastern Europe is increasing demand for advanced logistics that help local businesses serve geographically distant markets. FedEx has been investing in its network across the Eastern European region to support this growing movement toward international trade.

FedEx made several improvements to its Eastern European network in FY25:

- FedEx began work on a new air gateway at Tallinn Airport in Estonia, which significantly expands the airport's infrastructure. The gateway comprises 1,450 square meters of office space, 3,800 square meters of warehouse space, and loading bays for 57 vehicles.
- A new sorting facility opened in Plzeň, Czech Republic, nearly doubling the size of a previous facility. The new complex includes office space and a warehouse that features automated sorting equipment and multiple docking bays for different types of delivery vehicles. The site is part of a FedEx multi-year project to modernize or establish logistics facilities across six Central and Eastern European countries. An industrial powerhouse strategically located along the D5 motorway, Plzeň is an ideal base for the company's expanding logistics network.
- FedEx opened a new sorting facility in Vilnius, Lithuania, improving cross-border e-commerce capabilities and streamlining logistics operations for internationally minded Lithuanian businesses. The facility includes advanced sorting equipment and features dedicated docks for several types of trucks and vans to ensure efficient handling of current and future parcel volumes. Its location also improves access to the FedEx European road network and provides seamless connections to the company's operations in Kaunas and Warsaw.

FedEx in Eastern Europe by the numbers

~5,200 team members	**93** facilities	**321** vehicles

Spotlight series

France

Home to the largest FedEx air hub outside of the U.S. at Paris-Charles de Gaulle Airport (CDG), France is a major link in the company's global network. The CDG hub, in turn, has become a major contributor to the local economy, employing approximately 4,000 people and contributing an estimated €1.8 billion to the Paris/Ile-de-France region annually.[18]

FedEx marked the 25th anniversary of its CDG hub in FY25 with significant enhancements to that facility, while also continuing to invest in other parts of its network across France during the year:

- The company announced a €30 million project to refurbish a hangar complex at the CDG hub. The 22,200-square-meter building is being upgraded with new equipment such as scanners and mobile weight measurement systems to improve service for heavyweight and freight shipments within Europe and between continents. The improved facility is also part of the company's ongoing efforts to optimize its network and manage air traffic based on parcel and freight flows and the priority of those shipments.
- A new sorting facility opened in Brest, improving the speed of pickup and deliveries across the Northern Brittany region. Automatic sorting equipment and a larger sorting space speeds up processing and allows for earlier departures for pick-up and delivery routes serving the region.

[18] FedEx Effect spotlight: Economic impact of the FedEx Express hub at Paris-Charles de Gaulle

FedEx in France by the numbers

~9,000 team members	**109** facilities	**946** vehicles

Spotlight series

The Netherlands

The Netherlands' geographical location in Europe and within the FedEx network makes the country a vital gateway for trade into and out of the continent. From its European headquarters in Hoofddorp to the road hub in Duiven and the air gateway at Amsterdam Airport Schiphol (Schiphol Airport), FedEx maintains an extensive presence in the Netherlands to support the country's role as a European logistics powerhouse.

In FY25, FedEx made investments in the Netherlands to support the high-growth biotech and healthcare industries, while also improving efficiency of air and road shipments for more traditional products:

- FedEx opened its first European Life Science Center in Veldhoven, adding to its global network of five other specialized facilities to handle temperature-sensitive healthcare products. The facility features four temperature-controlled rooms and freezers ranging from -80°C to 25°C, and offers specialized packaging, monitoring solutions, and value-added services such as labeling and reverse logistics to provide an end-to-end supply chain for pharmaceuticals, biological samples, and other medical products. The center is strategically located in the Brainport Eindhoven region, the epicenter of high-tech businesses in the Netherlands.
- A new first- and last-mile location opened in Amsterdam to accelerate shipping times and improve service for customers. The new facility includes a 16,000-square-meter warehouse with advanced sorting technology that can handle as many as 4,500 packages per hour and automatically detect whether shipments that are subject to customs inspections are cleared for delivery. Its location next to Schiphol Airport and its integration with the extensive FedEx European road network via the hub in Duiven provides a seamless connection to 45 markets in Europe.
- The company opened another first- and last-mile logistics facility in Vianan. The 5,800-square-meter facility is designed to handle pallet and parcel shipments and features 10 dock doors for trailers and 48 loading positions for vans. Other improvements include a new sorting machine that can process up to 3,600 parcels per hour, a parcel X-ray, a customs cage, and a designated aviation security area for processing secure air freight. These features will enable faster parcel handling and delivery.

FedEx in The Netherlands by the numbers

~2,700	14	2,421
team members	facilities	vehicles

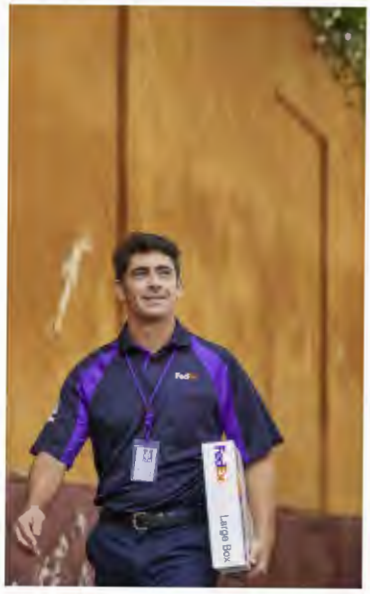
Spotlight series

Spain

FedEx contributes to Spain's economy with its significant workforce and a growing number of facilities that includes five air gateways located in Madrid, Barcelona, Seville, Valencia, and Vitoria; two road hubs in Madrid and Barcelona; and operational stations nationwide.

To help businesses expand their reach domestically and internationally, FedEx enhanced its presence in Spain by upgrading existing facilities and opening new ones in FY25:

- A newly refurbished gateway facility in the cargo center at Adolfo Suarez-Madrid Barajas Airport became fully operational. This new air gateway increases storage and package handling capacity for inbound and outbound shipments and improves the working environment for team members.
- FedEx opened a new facility in Málaga's prime logistics hub, the Santa Teresa Industrial Estate. The Málaga facility triples sorting capacity at the location and includes loading docks specifically designed for trailers, trucks, and vans to streamline the processing of larger shipments.
- To meet growing demand for logistics and e-commerce in Southern Europe, the company built a new sorting and distribution facility in Bilbao. The new complex features 70% more operational space and provides double the sorting capacity to streamline shipment processing. Its location in Bilbao complements existing stations in Vitoria and San Sebastian, as well as the air gateway in Vitoria that ensures next-day connectivity to Europe and America.



FedEx in Spain by the numbers

~1,500 team members	**28** facilities	**228** vehicles

Spotlight

APAC

The Asia Pacific (APAC) region's economy has undergone a transformation since FedEx began operations there more than 40 years ago. In tandem with this rapid development, FedEx has continually expanded and transformed its APAC operations to support the region's growing role within the global economy.

FedEx now serves 43 countries and territories in the region and links those markets to the rest of the world through its global network. The company operates its main Asia Pacific air hub at Baiyun International Airport in Guangzhou, China, supported by subregional hubs at Kansai International Airport in Osaka, Japan, Changi International Airport in Singapore, and Pudong International Airport in Shanghai, China. In addition to these hubs, FedEx operates 28 gateways and 242 ground stations across the region.

With this integrated air and ground network, FedEx can adapt to emerging economic trends and changing trade dynamics within APAC and between APAC and other global regions. For example, FedEx added several new flight routes in the region in FY25, such as a new direct round trip flight between Singapore and the U.S. to support increased shipping into and out of Southeast Asia, and a new route that connects the Asia Pacific hub in Guangzhou, China, to Bangalore, India, the UAE, and onward to Liège and Paris in Europe to support intra-Asia and Asia-Europe trade.

FedEx also increased the frequency of two flights from China to the U.S.: The Qingdao to Memphis route via Osaka, Japan, and the Xiamen to Anchorage and Memphis route via Incheon, South Korea. Both routes operate five flights per week. Furthermore, FedEx optimized its network to support growing inbound shipments from the U.S. and EU to Southeast Asia with faster transit times from Guangzhou, China to Jakarta, Indonesia. The new routes and additional flights are also supporting the company's Tricolor flight network optimization strategy to help make customers' supply chains more flexible and efficient.

FedEx is also investing in new facilities in Southeast Asia to better serve the ongoing expansion of the APAC economy. For example, FedEx opened a new gateway facility in Denpasar, Bali, Indonesia, that provides faster connections and greater reliability for exports from Bali by routing them directly to Singapore. FedEx also opened a new parcel and freight shipping facility in Laem Chabang, located in the Eastern Economic Corridor (EEC) of Thailand, to support growing demand in the region. The 4,900-square-meter facility features advanced sorting equipment capable of processing 3,000 packages per hour, while an adjacent 4,560-square-meter warehouse supports multi-modal freight solutions including customized air, ocean, and land services in collaboration with FedEx Logistics. The facility provides added flexibility and convenience for customers based in key industrial areas including Chachoengsao, Chonburi, and Rayong by extending the cut-off time to prepare export shipments. It will also serve the growing demand for international express parcels and freight solutions for customers in Southeast Asia, which is a hub for diverse industries such as aviation, automotive, biotechnology, and smart electronics.

Direct and indirect impact

With its extensive presence across the region, FedEx directly contributed an estimated 0.1% to net economic output in APAC's Transportation, Storage, and Communications sector[19] in FY25.

FedEx also indirectly contributed an estimated $1.6 billion to the region's overall economy in FY25. The majority of that indirect impact came in the region's Transportation, Storage, and Communications sector ($510 million) and the Manufacturing sector[20] ($484 million).

Taken together, the combined direct and indirect contributions from FedEx to APAC's economy totaled approximately $5.7 billion in FY25.

[19] As defined by UNCTAD.
[20] As defined by UNCTAD.

Spotlight series

A closer look at select markets in APAC

China

Operating in China for more than 40 years, FedEx has provided critical transportation and logistics services that have helped the country grow into the second-largest economy in the world. Through consistent investments in infrastructure, services, and digital technologies, the company has focused on optimizing its network within China to support growing domestic demand and improve the country's access to international markets.

In FY25, FedEx continued augmenting its services and expanding facilities in China:

- FedEx increased the frequency of flights from Qingdao and Xiamen to the U.S. to expand shipping capacity and improve transit times for outbound customers. The flight from Qingdao connects to major U.S. hubs via Osaka, Japan, while the Xiamen route travels through South Korea to reach Anchorage, Alaska and Memphis, Tennessee. FedEx also inaugurated both Qingdao and Xiamen airports as international gateway facilities, raising the total number of FedEx gateways in China to six.
- The company expanded its FedEx® International Connect Plus (FICP) offering in Mainland China, enabling local e-tailers to reach American and European customers with this service. Already available for shipping within Asia Pacific markets, FICP is a cost-effective solution that enables merchants to ship to the U.S. and Europe within two to three business days.
- A newly launched route expands access to Europe for Chinese customers, connecting the FedEx Asia Pacific air hub at Baiyun International Airport in Guangzhou with Bangalore, India, and the UAE, before continuing to Liège, Belgium, and Paris, France. This new route, combined with an improved export clearance process for high-value shipments, reduces transit times by one day and enables next-day delivery to South India.
- FedEx announced plans to transform its Shanghai hub at Pudong International Airport into an intercontinental transit hub. This upgrade will extend the reach of the FedEx network domestically, creating more connections between Shanghai and China's second- and third-tier cities. It will also foster greater connectivity between China and the rest of the world.

Hoang Trung Do

Sort operations manager — 13 years
Hanoi, Vietnam

FedEx is committed to enhancing its competitiveness and driving growth. Meet Do Hoang, a dedicated team leader who lives by the mantra of putting customers first. With the transition to a direct-serve model in Vietnam, Do's team plays a critical role in ensuring the efficient and safe sorting of shipments, serving as a vital component of the company's supply chain operations. By focusing on the Purple Promise, they deliver exceptional operational and customer experiences.

"I'm driven by the opportunity to contribute to our customers' success, which ultimately propels growth for our business. Through every project and role, I've gained valuable insights into what differentiates FedEx and how we can tailor our services to meet customers' unique needs."

- FedEx signed a Memorandum of Understanding (MOU) with the Hong Kong Customs and Excise Department (C&ED) on the Cross-boundary Express Cargo Clearance Facilitation Arrangement (CEFA). Under the MOU, C&ED will provide customs clearance at FedEx stations in downtown Hong Kong for the roughly 200 cross-border trucks that travel each week between the FedEx APAC hub in Guangzhou and Hong Kong. FedEx is the first company to join the CEFA, which aims to increase customs clearance efficiency for cross-border shipments from mainland China to Hong Kong.

FedEx in China by the numbers

10,000+ team members	**100+** facilities	**~3,000** vehicles

Spotlight series

Singapore

Singapore continues to grow as a logistics and air cargo hub for Southeast Asia and a critical location in the global FedEx network. In addition to housing the FedEx South Pacific regional hub at Changi Airport, Singapore is home to one of the company's Life Science Centers that provide specialized cold chain solutions for the healthcare sector; a Center of Excellence for Data Analytics, which develops smart supply chain solutions; and the Asia Pacific Security Operations Center.

To further support local Singapore businesses and the regional economy, FedEx expanded its operational footprint, enhanced service convenience, and received additional certifications to improve handling of shipments for medical and life sciences customers in FY25:

- A new flight launched from Singapore to Anchorage, Alaska — making FedEx the only logistics provider offering a direct, nonstop connection from this country to the continental U.S. Departing from Changi Airport six times a week, the flight reduces transit times to the U.S. for shipments originating in Singapore, Malaysia, and Thailand.
- To accelerate shipments in the Johor-Singapore Special Economic Zone (JS-SEZ), FedEx began routing inbound shipments from Asia, Europe, and the U.S. through the FedEx gateway in Singapore before continuing on to Johor, Malaysia. The new route allows importers and businesses in Johor to receive packages two hours earlier. Singapore exporters also experience greater efficiency in delivering packages to Southern Malaysia.
- FedEx expanded its parcel drop-off network in Singapore to improve convenience for customers. Through a deeper collaboration with Pick Network, an island-wide network of parcel locker stations, customers can now drop off pre-labeled FedEx packages at over 1,000 smart lockers located in residential areas, transport hubs, and shopping malls — all available 24/7. FedEx also expanded its collaboration with Singapore Post, the country's national postal provider, offering 43 drop-off locations across the island. Together, these efforts bring the total number of FedEx drop-off locations in Singapore to more than 1,500.
- The Life Science Center in Singapore received a Good Manufacturing Practice (GMP) Certificate by the Health Sciences Authority, becoming the first FedEx Life Science Center globally to achieve GMP certification. This recognition confirms that the facility meets stringent standards for secondary assembly of therapeutic products and reflects the company's commitment to providing high-quality, specialized logistics solutions for life sciences and healthcare customers.

FedEx in Singapore by the numbers

~1,100	4	142
team members	facilities	vehicles

Spotlight series

South Korea

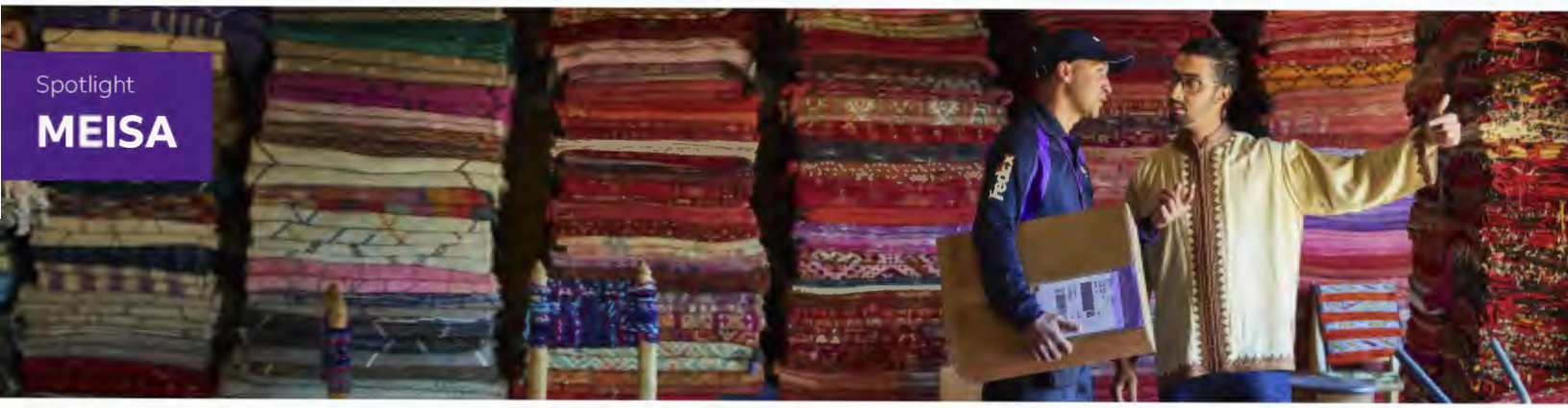
FedEx has built an extensive network across South Korea to support the country's key industries, including electronics, automotive, agriculture, e-commerce, and healthcare. This infrastructure is complemented by the company's unique distinction as the only express transportation carrier to hold a class 'AA' level Authorized Economic Operator (AEO) accreditation from the Korean Customs Service — enabling expedited and simplified customs procedures for imports and exports.

In FY25, FedEx expanded its services in South Korea to help local businesses become more competitive internationally, especially within the agriculture and healthcare industries:

- FedEx began offering same-day delivery for fruit shipped from South Korea to Hong Kong to support local farmers in Gyeongsangbuk-do, a prolific fruit-producing region. These temperature-sensitive shipments are processed through a 120-square-meter cold chain facility at the FedEx Incheon gateway to preserve quality and freshness prior to transit. This service utilizes existing flights from Incheon to Hong Kong that operate four times per week.
- The company expanded its Life Science Center in the city of Gimpo to meet growing demand from the healthcare sector. The new, 2,288-square-meter facility is nearly triple the size of the previous facility. It includes five temperature-controlled areas that can maintain temperatures between -150°C and 25°C to handle the different requirements of investigational medicinal products (IMP), biological samples, and biopharmaceutical product lines. It is also Korea Good Supply Practice (KGSP)-certified to meet local quality and regulatory requirements for the healthcare industry.
- FedEx received the "Innovation in Clinical Supply Chain Logistics" award at the Korea Biopharma Excellence Awards 2024. This recognition reaffirms the company's outstanding contributions and leadership in transforming the logistics industry for the biopharmaceutical sector.
- FedEx® International Connect Plus (FICP), the company's international, day-definite e-commerce shipping service, expanded in South Korea. FICP is a cost-effective solution that enables Korea-based e-tailers to now reach customers in key destinations across the U.S. and Europe in two to three business days.

FedEx in South Korea by the numbers

~1,000 team members	**21** facilities	**404** vehicles



Spotlight

MEISA

FedEx connects the rapidly growing economies of the Middle East, Indian Subcontinent, and Africa (MEISA) with the rest of the world through a network that reaches more than 80 countries and territories across the region. The company operates 139 facilities and 400 vehicles in MEISA and employs more than 7,500 team members. The heart of this network is the regional hub at Al Maktoum International Airport (DWC), also known as Dubai World Central, in the United Arab Emirates. The facility handles 34 weekly flights and can process up to 22,000 packages a day.

In FY25, FedEx continued to expand its international shipping services in MEISA to unlock new opportunities for businesses across the region. For example, as part of the Tricolor flight network optimization strategy, the company launched an additional flight route that connects India with Dubai, Europe, and the U.S. — adding an additional 200,000 pounds of capacity through those cities. Another new route connects South India to APAC, Dubai, and Europe with five flights a week to support rapidly expanding sectors such as healthcare, engineering, and e-commerce. The company also added a new, three-times weekly flight from DWC to Kenya and South Africa to provide additional capacity beyond the existing weekly flight between the three locations.

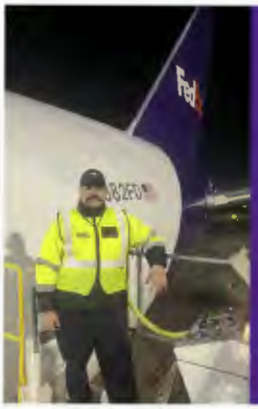
Direct and indirect impact

Through its local expenditures and the business activity generated by its MEISA network, FedEx directly contributed an estimated 0.1% to net economic output in the Transportation, Storage, and Communications sector[22] in the region.

The FedEx presence in MEISA also indirectly contributed an estimated $330 million to the region's overall economy in FY25 — a 17% increase over the company's estimated indirect impact in FY24.

Taken together, the combined direct and indirect contributions from FedEx to MEISA's economy totaled approximately $1.6 billion in FY25.

[22] As defined by UNCTAD.



Vincent Childs

Ramp handler — 6 years
Johannesburg, South Africa

Parrots, crocodiles, a Porsche 917, and a protype electric tuk-tuk—these are all freight items that Vincent Childs has handled during his tenure as a ramp handler. This role requires a detailed understanding of dangerous goods classifications, and advanced training in complex math to secure cargo safely. Vincent is proud to be one of five ramp handlers in South Africa and looks forward to growing his skillset.

"My experience at FedEx has been extremely positive; it's the best company I've worked for. I enjoy the challenge of working with unusual cargo, especially when it comes to fitting complex items into the aircraft."

Spotlight series

A closer look at select markets in MEISA

India

Since entering the India market in 1984, FedEx has steadily expanded its network and services alongside the country's rapid economic development, empowering Indian businesses of all sizes to tap into global markets. The company has made strategic investments such as the Delhi Export Facility and the temperature-controlled Life Science Center in Mumbai to streamline international trade, particularly for sensitive healthcare shipments. FedEx also chose Hyderabad as the location for its first Advanced Capability Community (ACC), a center for technological innovation to accelerate the development of digital solutions that will help FedEx continue to improve global supply chains.

Along with this growth, FedEx has created deeper ties with India's communities through efforts such as its global cricket sponsorships: In FY25, FedEx signed a multi-year agreement to be the "Principal Sponsor" and the "Official Logistics Partner" for Chennai Super Kings in India and Joburg Super Kings in South Africa.

FedEx made several improvements to its India network and introduced more digital solutions to nurture growth opportunities for Indian businesses during FY25:

- The company made network enhancements in the Delhi region to improve shipment handling efficiency and support future volume growth. At Indira Gandhi International Airport, FedEx refurbished its import facility and expanded its facility that supports clearance of high-value exports. The company also relocated its pickup and delivery facility in Jhandewalan, New Delhi, to increase operational space, including an expansion of its loading docks.
- FedEx established new facilities in Chennai, Hyderabad, and Ahmedabad to handle customs clearance of low-value shipments, further enhanced by a new flight service strengthening access from southern India to global trade lanes. These new facilities support the company's redesign of its international air network, which is aimed at strengthening solutions for global customers and allowing FedEx to move into faster growing markets.
- FedEx began work on a new facility at the AISATS Logistics Park at Kempegowda International Airport in Bengaluru that will consolidate hub operations, as well as operations related to high-value international shipments and abandoned packages.
- The company introduced digital solutions in India to help provide growth opportunities for local businesses. This includes FedEx One Stop Shop (FOSS), a digital platform that simplifies logistics by integrating shipping and freight forwarding services in a single easy-to-use interface, and FedEx Surround®, an advanced monitoring and intervention solution designed to redefine supply chain management.

FedEx in India by the numbers

~4,700 team members	**76** facilities	**356** vehicles

South Africa

From its local headquarters in Johannesburg, the FedEx network in South Africa extends across the country and includes four air gateways that provide connections to the rest of the world. This international connectivity includes a dedicated weekly cargo flight between Johannesburg and the MEISA hub in Dubai.

In FY25, FedEx enhanced its digital capabilities and services to support South African businesses — particularly in the growing e-commerce sector — and continued to provide high-quality employment opportunities for local youth:

- The FedEx Import Tool (FiT), a solution designed to address the growing complexity and volume of imports, launched in South Africa. FiT is an electronic platform that streamlines the import process through centralized document management, a dashboard to monitor shipments, and the ability to estimate customs duties and taxes online. Originally developed in India, FiT is being strategically introduced across key MEISA and APAC markets.
- FedEx® International Connect Plus (FICP), a shipping solution designed for e-commerce packages weighing up to 20kg, became available in South Africa. This service offers international, day-definite shipping — often in just three to four business days — at competitive rates. FICP is integrated with the digital tracking capabilities, scheduling flexibility, and automatic notifications available in FedEx Delivery Manager, which helps accelerate the growth of cross-border e-commerce across South Africa.
- The company continued to unlock youth employment opportunities in South Africa with YES Learnerships, a private sector youth employment program that provides individuals with training, mentoring, and practical work experience. Since 2019, the company has onboarded more than 150 unemployed youth through YES, with more than 60 going on to become permanent FedEx employees. In parallel, FedEx runs a dedicated learnership program for youth living with disabilities that offers a business administration certificate. The program includes coaching, blended learning and real-world operational experience — helping participants develop work-ready skills and create more inclusive workplaces.

FedEx in South Africa by the numbers

~800 team members	**8** facilities	**119** vehicles

Spotlight series

United Arab Emirates

The UAE serves as a strategic location for FedEx operations in the MEISA region, reflecting the country's growing position as a key logistics center for international trade. Dubai is home to the FedEx headquarters in MEISA as well as the state-of-the-art hub at Al Maktoum International Airport (DWC), which connects the region to global markets. The company also leverages the UAE's advanced port and road infrastructure to offer multimodal shipping solutions to key markets across the Middle East.

In FY25, FedEx strengthened its presence and enhanced accessibility to its services for UAE-based customers through strategic investments:

- A new collaboration with Emirates Post established 68 FedEx Authorized Ship Centers across all seven emirates, making it easier for walk-in customers to access FedEx international shipping solutions without the need for a FedEx account.
- FedEx opened a new customs clearance facility at the Ras Al Khaimah Economic Zone (RAKEZ), a business and industrial hub that currently hosts 30,000 companies from over 100 countries operating in more than 50 industries. The in-house clearance capabilities simplify the import and export process, helping businesses save time and money. This advanced capability also supports Ras Al Khaimah's economic growth — particularly for its thriving manufacturing and industrial sector, which contributes approximately 30% to the emirate's overall GDP.[23]
- The company launched enhanced digital capabilities in the UAE, including the FedEx Import Tool (FiT) and FedEx Surround Monitoring & Intervention Suite. These tools help improve efficiency, visibility, and the customer experience, highlighting the company's efforts to streamline processes, provide faster and more reliable shipping options, and support customers with advanced tracking and management features.
- FedEx® International Connect Plus (FICP), a shipping solution designed for e-commerce packages weighing up to 20kg, launched in the UAE. This service offers international, day-definite shipping — often in just three to four business days — at competitive rates. FICP is integrated with digital tracking capabilities, scheduling flexibility, and automatic notifications available in FedEx Delivery Manager, which helps accelerate the growth of cross-border e-commerce across the UAE.

FedEx in the UAE by the numbers

~1,000 team members	**21** facilities	**201** vehicles

[23] Emirates News Agency (WAM) – May 2024

Small and medium businesses

Empowering small and medium businesses around the globe

FedEx is committed to providing support and growth opportunities to the global small- and medium-sized business (SAM) sector. The company's extensive global network and shipping and logistics services are vital links that connect small businesses with customers and suppliers worldwide. At the same time, FedEx spending with SAM suppliers provides revenues that help these businesses hire more employees and expand their operations. In 2024, 90% of FedEx suppliers were small businesses, and the $43 billion that FedEx spent with those suppliers supported more than 300,000 jobs at small businesses around the world.

FedEx continues to refine its suite of shipping and logistics services to better serve the small business community. For example, in FY25, FedEx expanded the availability of several digital innovations designed to streamline international trade and global supply chain management:

- The company expanded the FedEx Import Tool (FIT) to several APAC and MEISA markets in FY25, including Australia, Japan, Korea, South Africa, Taiwan, and the UAE. With its integration of advanced technology and user-focused design, FIT transforms the import process by enhancing efficiency, compliance, and the end-to-end shipment journey.
- FedEx also launched its Collaborative Shipping Tool to all FedEx import customers in APAC, Canada, MEISA, and the U.S. This digital tool simplifies the import process by allowing shippers and importers to collaborate on air waybill creation.
- In Europe, FedEx launched a new integrator program that allows shipping platforms to easily integrate FedEx shipping services into their products through application programming interfaces (APIs). These shipping platforms are increasingly popular with smaller e-commerce businesses in Europe that are looking to outsource logistics operations.

FedEx also offers programs around the world that empower entrepreneurs from all backgrounds and foster small-business success. These initiatives focus on providing targeted education, access to capital, and networking opportunities to help launch or grow a business. For example:

- In the U.S., FedEx partners with Inner City Capital Connections (ICCC), a free executive training program by the Initiative for a Competitive Inner City (ICIC) that helps small businesses in under-resourced communities build capacity, access capital, and grow sustainably through education, coaching, and networking. Since 2017,

Small and medium businesses

FedEx has supported 11 ICCC cohorts in Memphis, Tennessee, and Dallas, Texas, helping more than 600 businesses raise $39 million in capital, increase revenues by 133%, and create nearly 650 jobs. FedEx also sponsors ICIC's FedEx Champion of Global Entrepreneurship Award, part of the IC100 awards which celebrate the fastest-growing businesses in under-resourced communities across the U.S. In FY25, 94 small businesses participated in the Memphis/Dallas ICCC programs.

- In MEISA, FedEx deepens engagement with small businesses through its Cluster Program and SME Connect Series. The Cluster Program is designed to unlock global trade opportunities for small businesses — "clustered" by industry or location — by providing dedicated support and tailored logistics solutions that enhance operational capabilities and network flexibility. FedEx launched a total of 72 clusters across MEISA in FY25. To further support these clusters during this timeframe, FedEx hosted 57 SME Connect events in the region. SME Connect is a knowledge-sharing and strategic networking platform that helps small businesses across sectors — including healthcare, e-commerce, manufacturing, automotive aftermarket, electronics, and textiles — navigate international trade and expand their global footprint.
- In Colombia, FedEx and Inexmoda co-sponsor the SONNAR program to foster international expansion of local companies in the fashion sector. Since its launch in 2020, SONNAR has helped more than 180 brands strengthen and expand their operations, with 70% of participants initiating export activities. Additional operational improvements at participating companies have created an additional 1,851 jobs in the sector. In 2025, 40 companies were selected for the sixth edition of SONNAR, receiving a comprehensive program of strategic mentorship, specialized training, and exposure to commercial opportunities at home and abroad.

In addition to these efforts, FedEx continued to provide direct financial support to smaller companies through several grant programs:

- In FY25, FedEx offered its Small Business Grant Contest™ in Canada and the APAC region. In Canada, 16 winners were awarded a total of $150,000 in cash prizes. The grand prize of $25,000 went to Northern Lights Solar Solutions, a Winnipeg, Manitoba-based company that designs high-performance air-to-water heat pumps for efficiently heating hot tubs, pools, and homes. As part of the APAC contest, four companies from Singapore, Indonesia, and India were awarded a combined prize pool of U.S. $69,000. Winning companies are not only tackling today's pressing challenges but also shaping a more connected and resilient future, with solutions focused on battery recycling, carbon tracking, satellite propulsion, and space safety.
- In the U.S., FedEx sponsored the U.S. Chamber of Commerce Foundation's Hiring Our Heroes Small Business Grant Program. The program awarded $10,000 grants to five veteran or military-spouse entrepreneurs to help them grow their businesses. The winners were Caffé Crema in Atlanta, Texas; The Chopping Block axe-throwing venue in Pottsville, Pennsylvania; Indian Creek Meats in Poplar Bluff, Missouri; Kuns Northcoast Security in Fremont, Ohio; and Route 66 Auctions in Albuquerque, New Mexico.

FedEx Cares

Supporting people and communities

FedEx is committed to making a positive impact across the communities it serves. The company delivers on this commitment through FedEx Cares — a global community engagement program that puts the company's resources and expertise to work in the form of charitable donations, in-kind shipping services, and employee volunteer hours.

> In FY25, FedEx contributed $55.5 million in total charitable contributions and team members volunteered more than 81,000 hours around the world.

Highlights from FY25 charitable giving:

- For the 15th year, FedEx provided support for Direct Relief's emergency medical backpack program, which equips healthcare workers responding to disasters and serving vulnerable populations. As of May 2025, Direct Relief had delivered 15,700 backpacks with essential medical supplies to 63 countries and all U.S. states, providing a lifeline during the Maui wildfire, the Turkey-Syria earthquake, hurricanes Helene and Milton, and countless other crises. Beyond emergencies, they enable "backpack-based medicine" for organizations like Santa Barbara Street Medicine, which provided care to nearly 9,000 unhoused individuals in 2024.
- FedEx continued to support the Small Business Readiness for Resiliency Program (R4R) with the U.S. Chamber of Commerce Foundation. The company invests $680,000 annually to fund 100 $5,000 grants for small businesses who register for the program and then are impacted by natural disasters. Through planning, support, and resource guides, R4R encourages small businesses to invest in readiness and resilience as essential business practices. As natural disasters increase in frequency and intensity, taking proactive measures can determine whether a small business stays open or closes forever after a disaster strikes.
- In August 2024, FedEx donated its 25th mobile canteen to The Salvation Army in St. Marys, Georgia, just before Hurricane Debby caused massive destruction across the region. The Salvation Army uses mobile canteens to bring hot meals, clean water, and a sense of comfort to people in the aftermath of hurricanes, floods, fires, blizzards, and other crises. FedEx donated its first mobile canteen in 2006, and these vehicles have been hard at work ever since. They have provided disaster relief in 18 U.S. cities and seven countries.
- In Canada, FedEx was the national event sponsor for Orbis Canada's Plane Pull for Sight, a fundraising effort that brought together teams of up to 20 people in Toronto, Calgary, and Vancouver to pull a 60-tonne FedEx 757 cargo plane a distance of 20 feet across the tarmac. For more than 30 years, FedEx has supported the non-profit Orbis in its mission to provide critical eye care training, sight-saving treatment, and a brighter future for millions of people around the world.
- FedEx Brazil donated more than 5,500 blankets produced through the upcycling of 4.1 tons of used FedEx uniforms. Most of those blankets went to victims of the floods in Rio Grande do Sul. FedEx operations in the Philippines and Hong Kong also donated uniforms and packing materials to local organizations that upcycled those materials into new products such as tote bags, laptop bags, umbrella cases, and cat litter.
- The FedEx / JA International Trade Challenge program is jointly organized by FedEx and JA Asia Pacific, a member of JA Worldwide. In the last 19 years, more than 50,000 students across Asia Pacific have been introduced to the world of business, economics, and international trade through this program which incorporates classroom learning and practical teamwork exercises. In addition to providing financial support for the program, FedEx also provides volunteer mentors for the students.
- FedEx donated $200,000 to the American National Red Cross in FY25 to support the Netherlands Red Cross 510 Digital Technology Project, which focuses on a prototype of a simple data management system for in-kind distributions called ReliefBox. There is a lack of modern, offline-first systems to track distribution of humanitarian aid supplies, which is simple enough for local organizations to use, even for people with very low digital literacy. ReliefBox aims to fill this gap: make relief easy, safe, and fast, and impact more people globally.
- In South Africa, FedEx donated $20,000 to the Lunchbox Fund, a non-profit that provides a nutritious daily schooltime meal to children who might otherwise go hungry. FedEx has supported the fund since 2019, helping to provide more than 90,000 meals yearly.

FedEx Cares

Highlights from FY25 team volunteering:

- The second annual FedEx Cares Purple Totes campaign saw more than 3,000 volunteers at FedEx locations around the world collect over 3,600 totes filled with much-needed items for nonprofits. Teams competed by posting their contributions to social media for a chance to win a $5,000 grant for the nonprofit of their choice. FedEx donated $30,000 to nonprofits selected by the 2024 contest winners.
- To support Operation Warm, 2,175 FedEx volunteers from FedEx locations across North and South America delivered over 20,900 brand new coats and 13,000 pairs of shoes with socks to students at more than 70 schools. Additionally, FedEx contributed to Operation Warm's FLY:FWD initiative by distributing 360 sports bras to student athletes in the U.S.
- For the past 20 years, FedEx has invested more than $20 million in local community conservation, teaming up with top organizations such as Tree Canada, One Tree Planted, and the Arbor Day Foundation. In FY25, more than 2,000 FedEx team members participated in more than 50 projects around the world as part of the Picture Proof of Planting Campaign. This initiative encourages team members to roll up their sleeves and plant trees, restore local habitats, or clean parks and beaches alongside nonprofits to help deliver a more sustainable future.
- In Memphis, FedEx employees, interns, and University of Memphis Tigers football athletes worked with United Service Organizations (USO) to assemble 10,000 toiletry care packages and 10,000 additional holiday care packages for service members stationed around the world.
- In China, FedEx continued its successful FedEx Library Program in coordination with the Wuxi Lingshan Charity Foundation. In FY25, FedEx set up reading rooms or book corners for 10 schools in underprivileged rural areas and sent employee volunteers to organize readings and other interactive activities with students. Since its launch in 2012, the FedEx Library Program has engaged more than 500 FedEx employee volunteers and established reading rooms and book corners in more than 40 schools and donated nearly 45,000 Chinese books suitable for elementary school students, benefiting more than 17,000 children and teachers.
- More than 100 FedEx team members volunteered with Habitat for Humanity across Europe. The volunteers helped with projects such as the renovation of an educational center for vulnerable children and families in Bucharest, Romania, and an apartment in Bytom, Poland; restoring old furniture and painting ceramic tiles for use in Habitat for Humanity homes in the UK; and working to unload and upcycle furniture at the organization's ReStore in Dublin, Ireland.
- FedEx team members in India collaborated with United Way Mumbai to host the "Let's Read" Carnival for over 1,000 children from underprivileged schools in Mumbai, Bangalore, and Hyderabad. More than 50 FedEx Cares volunteers spent over 100 hours on interactive storytelling and assisted reading activities, followed by each child receiving a set of five books.
- In Mexico, FedEx team members volunteered with several organizations across the country, including Ciudad de los Niños Tijuana, a civic organization dedicated to supporting children in vulnerable situations, and the dog shelter "Buenos Chicos." Additionally, the FedEx team partnered with United Way to create two biointensive gardens, restore cisterns and dry toilets, and build a wood-burning stove in Huixquilucan, State of Mexico.

Highlights from FY25 in-kind shipping efforts:

- FedEx donated the first-ever round-trip flight operation for panda conservation. The flight started with the transportation of Zoo Atlanta's beloved pandas Lun Lun, Yang Yang, Ya Lun, and Xi Lun to China, and then returned with two-year-old pandas Qing Bao and Bao Li, who are making a new home at the Smithsonian's National Zoo in Washington, D.C. The "FedEx Panda Express" Boeing 777 was equipped to ensure the comfort of the pandas during their journey with custom-built enclosures and the presence of animal care specialists and veterinarians. The new arrivals to the Smithsonian will serve as ambassadors for their species, raising awareness about the threats they face in the wild and the importance of protecting their habitat.
- FedEx delivered relief supplies on behalf of several organizations responding to the Los Angeles wildfires in January 2025, including 20 cases of technology equipment for the American Red Cross; five shipments of supplies for World Central Kitchen's response efforts; 1,350 hygiene kits sent by Heart to Heart International to Rise Against Hunger; and 25 pallets of shelf-stable food from Feed the Children, which was sent to a FedEx warehouse in Arizona for final distribution to the Dream Center in Los Angeles and helped provide more than 28,000 meals to those in need.
- FedEx assisted several relief organizations with recovery efforts in the U.S. following Hurricane Helene and Hurricane Milton, which caused deadly flooding and knocked out power to more than 3 million customers across the Southeast. For example, the company delivered more than $300,000 worth of medication, supplies, and hygiene kits to areas impacted by the hurricanes for Rise Against Hunger; 96 tents from ShelterBox to provide shelter to people impacted in North Carolina; 30 medical supply shipments to 16 healthcare facilities and 48 emergency medical backpacks on behalf of Direct Relief; 35 shipments of cooking supplies to North Carolina, Florida, and Tennessee for World Central Kitchen; and generators and water treatment systems for Water Mission to help provide clean drinking water for thousands of residents in western North Carolina. Canteen trucks donated by FedEx to the Salvation Army provided free meals and drinks in Florida, Georgia, North Carolina, South Carolina, and Tennessee. In addition, FedEx supported the Salvation Army by shipping 13 pallets of sports drinks and meal kits to the region, as well as truckloads of food boxes to locations in Georgia and Tennessee.

Sustainability

Delivering a more sustainable future

FedEx is committed to creating opportunities for customers and communities alike — and to do so more efficiently and sustainably. By reducing the impacts of its operations, FedEx in turn helps to reduce the impacts of the thousands of businesses using FedEx networks, and ultimately the impact on the communities in which FedEx operates. By delivering more sustainable opportunities, FedEx is helping to deliver a more sustainable future for all.

To codify this commitment, FedEx set a goal to achieve carbon neutral operations by 2040. The company utilizes a three-part strategy to meet this goal. First, decarbonize what's possible through available, cost-effective technology. Next, co-create with purpose by working with key stakeholders to address technology gaps. And finally, neutralize what's left using durable carbon offsets in the later part of the next decade. The company's key emissions-reduction initiatives include adopting advanced low emission technologies, utilizing more alternative fuels, and continuing to modernize its fleets.

Transportation fleets and fuels

FedEx is transitioning to electric vehicles in lighter and less-energy intensive assets, such as its pickup and delivery fleet (PUD) and ground support equipment. The company is also phasing in less carbon intensive sources of fuel in heavier modes of transportation, such as long-haul trucks and aircraft. These efforts, along with efficiency and fuel-saving efforts, helped generate a 6.1% year-over-year (FY23 to FY24) reduction in the company's Scope 1 emissions. In particular, the company's Scope 1 emissions from jet fuel consumption decreased by 4.9% year-over-year in that same period, largely stemming from its aircraft modernization program.

- In FY25, FedEx continued working toward its goal of transitioning its entire PUD fleet to 100% zero tailpipe emissions models by 2040 by continuing to add EVs in markets around the world, including Brazil, Canada, India, Japan, Korea, Mexico, New Zealand, Singapore, South Africa, Thailand, and the U.S. To support this global transition, the company also continued to build out EV charging infrastructure at its facilities in many of these markets, as well as in places like Malaysia and the UAE.

- The company conducted a research project with the Energy Ministry of Chile, the Energy Sustainability Agency, and the Transportation and Logistics Center of the Andrés Bello University to show that using super-wide tires for tractors and trailers in place of double rolling single tires generates a 6% savings in fuel consumption and a 6% improvement in fuel efficiency. Currently, FedEx has installed wide tires on 50 tractors and 80 trailers, equivalent to roughly 50% of the linehaul fleet in Chile.

- In the UK, FedEx replaced diesel fuel with biofuel across three locations that are served by more than 170 tractor trailers. Under a two-year agreement with supplier Crown Oil, FedEx has secured the purchase of at least 4 million liters of hydrotreated vegetable oil (HVO) fuel annually. The switch is anticipated to reduce carbon emissions in these vehicles by at least 80% when compared to diesel.

- FedEx purchased more than 3 million gallons of blended sustainable aviation fuel (SAF) from producer Neste for use by FedEx aircraft at Los Angeles International Airport (LAX), with a minimum 30% blend. With this one-year purchase, FedEx became the largest U.S. cargo airline to deploy SAF at LAX.

Sustainable facilities

To reduce the environmental impact of its facilities, FedEx is expanding its use of energy efficient building design, newer technologies such as LED lighting and energy-saving HVAC systems, and on-site or purchased renewable energy.

- In FY24, FedEx generated over 31 GWh of on- and off-site solar energy at 34 locations around the world.

- Since FY17, the company has reduced energy consumption at participating FedEx Office stores alone by 47% through the implementation of energy management systems and LED lighting.

- FedEx received LEED certification in FY25 for the Advanced Capability Community in Hyderabad, India. This certification demonstrates the company's dedication to environmentally responsible building practices and underscores its commitment

to reducing environmental impact through sustainable facility management.

- In January 2025, the FedEx South Pacific Regional Hub in Singapore began using solar panels that meet more than half of the facility's total electricity demands.
- The FedEx Brazil Energy Efficiency project continued to reduce carbon emissions by increasing the use of renewable energy at local facilities. In FY25, FedEx added solar panels to its facility in Serra and migrated the facilities in Cajamar and São Paulo to the free energy market. Now, FedEx has 12 facilities in Brazil that use renewable energy, either through on-site solar panels or by purchasing renewable energy from the Free Energy Market.

Advancing climate solutions

FedEx collaborates with leading non-governmental organizations that can help the company and industry deliver a more sustainable future. The company's efforts include an investment to advance research into nature-based solutions to sequester atmospheric carbon dioxide; support for organizations helping accelerate the adoption of EVs around the world; and funds to launch a circular economy coalition for critical minerals and materials.

- FedEx invested $100 million to establish the Yale Center for Natural Carbon Capture, funding world-class scientific research that is empowering innovators, like Mati Carbon, to rapidly scale solutions. One of the most promising carbon removal approaches is enhanced weathering — a process whereby farmers spread crushed rock (such as basalt) onto soil to amplify its carbon absorption capabilities. Harnessing the expertise of Yale, Mati Carbon helps small-holder farmers in India deploy enhanced weathering to improve yields, reduce costs, and secure additional income. Mati's efforts are so promising they recently won the $50 million XPRIZE Carbon Removal to advance their vital mission.
- FedEx is also a founding member of Third Derivative, RMI's climate tech accelerator that gives startups access to expertise, capital, and industry partners needed to bring climate-focused technologies to market faster. Today, Third Derivative's portfolio includes 268 startups who have raised a collective $2.5 billion in follow-on investment. One of the start-ups, Alt Mobility, joined three years ago with just 100 EVs on the road in India. Today, with support from D3, Alt has scaled to 12,000 EVs across India.
- One of the critical barriers to fleet electrification is insufficient charging infrastructure for medium- and heavy-duty commercial vehicles. FedEx provided funding for RMI's GridUp data platform and the Pembina Institute's Grid Readiness Project. GridUp forecasts when and where energy demands will materialize as vehicles electrify, providing insights at the neighborhood level in markets across the U.S. The Grid Readiness Project maps optimal charging locations and predicts energy demands for utility providers in the Greater Toronto and Hamilton Area of Canada.
- With FedEx support, Pyxera Global launched the Circular Supply Chain Coalition (CSCC) in 2024, following three years of research on the role logistics companies can play to create a more circular economy. While multiple opportunities exist, electronic waste (e-waste) was identified as the best opportunity to strengthen the supply of critical minerals. Today, the CSCC is mapping regional capabilities and establishing two U.S. re-manufacturing hubs. These demonstration sites will highlight how local, circular models can transform e-waste into valuable, domestically sourced materials. By enhancing transparency and connectivity across the supply chain, CSCC seeks to not only lessen reliance on foreign commodities, but to also reduce environmental impacts, minimize e-waste to landfill, and help lower the carbon footprint to produce electric vehicles, cloud computing technology, and consumer electronics.

Endnotes

The information and opinions contained in this FedEx Global Economic Impact Report (the "Report") are provided as of May 31, 2025, the end of the FedEx 2025 fiscal year, unless otherwise noted, and are subject to change without notice. None of FedEx or any of its subsidiaries or affiliates assume any responsibility or obligation to update or revise any such statements, regardless of whether those statements are affected by the results of new information, future events, or otherwise. This Report is intended to provide non-exhaustive, general information. This Report represents current FedEx policy and intent and is not intended to, nor can it be relied upon, to create legal relations, rights, or obligations. This Report contains and incorporates by reference certain information prepared by Dun & Bradstreet ("D&B") regarding the direct and indirect economic impacts of FedEx operations, as well as the performance of economies generally. No representation, warranty, or undertaking, express or implied, is made and no responsibility or liability is accepted by FedEx as to the fairness, accuracy, reasonableness, or completeness of such information prepared by D&B. This Report sets out FedEx's intended policy and actions in respect of capital investments and other strategic initiatives. However, nothing in this Report is intended to modify or add to any covenant or other contractual obligation undertaken by FedEx in connection with such strategic initiatives. This Report does not create any legally enforceable obligations against FedEx. Therefore, it will not be an event of default or breach of contractual obligations under the terms and conditions of any contract to which FedEx is, was, or will be party if FedEx fails to adhere to the goals, projections, and initiatives set forth in this Report, including by failing to fund or complete certain projects. In addition, it should be noted that all of the expected benefits as described in this Report may not be achieved. Future developments could limit the ability to achieve some or all of the expected benefits of these initiatives, including the funding and completion of certain projects.

Certain statements in this Report may be considered forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, such as statements regarding the optimization of our network through Network 2.0, the planned separation of FedEx Freight into a new publicly traded company (the "FedEx Freight Spin-Off"), business strategies, and the assumptions underlying such strategies and statements. Forward-looking statements include those preceded by, followed by, or that include the words "will," "may," "could," "would," "should," "believes," "expects," "forecasts," "anticipates," "plans," "estimates," "targets," "projects," "intends" or similar expressions. Such forward-looking statements are subject to risks, uncertainties, and other factors which could cause actual results to differ materially from historical experience or from future results expressed or implied by such forward-looking statements. Potential risks and uncertainties include, but are not limited to, our ability to successfully implement our business strategies and global transformation program and network optimization initiatives, including Network 2.0 and Tricolor, and achieve the anticipated benefits of such strategies and actions; our ability to successfully implement the FedEx Freight Spin-Off and achieve the anticipated benefits of such transaction; our ability to achieve or demonstrate progress on our goal of carbon-neutral operations by 2040; and other factors which can be found in FedEx Corp.'s and its subsidiaries' press releases and FedEx Corp.'s filings with the Securities and Exchange Commission, including its Annual Report on Form 10-K for the fiscal year ended May 31, 2025. Any forward-looking statement speaks only as of the date on which it is made. We do not undertake or assume any obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.