

Powering global connections

Corporate overview Q3 FY26



Updated April 2026



Frederick W. Smith

August 11, 1944 ⇨ June 21, 2025

Federal Express founder and long-time Chairman and CEO of FedEx Corporation, Fred Smith was a decorated Marine, husband, father, grandfather, and great-grandfather who conceived the idea of an integrated air-to-ground delivery system that transformed the shipping industry worldwide.

Under his leadership, FedEx evolved from a small startup into a multinational corporation that redefined global commerce. From trade policy to transportation and regulatory reform, Mr. Smith was a trusted voice on the world stage, always advocating for innovation, free enterprise, and the power of connection.

He was a devoted philanthropist, a champion of equal opportunity, and the driving force behind the FedEx People-Service-Profit (PSP) culture.

On behalf of our more than 500,000 employees worldwide, FedEx remembers this man whose legacy will be felt for generations to come.

Our mission

FedEx Corporation will provide high-value-added logistics, transportation, and related end-to-end business services through a fully integrated digital and physical network to ultimately yield superior financial returns for its shareowners. Safety will be the first consideration in all operations. Corporate activities will be conducted to the highest ethical and professional standards. Customer requirements will be met in the highest quality manner appropriate to each market segment served. FedEx will strive to develop mutually rewarding relationships with its team members, partners, and suppliers.



Strength in numbers



>700

Aircraft

>220

Countries and territories served

~18M

Shipments per business day (Avg. daily vol.)

>\$2T

Commerce moved annually

>500K

Employees

>600M

Daily tracking requests

~5K

Operating facilities

>200K

Motorized vehicles

We connect people and possibilities around the world.



1973

FedEx begins operations

1977

FedEx successfully lobbies for unrestricted routes

1981

FedEx opens SuperHub in Memphis

1989

FedEx acquires Flying Tigers

1994

FedEx launches fedex.com and offers first package-status tracking

1998

FedEx acquires Caliber System, Inc.

2004

FedEx acquires Kinko's and Parcel Direct

2013

FedEx launches FedEx Delivery Manager[®]

2014

FedEx acquires Bongo International and GENCO

2016

FedEx acquires TNT Express

2024

One FedEx and Network 2.0 rolls out



Our leadership



Raj Subramaniam
President and
Chief Executive
Officer
FedEx Corporation



Brie A. Carere
Executive Vice
President and Chief
Customer Officer
FedEx Corporation



Scott Ray
Chief Operating Officer
US and Canada – Elect
Federal Express
Corporation



Vishal Talwar
Executive Vice
President,
Chief Digital and
Information Officer
FedEx Corporation, and
President of
FedEx Dataworks



Gina F. Adams
Executive Vice
President, General
Counsel and Secretary
FedEx Corporation



John W. Dietrich
Executive Vice
President and Chief
Financial Officer
FedEx Corporation



John A. Smith
Chief Operating Officer
US and Canada Federal
Express Corporation,
and Incoming President
and Chief Executive
Officer FedEx Freight



Tracy B. Brightman
Executive Vice
President and Chief
People Officer
FedEx Corporation



Kawal Preet
Executive Vice
President, Planning,
Engineering, and
Transformation
FedEx Corporation



Richard W. Smith
Chief Operating
Officer International
and Chief Executive
Officer Airline
Federal Express
Corporation

Board of directors



R. Brad Martin
Executive Chairman
and Chairman of
the Board of
FedEx Corporation



Susan Patricia Griffith
President and CEO
The Progressive
Corporation



Joshua Cooper Ramo
Chairman and CEO
Sornay, LLC



Paul S. Walsh
Executive Chairman
McLaren Group
Limited



Silvia Davila
Regional President,
Latin America
Danone S.A.



Amy B. Lane
Former MD and Group
Leader, Global Retailing
Investment Banking Group
Merrill Lynch & Co., Inc.



Susan C. Schwab
Professor Emerita
University of Maryland
School of Public Policy



Marvin R. Ellison
Chairman, President
and CEO
Lowe's Companies,
Inc.



Nancy A. Norton
Retired Vice Admiral
U.S. Navy



Richard W. Smith
Chief Operating
Officer International
and Chief Executive
Officer Airline
Federal Express
Corporation



Stephen E. Gorman*
Former CEO
Air Methods
Corporation



Frederick P. Perpall
CEO
The Beck Group



Raj Subramaniam
President and CEO
FedEx Corporation

*Gorman will resign from the FedEx Corp. board, effective when he joins the FedEx Freight board following the separation.

One vision, one team

Unified the FedEx Express, FedEx Ground, and FedEx Services segments as one FedEx

One FedEx enhances customer experience by:

- Streamlining the pickup and delivery experience
- Enabling faster decision making
- Unifying our world-class operations to become a fully integrated air-ground express network to meet evolving customer needs
- Increasing consistency in customer experiences

Network 2.0

Our multi-year effort to streamline how we pick up, transport, and deliver packages to make supply chains smarter for everyone.



Streamlines pickup and delivery, simplifies the customer experience



Reduces linehaul miles, improves speed and service



Consolidates sort facilities, reduces handoffs, and improves speed and service



Increases visibility and insights with common technology



Our portfolio of services



The largest express transportation company in the world with integrated expedited, standard, and economy offerings for business and residential package shipping.



Priority and economy less-than-truckload (LTL) freight shipping. On track for separation in June 2026.



Global transportation, trade, customs, and e-commerce solutions.



Warehousing, distribution, fulfillment, returns, recycling, and transportation management.



Print and copy services, shipping pickup and delivery, and same-day courier service.



Data-driven solutions that optimize operations, digitize supply chains, and enable FedEx to move up the e-commerce value chain.



Federal Express

FedEx Express provides customers and businesses worldwide with a broad portfolio of transportation, e-commerce, and business services. We focus on making supply chains smarter for everyone by offering integrated business solutions using our flexible, efficient, and intelligent global network, covering more than 220 countries and territories.

>650

Airports

>445K

Employees

>700

Aircraft*

>175K

Motorized vehicles

~18M

Packages moved
(Avg. daily vol.**)

>19M

Pounds of freight moved
(Avg. daily vol.**)

*Gross available aircraft includes parked

**Avg. Daily Vol. information for Q3 FY26 YTD

Numbers include legacy FedEx Express, FedEx Ground and FedEx Services statistics following the one FedEx consolidation

FedEx Freight

FedEx Freight* simplifies LTL shipping in the U.S., Canada, Mexico, Puerto Rico, and U.S. Virgin Islands.

~365

Facilities

>40K

Employees

>30K

Motorized
vehicles

>85K

Shipments
(Avg. daily vol.**)

**Average. daily shipment information for Q3 FY26 YTD

*On track for separation in June 2026





FedEx Office

FedEx Office makes shipping and printing convenient.

>2K
Locations

>12K
Employees

Services provided

- Pack and ship
- Copy and print
- Large-format printing
- Signs and graphics
- Amazon returns — in-store drop-off



FedEx Supply Chain

FedEx Supply Chain creates an optimized product ecosystem for business clients, leveraging innovative technology to meet the ever-changing needs of their customers.

Includes

- Warehousing
- Distribution
- Fulfillment
- Returns
- Recycling
- Contract packaging
- Transportation management

41M

Square feet
operated
globally

>10K

Employees

508K

Direct to
consumer
shipments
daily





FedEx Logistics

FedEx Logistics connects supply chains globally through a logistics solutions organization.

Includes

- Air and ocean cargo networks
- Customs brokerage and trade solutions

83

Countries and territories served

>8K

Employees

12.6M

Customs brokerage transactions in North America*

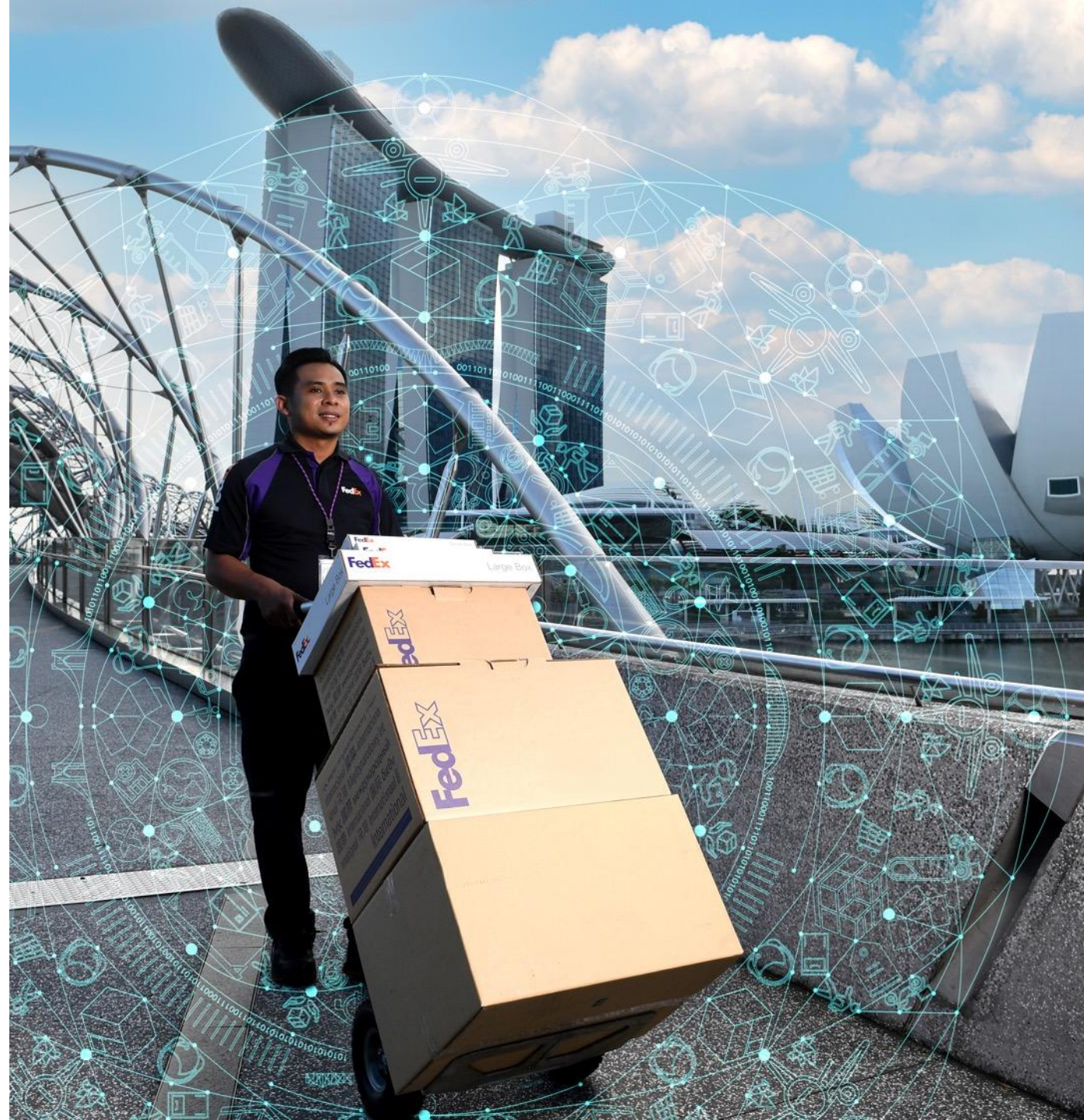
*For Q3 FY26 YTD

FedEx Dataworks

FedEx Dataworks combines unmatched real-world movement data with advanced analytics and adaptive platforms to fuse physical and digital supply chain intelligence. FedEx Dataworks powers smarter commerce by helping businesses move beyond reactive visibility to orchestrated, coordinated action, turning data into decisions that drive speed, confidence, and impact across industries. FedEx Dataworks operates by embodying a startup energy and execution speed while applying the discipline of product-led growth.

>200

Employees



B2B Verticals

FedEx is the heartbeat of the industrial economy.

- Commercial strategy focuses on premium B2B where customers value speed, precision, and reliability
- Key verticals include healthcare, automotive, aerospace, and data centers
- Verticals share similar needs with high-value, time-sensitive shipments that require our digital visibility, clearance expertise, and ability to move large, complex items





E-commerce

E-commerce has profoundly changed how consumers make purchases and is a fundamental part of retailing. We continue to explore innovative alternatives to help customers deliver.

Our services go beyond shipping

- Website and marketplace integration
- Flexible delivery options including weekends
- Picture Proof of Delivery (PPOD) and PPOD Attempt (PPODA), Map View and GPS POD (*available for shippers*)
- Nationwide network of retail locations
- FedEx Extra Hours at eligible retailers
- Customized, reliable packaging
- Simplified returns
- E-commerce education and marketing tools
- Access to international markets
- E-commerce fulfillment

Our retail footprint

We offer flexible solutions—from full-service printing, packing, shipping, and hold services at FedEx Office locations to convenient quick drop-off points.

Our 48,000 locations for U.S. consumers include

- FedEx drop-off and pickup available in thousands of locations including Walgreens, Dollar General
- FedEx ShipSite at Office Depot / OfficeMax locations
- FedEx Ship Center® and FedEx Authorized ShipCenter® locations
- Thousands of FedEx® Drop Box locations



The next wave of technology & innovation

Predictive Delivery Estimates

Accurate pre-purchase delivery dates including precise delivery dates and time windows.

Integrated Visibility Portfolio

Unifies shipment tracking with granular data, fraud prevention, and reliable delivery.

FedEx Sustainability Insights

Compliant with GLEC framework and GHG Protocol, this tool provides customers with data and access to predictive modeling that can help them analyze and optimize carbon footprints.

FedEx Tracking+

A tracking engagement solution that delivers proactive, branded delivery updates and communications across customer channels, reducing inquiry volume, increasing transparency, and turning tracking moments into opportunities for loyalty and repeat purchase.

FedEx Returns+

A returns orchestration solution that guides customers through intelligent, branded return flows, preserving margin through exchanges and store credit, reducing support burden, and improving lifetime value.

Sustainability

“We have a responsibility to take bold action in addressing climate challenges. This goal builds on our longstanding commitment to sustainability throughout our operations, while at the same time investing in long-term, transformational solutions for FedEx and our entire industry.”

*Federal Express founder and long-time
Chairman and CEO of FedEx Corporation*

Frederick W. Smith

Key steps to our goal of global carbon neutral operations by 2040:

- Vehicle electrification
- Sustainable fuels
- Fuel conservation and aircraft modernization
- Renewable energy
- Efficient facilities
- Natural carbon sequestration
- Sustainable customer solutions

Learn more at fedex.com/sustainability





FedEx Cares

At FedEx, we believe that we have a responsibility to deliver more than packages – we also deliver good in the world. FedEx Cares is how we carry out our responsibility to the communities where we live and operate. We do this through cash contributions, in-kind shipping, and team member volunteerism.

Strategic areas of focus

- Empowering entrepreneurs
- Advancing climate solutions
- Delivering for good
- Engaging people and communities

Learn more at fedexcares.com



Engaging people and communities

"Our commitment to providing equal opportunity has created a workforce that is as diverse as the world we serve. We actively foster a culture of inclusion and celebrate the unique contributions of individuals. We care about every employee, every customer, and community member and believe everyone should have access to opportunity. These values are core to who we are and how we operate."

President and CEO

Raj Subramaniam

FedEx is consistently named among the world's most valuable and admired brands

2026 Computerworld

“Best Places to Work in IT”
For IT Professionals

2026 Forbes

One of “America’s Best
Companies”

2026 FORTUNE

No. 18 “World’s Most
Admired Companies”

2026 Fast Company

No. 12 in Logistics “Most
Innovative Companies”

2026 USA Today

One of “50 Most Iconic
American Brands”

2026 USA Today

One of “America’s Best in
Customer Service”

2026 Ethisphere

One of the “World’s Most
Ethical Companies”

2026 Handshake

“Early Talent Award”
Excellence for Job Seekers

2026 Fortune

No. 18 on All-Star list of “World’s
Most Admired Companies”

2026 ISO 56001:2024

LRQA Certified Innovation
Mgmt. System Standards

2025 Logistics Mgmt.

Magazine “Quest for Quality
Awards, #1 Airfreight Express
Carriers, #1 Surface Pkg.
Carriers, #6 3PL – Value Added
Services, and #7 National LTL
Carriers”

2025 Morning Consult

One of the “Most Trusted
Brands”

2025 Brand Finance Global 500

“Top 100 Global Brands”

2025 Kantar Brandz

One of the “Most Valuable
Global Brands”

2025 USA Today

One of “America’s Best
in Customer Service”

2025 Women’s Choice

Awards “Best Companies to
Work For”

2025 FORTUNE

“One of the ‘Fortune AIQ 50’
Companies leading in AI”

2025 Brand Finance

Global 500 “World’s Most
Valuable & Strongest Brands”

2025 Insider Monkey

“Top 10 Industrial Stocks
to Invest in Now”



**Our culture values
reflect who we are
and empower us to
deliver great results.**

With one FedEx culture, we:

- Take care of each other
- Commit to do good
- Own outstanding
- Drive business results
- Create what's next

Our culture informs:

How we think and behave

People-Service-Profit (PSP) is the way we run our business.

How we work

Quality Driven Management (QDM) helps us do our best work and empowers continuous improvement. Learn more at fedex.com/QDM.

What we deliver

The Purple Promise, “I will make every FedEx experience outstanding,” brings PSP to life.



FedEx. Making Supply Chains Smarter for Everyone.

Certain statements herein may be considered forward-looking statements. Such statements are subject to risks, uncertainties, and other factors discussed in FedEx Corp.'s and its subsidiaries' press releases and FedEx Corp.'s filings with the Securities and Exchange Commission.