Forward-Looking Statements

Certain statements in this presentation may be considered forward-looking statements, such as statements relating to management’s views with respect to future events and financial performance and underlying assumptions. Forward-looking statements include those preceded by, followed by or that include the words “will,” “may,” “could,” “would,” “should,” “believes,” “expects,” “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, the negative impacts of the COVID-19 pandemic; economic conditions in the global markets in which we operate; anti-trade measures and additional changes in international trade policies and relations; a significant data breach or other disruption to our technology infrastructure; our ability to successfully integrate the businesses and operations of FedEx Express and TNT Express in the expected time frame and at the expected cost and to achieve the expected benefits from the combined businesses; our ability to successfully implement our business strategy, effectively respond to changes in market dynamics and achieve the anticipated benefits and associated cost savings of such strategies and actions; the impact of the United Kingdom’s withdrawal from the European Union; changes in fuel prices or currency exchange rates; our ability to match capacity to shifting volume levels; the impact of intense competition; evolving or new U.S. domestic or international government regulation or regulatory actions, future guidance, regulations, interpretations or challenges to our tax position relating to the Tax Cuts and Jobs Act (TCJA), including our ability to defend our interpretations of the TCJA; our ability to effectively operate, integrate, leverage and grow acquired businesses; legal challenges or changes related to service providers engaged by FedEx Ground and the drivers providing services on their behalf; an increase in self-insurance accruals and expenses; disruptions or modifications in service by, or changes in the business or financial soundness of, the U.S. Postal Service; the impact of any international conflicts or terrorist activities; our ability to quickly and effectively restore operations following adverse weather or a localized disaster or disturbance in a key geography; 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. 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.
Unmatched Global Network
Links More Than 99% of World’s GDP

- Over 220 countries and territories, every address in the U.S.
- 679 aircraft and more than 180,000 motorized vehicles
- More than 5,000 operating facilities; more than 650 airports served worldwide
- Sorts and processes over 16M shipments per day
- Over 500,000 team members worldwide

Broad Portfolio of Services

FY20 Revenues: $69.2 billion
Team Members: More than 500,000
Countries and Territories Served: More than 220

<table>
<thead>
<tr>
<th>Service</th>
<th>Revenue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>FedEx Express</td>
<td>$35.5 Billion</td>
<td>51%</td>
</tr>
<tr>
<td>FedEx Ground</td>
<td>$22.7 Billion</td>
<td>33%</td>
</tr>
<tr>
<td>FedEx Freight</td>
<td>$7.1 Billion</td>
<td>10%</td>
</tr>
<tr>
<td>Other &amp; eliminations*</td>
<td>$3.8 Billion*</td>
<td>6%</td>
</tr>
</tbody>
</table>

FedEx Express, FedEx Ground, and FedEx Freight show segment revenue. *Other and eliminations includes revenue from FedEx Logistics and FedEx Office
**Bundle of Solutions**

% of Revenue

- FedEx Express (FXE) 1.4%
- FXE+FXG 15.6%
- All Opcos 86.7%
- FedEx Freight (FXF) 1.4%
- FXG+FXF 0.2%

- Our portfolio of solutions creates a strong value proposition
- 96.8% of U.S. revenue comes from customers of two or more operating companies
- We manage service offerings as a portfolio for the benefit of our customers and FedEx
- Our independent operations enable optimal service quality, reliability and focus


---

**FedEx Long-Term Financial Goals**

- Increase EPS 10%–15% per year
- Grow profitable revenue
- Achieve 10%+ operating margin
- Improve cash flows
- Increase ROIC
- Increase returns to shareowners
Positioning for Long-Term Growth

- E-commerce, including B2B e-commerce, is increasing demand for our services
- FedEx Express integrating TNT while modernizing its aircraft fleet and major sort facilities
- FedEx Ground gaining revenue share in our highest margin segment
- FedEx Freight focused on revenue quality and improving margins
- FedEx service levels and culture remains strong

The projected growth of the U.S. domestic E-Commerce (EC) market provides huge market opportunity for FedEx

EC is projected to account for over 90% of total market volume growth through CY26

56% of EC market volume growth is projected to be addressable market for FedEx through CY26

| Source: FedEx Analysis as of September 2019 | Note: Non-EC includes B2B and Residential Non-EC | Source: FedEx Analysis as of September 2019 |
FedEx Business Trends

Meeting E-Commerce Demands

- Year-round, seven-day-per-week residential delivery by FedEx Ground began Jan. 2020
- Significantly later pick up times offered with FedEx Extra Hours Service
- Expanding our convenience network with retailers like Walgreens and Dollar General

COVID-19 Impact

- The safety and well-being of FedEx team members and customers remains our first priority.
- Virtually all revenue and expense line items were affected by the pandemic during the fourth quarter.
- Operating costs increased by approximately $125 million during the fourth quarter to provide team members with personal protective equipment and medical/safety supplies, as well as additional security and cleaning services to protect our team members and ensure we are safely providing essential services to our customers.
Customers want to drop off or pick up at places convenient to their everyday lives — the FedEx retail convenience network offers nearly 55,000 U.S. locations.

Now U.S. consumers can pick up their packages at nearly 17,000 convenient, secure locations, including more than 14,000 retail locations such as Walgreens, Dollar General, Walmart, Kroger and Albertsons. Additional Dollar General locations are being added, with access to FedEx drop-off and pickup services expected at more than 8,000 Dollar General store locations by the end of 2020.

80% of people in the U.S. are within 5 miles of a FedEx hold location

Pricing Strategy: Grow Yields

- Focused on long-term profitable growth
- FedEx Express and FedEx Ground increased shipping rates an average of 4.9% in January 2020
- FedEx Freight increased rates an average of 5.9% in January 2020
- Additional surcharges implemented due to COVID-19 costs

*Details are available at fedex.com/rates2020
Reducing Cost to Serve

- Lower variable incentive compensation expenses
- Temporarily reductions in certain workforces
- Delaying non-essential maintenance projects and facility investments and reducing other discretionary spending.
- Full retirement of the Airbus A310 fleet in 2019
- Restricted hiring

FedEx Express: Long-Term Opportunity

- Integration of TNT will provide growth opportunities and reduce operational costs
- Improving hub automation
- Modernizing air fleet for greater reliability and fuel efficiency
- Continuing yield management
- International revenue growth
Aligning Synergies with TNT
Integration focused on more complex, higher value markets

- Optimized Pickup and Delivery Operations
- Integrated Global Express Network
- Improved Efficiency of Staff Functions and Processes (SG&A)
- Grow Revenue With Best-In-Class Service Portfolio

Milestones for Integration

End of FY20
- European Ground Interoperability-Flow volume between networks supported by technology
- Linking import and transit clearance
- Enabling cross-sort capabilities

FY21
- Integrating linehaul and pickup-and-delivery operations
- Will begin offering an enhanced portfolio of international services

FY22
- Final phase of air network integration
FedEx Ground: Building A Better Business

- Superior service, innovation and speed advantage
- Three distinct services: FedEx Ground®, FedEx Home Delivery®, FedEx SmartPost®
- Flexible business model
- Now operating seven days per week year-round in the U.S., with residential delivery on Sundays
- With seven day delivery, 28% of Ground volume is delivered up to two days earlier than before

FedEx Ground Is Faster Than UPS Ground

<table>
<thead>
<tr>
<th>Comparison</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lanes faster than UPS</td>
<td>25.1%</td>
</tr>
<tr>
<td>Lanes equal to UPS</td>
<td>69.5%</td>
</tr>
<tr>
<td>UPS lanes faster</td>
<td>5.4%</td>
</tr>
</tbody>
</table>

Net FedEx commercial advantage 19.7%

Net FedEx residential speed advantage 20%-80%, depending upon the day of week shipped

FedEx analysis January 2020
Strong Portfolio of Residential Package Services

<table>
<thead>
<tr>
<th>FedEx Express</th>
<th>FedEx Ground</th>
<th>FedEx Ground</th>
</tr>
</thead>
<tbody>
<tr>
<td>1–2 days transit time</td>
<td>Home Delivery:</td>
<td>SmartPost:</td>
</tr>
<tr>
<td>Time-definite</td>
<td>1–5 days transit time</td>
<td>2–8 days transit time</td>
</tr>
<tr>
<td>MBG</td>
<td>Day-definite</td>
<td>Final delivery by FXG</td>
</tr>
<tr>
<td>Declared value up to $50K</td>
<td>MBG*</td>
<td>or USPS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No MBG</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No declared value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lighter-weight</td>
</tr>
</tbody>
</table>

*In response to the COVID-19 pandemic, in March 2020 we temporarily suspended our money-back guarantees for all FedEx Express and FedEx Ground services.

FedEx Ground Revenue Market Share Has Grown to more than 30%

Source: FedEx analysis  Notes: Figures Exclude USPS Priority Mail; Ground Market includes USPS Workshare and Parcel Select Products
FedEx Ground Annual Revenue of $21B with a CAGR of 12% Since 2001

FedEx Freight: Competitive Advantages

• The only nationwide LTL that offers Priority and Economy from one network

• Priority: Fastest published times of any nationwide LTL*

• Focused on improving margins with a better balance of volume, pricing and capacity

• Expanding FedEx Freight Direct service for heavy and hard to handle items requiring delivery inside the home or business

• Investing in safety and efficiency improvements

* As of October 2019

Source: FedEx analysis, $20.5 billion revenue for FY19.
Corporate Social Responsibility

Environmental Impact

• 40% reduction in CO₂ emissions intensity on a revenue basis from FY09-FY19
• Reduced aircraft emissions intensity by 24% through FY19 from a 2005 baseline
• Increased FedEx Express vehicle fuel efficiency by 41% through FY19 from a 2005 baseline

Diversity and Inclusion

• Women represent 23% of FedEx management employees globally
• Minorities comprise 37% of management employees in the United States

Community Commitment

• Invested $219 million in 200 communities around the world from CY 2016-CY 2020
• FedEx employees completed over 105,000 volunteer hours in over 500 local communities in FY19

Source: sustainability.fedex.com
Corporate Social Responsibility - Awards & Recognition

- **World’s Most Admired Companies 2020** – FORTUNE
  - This is the 20th consecutive year that FedEx has ranked among the top 20 in the FORTUNE Most Admired Companies List.
- **World’s Best Employers for Diversity 2019 and 2020** - FORBES
- **America’s Most Responsible Companies 2020: Travel, Transport, & Logistics Sector (1st place)** - NEWSWEEK
- **Anti-Corruption and CSR Award 2019** - COALITION FOR INTEGRITY
- **World’s Best Employers for Diversity 2019 and 2020** - FORBES
- **100 Best Companies to Work For 2017, 2018, and 2019** - FORTUNE AND GREAT PLACE TO WORK INSTITUTE
- **America’s Top Corporations for Women’s Business Enterprises 2019** - WOMEN’S BUSINESS ENTERPRISE NATIONAL COUNCIL
- **Innovation by Design Award Honoree for Roxo™, the FedEx SameDay Bot 2019** - FAST COMPANY
- **The Civic 50 Listing of America’s Most Community-Minded Companies 2019** - POINTS OF LIGHT
- **Best of the Best Corporation for Inclusion 2019** - NATIONAL BUSINESS INCLUSION CONSORTIUM
- **A- Leadership Level Score, Climate Change Disclosure 2019** – CDP
- **50 Best Companies for Diversity 2018** - BLACK ENTERPRISE

Source: sustainability.fedex.com

Corporate Operating Margin

<table>
<thead>
<tr>
<th>Year</th>
<th>GAAP</th>
<th>Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>7.6%</td>
<td>8.2%</td>
</tr>
<tr>
<td>FY18</td>
<td>6.5%</td>
<td>7.8%</td>
</tr>
<tr>
<td>FY19</td>
<td>6.4%</td>
<td>7.5%</td>
</tr>
<tr>
<td>FY20</td>
<td>3.5%</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

Non-GAAP reconciliations are included herein.
Non-GAAP reconciliations are included herein.
From FY15 through FY20, FedEx returned over $9.8 billion to shareowners through repurchases and dividends, including an 8% reduction in outstanding shares and more than tripled the company’s quarterly dividend. Each quarterly dividend payment is subject to review and approval by our Board of Directors, and we evaluate our dividend payment amount on an annual basis. For more information, see http://investors.fedex.com/stock-information/dividends/default.aspx. During the fourth quarter of 2020, we amended our amended and restated $2.0 billion five-year credit agreement and $1.5 billion 364-day credit agreement to, among other things, temporarily restrict us from increasing the amount of our quarterly dividend payable per share of common stock from $0.65 per share and repurchasing any shares of our common stock between May 27, 2020 and May 31, 2021.

Dividends Increased at a 5-Year CAGR of 26%

Explanatory Note on Non-GAAP Financial Measures

The company reports its financial results in accordance with accounting principles generally accepted in the United States (“GAAP”). We have supplemented the reporting of our financial information determined in accordance with GAAP with certain non-GAAP (or “adjusted”) financial measures. Reconciliations of non-GAAP measures used in this presentation to the most directly comparable GAAP measures are included herein.

Additional information about FedEx’s historical financial results is available on our website (investors.fedex.com).
## FY20 Reconciliation for FedEx Corp.

Dollars in millions, except EPS

<table>
<thead>
<tr>
<th>GAAP Measure</th>
<th>Op Income</th>
<th>Op Margin</th>
<th>Income Taxes&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Net Income&lt;sup&gt;2&lt;/sup&gt;</th>
<th>Diluted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP Measure</td>
<td>$2,417</td>
<td>3.5%</td>
<td>$383</td>
<td>$1,286</td>
<td>$4.90</td>
</tr>
<tr>
<td>Mark-to-Market Retirement Plan Accounting Adjustment&lt;sup&gt;3&lt;/sup&gt;</td>
<td>---</td>
<td>---</td>
<td>211</td>
<td>583</td>
<td>2.22</td>
</tr>
<tr>
<td>Goodwill And Other Asset Impairment Charges&lt;sup&gt;4&lt;/sup&gt;</td>
<td>435</td>
<td>0.6%</td>
<td>19</td>
<td>416</td>
<td>1.58</td>
</tr>
<tr>
<td>TNT Express Integration Expenses&lt;sup&gt;5&lt;/sup&gt;</td>
<td>270</td>
<td>0.4%</td>
<td>61</td>
<td>209</td>
<td>0.80</td>
</tr>
<tr>
<td>Non-GAAP Measure</td>
<td>$3,122</td>
<td>4.5%</td>
<td>$674</td>
<td>$2,494</td>
<td>$9.50</td>
</tr>
</tbody>
</table>

1,2,3,4,5 See “Footnotes for Non-GAAP Reconciliation Slides” below for details.

## FY19 Reconciliation for FedEx Corp.

Dollars in millions, except EPS

<table>
<thead>
<tr>
<th>GAAP Measure</th>
<th>Op Income</th>
<th>Op Margin&lt;sup&gt;6&lt;/sup&gt;</th>
<th>Income Taxes&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Net Income&lt;sup&gt;2&lt;/sup&gt;</th>
<th>Diluted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP Measure</td>
<td>$4,466</td>
<td>6.4%</td>
<td>$115</td>
<td>$540</td>
<td>$2.03</td>
</tr>
<tr>
<td>Mark-to-Market Retirement Plan Accounting Adjustment&lt;sup&gt;3&lt;/sup&gt;</td>
<td>---</td>
<td>---</td>
<td>902</td>
<td>2,981</td>
<td>11.22</td>
</tr>
<tr>
<td>TNT Express Integration Expenses&lt;sup&gt;5&lt;/sup&gt;</td>
<td>388</td>
<td>0.6%</td>
<td>74</td>
<td>314</td>
<td>1.18</td>
</tr>
<tr>
<td>Business Realignment Costs&lt;sup&gt;7&lt;/sup&gt;</td>
<td>320</td>
<td>0.5%</td>
<td>77</td>
<td>243</td>
<td>0.91</td>
</tr>
<tr>
<td>FedEx Ground Legal Matter</td>
<td>46</td>
<td>0.1%</td>
<td>3</td>
<td>43</td>
<td>0.16</td>
</tr>
<tr>
<td>Net U.S. Deferred Tax Liability Remeasurement</td>
<td>---</td>
<td>---</td>
<td>(4)</td>
<td>4</td>
<td>0.02</td>
</tr>
<tr>
<td>Non-GAAP Measure</td>
<td>$5,220</td>
<td>7.5%</td>
<td>$1,167</td>
<td>$4,125</td>
<td>$15.52</td>
</tr>
</tbody>
</table>

1,2,3,5,6,7 See “Footnotes for Non-GAAP Reconciliation Slides” below for details.
## FY18 Reconciliation for FedEx Corp.

<table>
<thead>
<tr>
<th>GAAP Measure</th>
<th>Op Income</th>
<th>Op Margin</th>
<th>Income Taxes&lt;sup&gt;1,6&lt;/sup&gt;</th>
<th>Net Income&lt;sup&gt;2,6&lt;/sup&gt;</th>
<th>Diluted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FedEx Supply Chain Goodwill and Other Asset Impairments&lt;sup&gt;4&lt;/sup&gt;</td>
<td>380</td>
<td>0.6%</td>
<td>1</td>
<td>379</td>
<td>1.39</td>
</tr>
<tr>
<td>TNT Express Integration Expenses&lt;sup&gt;5&lt;/sup&gt;</td>
<td>477</td>
<td>0.7%</td>
<td>105</td>
<td>372</td>
<td>1.36</td>
</tr>
<tr>
<td>FedEx Logistics Legal Matters</td>
<td>8</td>
<td>---</td>
<td>2</td>
<td>6</td>
<td>0.02</td>
</tr>
<tr>
<td>Mark-to-Market Retirement Plan Accounting Adjustment&lt;sup&gt;3&lt;/sup&gt;</td>
<td>---</td>
<td>---</td>
<td>(1)</td>
<td>(9)</td>
<td>(0.03)</td>
</tr>
<tr>
<td>Non-GAAP Measure</td>
<td>$5,137</td>
<td>7.8%</td>
<td>$1,039</td>
<td>$4,169</td>
<td>$15.31</td>
</tr>
</tbody>
</table>

<sup>1,2,3,5,6</sup> See "Footnotes for Non-GAAP Reconciliation Slides" below for details.

## FY17 Reconciliation for FedEx Corp.

<table>
<thead>
<tr>
<th>GAAP Measure</th>
<th>Op Income</th>
<th>Op Margin</th>
<th>Income Taxes&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Net Income&lt;sup&gt;2&lt;/sup&gt;</th>
<th>Diluted EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP Measure</td>
<td>$4,566</td>
<td>7.6%</td>
<td>$1,582</td>
<td>$2,997</td>
<td>$11.07</td>
</tr>
<tr>
<td>Mark-to-Market Retirement Plan Accounting Adjustment&lt;sup&gt;3&lt;/sup&gt;</td>
<td>---</td>
<td>---</td>
<td>(18)</td>
<td>(6)</td>
<td>(0.02)</td>
</tr>
<tr>
<td>TNT Express Integration Expenses&lt;sup&gt;5&lt;/sup&gt;</td>
<td>327</td>
<td>0.5%</td>
<td>82</td>
<td>245</td>
<td>0.91</td>
</tr>
<tr>
<td>FedEx Logistics Legal Matters</td>
<td>39</td>
<td>0.1%</td>
<td>15</td>
<td>24</td>
<td>0.09</td>
</tr>
<tr>
<td>FedEx Ground Legal Matters</td>
<td>22</td>
<td>---</td>
<td>9</td>
<td>13</td>
<td>0.05</td>
</tr>
<tr>
<td>Non-GAAP Measure</td>
<td>$4,954</td>
<td>8.2%</td>
<td>$1,670</td>
<td>$3,273</td>
<td>$12.09</td>
</tr>
</tbody>
</table>

<sup>1,2,3,5,6</sup> See "Footnotes for Non-GAAP Reconciliation Slides" below for details.
Footnotes for Non-GAAP Reconciliation Slides

1 – Income taxes are based on the company’s approximate statutory tax rates applicable to each transaction and give consideration to the effects of the TCJA on the applicable rates.
2 – Effect of “Total other (expense) income” on net income amount not shown.
3 – The Mark-To-Market (MTM) retirement plan accounting adjustment reflects the year-end adjustment to the valuation of the company’s defined benefit pension and other postretirement plans. For fiscal 2018, the MTM retirement plan accounting adjustment includes the one-time $210 million charge recognized in the fourth quarter of fiscal 2018 related to the transfer of approximately $6 billion of FedEx Corporation’s tax-qualified U.S. domestic pension plan obligations to Metropolitan Life Insurance Company.
4 – Goodwill impairment charges are not deductible for income tax purposes.
5 – These expenses, including restructuring charges, were recognized at FedEx Corporate and FedEx Express.
6 – Does not sum to total due to rounding.
7 – Business realignment costs are recognized at FedEx Corporate.