FedEx Corporate Social Responsibility Focus

FedEx is committed to sustainably connecting the world, and enhancing the long-term value of the company for our shareholders and for the communities and businesses that rely on our services. FedEx understands that a sustainable business is intrinsically tied to a sustainable society. As part of our ongoing efforts to connect the world in responsible and resourceful ways:

• We’re committed to a continual improvement process in environmental management.

• We evaluate the environmental impacts of FedEx packaging products, operations and facilities with a commitment to minimize impacts and restore properties affected by our operations.

• We’re committed to the efficient use of natural resources to minimize waste generation through efforts that include recycling, innovation and prevention of pollution.

• We measure environmental performance through auditing with employee accountability and reporting to senior management.

• We integrate environmental responsibilities and considerations into our daily operations and business procedures, empowering employees through clear policies, training and recognition of excellence.

• We participate in the development of sound environmental policy within the transportation and business sectors.

• We use innovations and technologies to minimize atmospheric emissions and noise.

• We promote effective environmental management by our suppliers and contractors.

• We harness our logistics expertise to provide emergency and disaster relief, both to reach communities around the world quickly and efficiently in times of need and to support the rebuilding process.

• We use our capabilities and extensive transportation network to assist people and communities that need access to basic health and human services.

• We hold safety as a core value and make it the first consideration in all our operations. We’re committed to the safety of others on the roadway and share our competency by teaching children about pedestrian safety.

• We believe that educating and inspiring leaders is one of the most important things we can do to safeguard our future. FedEx supports opportunities to enhance education in the areas of technology, economics, trade, safety, diversity and more.

• We provide employees with a safe and fulfilling environment where they have opportunities to grow and succeed.

• We embrace diverse opinions and backgrounds and afford all employees equal respect and equality.

• We actively pursue the best talent around the globe to join our team.

Our company is supported by the passion of our people. We continue to inspire and motivate our employees and contractors, while seeking out the best and brightest talent around the world to join FedEx and build successful, meaningful careers.
For 35 years, FedEx has been dedicated to providing much more than transport and logistics.

We want to make a profound, positive difference by extending the world’s Access — enabling people and communities everywhere to connect with the places, markets, information and ideas they need to improve their quality of life and standards of living.
With physical and digital networks that span the world, our value lies in our ability to use our size, reach and expertise to address complex global issues — social, environmental and economic — that affect us all.

When what’s needed is access to new markets, technologies and ideas, we are able to craft efficient, scalable solutions that reduce waste and minimize, conserve or avoid the use of natural resources.

In times of disaster, when access to life-saving supplies and medicines is critical, we undertake relief operations with a speed and efficiency relied on by national governments and global relief organizations.
Since the launch of the FedEx business in 1973, our ongoing success has been rooted in our ability to anticipate and adjust to the changing needs of society. We’ve always been committed to operating as a responsible corporate citizen, and we recognize that our commitment now requires a new degree of efficiency, transparency and accountability.
This introductory document represents the first formal step in pursuit of that objective. It is not a “FedEx Corporate Social Responsibility Report,” but created for FedEx employees, customers, community partners and stakeholders who want to know how the company is applying its expertise to social issues of today and tomorrow.

Our first CSR report — forthcoming later in 2008 — will measure and document our response to global and local issues and opportunities that are relevant to the FedEx mission, values and core competencies.
Access improves lives and builds community

When we talk about Access, we’re talking about a different way of looking at transportation, logistics, infrastructure and technology. Together, they create the means to let all of us exchange, interact and participate. As a facilitator of Access, FedEx understands that the more Access grows, the more it fosters remarkable change and opportunity.

The increase in global connections enables wider choices for people, businesses and nations, as well as the means to take advantage of them. It lets markets flourish, increases standards of living and allows connections that once would have been impossible.

For instance, FedEx provides time- or day-definite service to more than 200 markets within China, connecting more than 1 billion people — many in rural areas — with one another and the rest of the world. In India, we were the first express shipping company to invest significantly more than a decade ago. Our operations now connect more than 4,400 cities — contributing to an infrastructure that has enabled the growth of trade and made it easier for Indian people and businesses to access the global market.

The economic benefits of the open markets are clear. For example, poverty rates in China have declined by more than two-thirds in the two decades since the country instituted economic reforms. In India, poverty rates have fallen about 40 percent in 20 years of increasingly open markets.

For FedEx, greater Access means we have a greater presence in communities around the world, and as both a global leader and a local community member, we work to enhance the lives of those we reach. Here are some of the ways that greater Access increases the opportunities and prosperity of people, businesses and nations:

### People

<table>
<thead>
<tr>
<th>Access</th>
<th>Benefits</th>
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<tbody>
<tr>
<td><strong>Empowerment</strong></td>
<td>Access connects people and improves quality of life by empowering them with greater choices and expanded opportunities to work, earn, learn and create.</td>
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<tr>
<td><strong>Well-being</strong></td>
<td>The ability of individuals and families to access health services, medical supplies and other essentials is directly related to their well-being, life expectancy and potential income.</td>
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### Business

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<th>Access</th>
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<tr>
<td><strong>Market Reach</strong></td>
<td>Market reach is continuously expanding across regional and national boundaries with access to advanced information technology, widespread use of the Internet and the increased speed and reliability of shipping.</td>
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<tr>
<td><strong>Innovation</strong></td>
<td>By facilitating the exchange of ideas, capital, technology and talent within and across borders, Access is driving growth and competitiveness and spurring innovation in both developed and emerging countries.</td>
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<tr>
<td><strong>Supply Chain Strength</strong></td>
<td>New supply chain models have dramatically increased supply chain efficiency and agility, thereby lowering business costs and enabling faster turnarounds to meet customers’ needs.</td>
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<tr>
<td><strong>Growth and Competitiveness</strong></td>
<td>Access has created new exchange platforms for buyers and sellers, leveling the playing field by allowing even the smallest businesses to specialize, create product niches and achieve economies of scale.</td>
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### Nations

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<tr>
<td><strong>Broader Markets</strong></td>
<td>Access enables nations to enter broader markets, attain connection and cohesion, and achieve growth and prosperity.</td>
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<tr>
<td><strong>Growth and Prosperity</strong></td>
<td>With greater Access, a nation’s people and industries are able to trade and invest around the world, supporting both production and consumption and contributing to higher standards of living.</td>
</tr>
<tr>
<td><strong>National and International Cohesion</strong></td>
<td>By enabling the integration of different regions and linking even remote communities to economic opportunities, Access fosters cohesiveness within nations — and links separate nations more closely, both physically and economically.</td>
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<td><strong>Global Connection</strong></td>
<td>Access to information and physical objects on a global basis creates the means for developing cross-border affinities, fostering international networks of scientific discovery and innovation, and transforming the roles of nations in the global supply chain.</td>
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Balancing the needs of the world with the needs of the earth

The global community thrives when people have access to the things they need. Yet we recognize that the movement of goods has an effect on the environment. That’s why our priority is to provide global connections through Access while minimizing our environmental impact.

We are committed to minimizing emissions from vehicles and aircraft through the use of cost-effective operations, innovations and technologies. We seek to advance energy sustainability by using renewable power sources in our buildings and operations when viable. And we strive to minimize waste in our paper and packaging. Here are some examples:

**IN THE AIR**

We are upgrading our fleet by replacing narrow-body aircraft with planes that lessen the environmental impact — reducing fuel consumption up to 36 percent while providing 20 percent more capacity. And we will acquire aircraft that provide greater payload capacity using 18 percent less fuel than planes in our current international fleet. These replacements will also significantly eliminate carbon emissions that would have otherwise occurred.

We saved 5.5 million gallons of fuel in a year by reducing the use of in-gate aircraft auxiliary power units.

We collaborated with a major aircraft engine manufacturer to reduce aircraft noise pollution, resulting in a state-of-the-art solution that has been adopted by other companies to significantly reduce noise performance of many older aircraft.

**ON THE ROAD**

We currently operate the largest fleet of commercial hybrid trucks in the U.S. We are also involved in projects around the globe to develop and/or operate alternative energy vehicles.

- In London, we introduced liquid petroleum gas (LPG) Mercedes-Benz sprinter vans, which reduce carbon emissions by 12 percent.
- We are assisting in the development of hydraulic hybrid technology for package vans.
- In Vicenza and Milan, our fleet includes vehicles that operate on compressed natural gas (CNG).
- In Europe, FedEx will test hybrid diesel-electric vehicles beginning in May 2008.
- In North America, we’ve been operating diesel-electric hybrids since 2003, with more than 1.8 million miles of service.
- In Japan, we teamed up with General Motors in the test operation of a fuel-cell delivery vehicle for one year. In Washington, D.C., we are operating biodiesel trucks and testing diesel-electric trucks.
WITH MUSCLE POWER
FedEx couriers in New York City and in London’s West End deliver many of their packages on foot, reducing both vehicle emissions and traffic, as well as ensuring reliable pickup and delivery in congested urban areas.

WITH THE U.S. POSTAL SERVICE
FedEx SmartPost applies FedEx trucking and sorting expertise and uses the existing USPS “last mile” delivery network to serve hundreds of thousands of residences each day. This service saves fuel by reducing multiple delivery vehicle stops at the same address. FedEx Express also provides USPS with access to the world’s largest fleet of cargo aircraft to move mail across the United States. USPS mail is able to share the same aircraft with FedEx Express shipments, reducing total jet fuel consumption while providing excellent service to customers.

IN OUR FACILITIES
FedEx Kinko’s Office and Print Centers® are among the top 10 U.S. corporate retail users of renewable energy, purchasing 32 percent of their total energy consumption from renewable sources such as wind and solar. Over 785 locations in 38 states purchase renewable energy.

In Geneva, the FedEx station uses a system of pipes running deep into the ground to warm the building’s air in winter and cool it in summer. The system reduces the facility’s reliance on gas heating or Freon cooling and requires less energy to operate.

FedEx Express built and operates a solar-powered hub in Oakland, California. In addition, FedEx Freight is building two solar facilities in California, and we are looking at other opportunities to expand our use of this clean energy solution.

IN OUR PACKAGING
The iconic FedEx envelope is made of 100 percent recycled material, with 35 percent minimum post-consumer content.

FedEx boxes range from 25 to 100 percent recycled content, and most FedEx paks have 60 percent recycled content.

The paper and packaging used in FedEx Kinko’s Office and Print Centers contain approximately 24.5 percent post-consumer recycled fiber. FedEx Kinko’s also offers more than 35 types of post-consumer paper for purchase, 14 of which are Forest Stewardship Council (FSC) certified.

We have instituted procurement policies and practices to ensure that our suppliers also operate responsibly.
A passion for inventing responsible new solutions

Our customers rely on us to deliver reliability, efficiency and innovation every day. We apply our expertise on a system-wide level to match business objectives with environmental ones.

We have taken a leadership role in pioneering commercially viable solutions that can be adopted or undertaken by others — including our competitors — to better operate responsibly and resourcefully.

Here are some of the ways we’re innovating to make a difference.
We pioneered commercial hybrid-electric vehicles, not only for our own use but for use by other companies and industries.

In an ongoing effort to transform the transportation industry, we worked with Environmental Defense to pioneer commercial hybrid vehicles, enabling them to be in operation in the U.S. today. In 2005, FedEx received the Blue Sky Award for our “nearly single-handed placement of commercial hybrid trucks on the map for corporate America.” These vehicles provide 42 percent better fuel economy than conventional diesel vehicles and emit 30 percent fewer greenhouse gases. FedEx hybrids comprise more than 25 percent of the U.S. market of deployed commercial hybrid vehicles, and we are now expanding our hybrid program across the globe. Because the progress in making hybrid trucks commercially viable is not happening fast enough, FedEx provided the leadership to call for U.S. government regulations that set efficiency standards for commercial trucks to stimulate production of alternative energy vehicles. We actively encourage other companies — including our competitors — to adopt the technology.
We have created a new *digital* distribution model to reduce waste at all points in a system.

We are at the forefront in transforming distribution to make an increasingly digitized world operate more efficiently.

Through FedEx Kinko’s Office and Print Centers, we provide services for the efficient transmission of digitized goods and information — enabling them to be professionally printed and finished closer to where they’re needed.

This service reduces the resources previously used to physically transport shipments of printed materials across oceans and continents.
We can redesign *physical* distribution models to improve efficiencies in the supply chain.

We create resource-efficient physical networks to move goods that cannot be digitized. The scope of our operations and the density we can achieve in loading our vehicles and aircraft also increase efficiencies in the movement of goods. This capability reduces environmental impact, operating in much the same way as carpooling, with one loaded truck making stops versus scores of people driving individually to obtain the same items. It also means more packages can get directly to end users without a previous stop at a warehouse or retail store, lessening the environmental impact of the transportation chain.

We also work with customers to analyze and reconfigure their supply chains. For example, we may recommend the reduction or relocation of facilities, with the result of improving efficiencies and reducing the customer’s overall environmental footprint.
We built one of the largest solar-powered corporate installations in California.

We helped the city of Oakland meet the energy efficiency goals set by the city and the state of California by building one of the largest rooftop solar-powered facilities in the state — at our Oakland West Coast Hub.

During the day, the Oakland Hub produces power equivalent to that used by more than 900 homes, and generates up to 80 percent of the facility’s peak energy demand.

The project’s combined solar electricity and conservation measures are expected to reduce carbon dioxide emissions by almost 10,800 tons over 30 years, the equivalent of removing 2,100 cars from California freeways or planting 3,000 acres of trees. In addition, 17,000 pounds of nitrogen oxide, which contributes to smog, and 15,000 pounds of sulfur dioxide, which contributes to acid rain, will be avoided over this period by substituting clean solar power for fossil fuel-generated electricity.
We are a founding member of CAREX, a group leading the exploration of alternative transport via high-speed train in Europe.

This project's goal is to develop an express-rail network in Europe, offering an alternative to aircraft routes, improving fuel efficiency and reducing noise impact.

This project aims to transform the Roissy-Charles de Gaulle (CDG) Hub in Paris into a first-of-its-kind, combined logistics platform. It has received support from the French government, the European Commissioner for Transport and the European Bank of Investment.

Targeted for 2010-2012, it would encourage companies to relocate near CDG, stimulating economic growth and increasing employment. Initial cities to benefit include London, Brussels, Amsterdam and Frankfurt, with comparable delivery times from surface transport to those achieved today by air.
Delivering care worldwide

Our infrastructure and networks are important not only to global commerce, but to the well-being of the world community.

Our core capabilities are ideally suited for helping to bring hope and relief to the people of the world, with access to critical goods and services that help make a difference in their lives.

FedEx has longstanding relationships with a number of relief organizations, including the American Red Cross, Heart to Heart International and ORBIS International. In addition, we have undertaken disaster relief initiatives with dozens of other international relief organizations. As experts in contingency planning, we also provide support to organizations in the realm of disaster preparedness.

Through employee volunteer efforts, we are actively supporting the education and safety of young people, giving back to our communities and helping to build a sustainable future:

- FedEx supports opportunities to enhance education in the areas of technology, safety, economics, trade, diversity and more. Our focus on education extends to our employees’ involvement in Junior Achievement, a program that reaches approximately 7.5 million children and young adults around the world, opening their eyes to their own potential by showing them how they can impact the world around them.

- Through our partnership with Safe Kids Worldwide, we leverage our core competency in road safety to teach children about pedestrian safety. This helps bring peace of mind to parents in the United States, India, Canada, China, South Korea, Brazil and the Philippines since the program is celebrated in more than 400 schools in the U.S. and hundreds more around the world.

- Every October, FedEx employees participate in FedEx Cares Week, a week-long volunteer event that supports United Way and benefits local communities. Across the United States, thousands of employees are involved in projects that range from landscaping, painting and building furniture for a children’s home in Miami, to assembling food boxes for seniors in Indianapolis, to building a playground for children in San Francisco. Throughout the year, the FedEx commitment continues through initiatives such as the “Loaned Executive” program, in which FedEx employees work for United Way agencies for a period of three months to lend their knowledge and expertise. Our efforts with United Way go back to 1975. And this volunteerism, in concert with our corporate-giving campaigns, highlights the synergies we bring.
ORBIS International

Thirty-seven million people in the world are blind — many of them in developing countries. For 28 million, this could be avoided with proper medical care. With volunteer pilots who fly up to a dozen missions a year for ORBIS International, a nonprofit humanitarian organization, FedEx helps children and adults in developing countries who suffer from cataracts and other curable forms of blindness get access to medical treatment from ORBIS medical teams.

FedEx makes sure the ORBIS Flying Eye Hospital — a plane outfitted with an operating room and a large classroom for training health professionals — reaches remote areas where quality eye care is hard to come by. FedEx has enabled ORBIS doctors to perform corrective eye surgery and teach local doctors the procedure within communities in China, Ethiopia, India, Malaysia, Tanzania, Vietnam and other countries.

FedEx people also support the plane’s maintenance, and in the past 20 years, countless FedEx team members have participated directly in getting complimentary ORBIS shipments of medical equipment and supplies to children and adults in the developing world.

FedEx is sponsoring the establishment of an ORBIS Pediatric Eye Care and Training Center of Excellence in Guangzhou, China. During the three-year program, it is estimated that more than 2,000 children will have their sight saved or restored, and more than 40,000 children living in nearby rural areas will be screened for eye disease and referred for treatment at the center in Guangzhou.

In Jamaica, FedEx sponsored the participation of more than 100 medical professionals from throughout the Caribbean in an ophthalmic skills exchange program offered by the ORBIS Flying Eye Hospital, ensuring that physicians and nurses receive training to address the region’s leading causes of blindness.

“FedEx employees amaze me,” says A.L. Ueltschi, chairman, ORBIS International Board of Directors. “Across their powerful network, they extend to us their whatever-it-takes attitude, innovative spirit and caring hearts to help us deliver the gift of sight.”
Delivering Life-Saving Solutions

Fast, reliable access to vital supplies can make all the difference in the aftermath of a disaster. We apply our resources and networks to move relief supplies quickly to communities in need. In addition to the longstanding relationships highlighted here, we work with dozens of disaster relief and humanitarian organizations to transport emergency supplies and provide logistical support. The 2007 earthquake in Peru is one of many such instances when we’ve been able to use our unique capabilities, our aircraft and pilots to deliver critically needed relief around the world.

Heart to Heart International

FedEx has established four global Forward Response Centers for Heart to Heart International to pre-stage relief supplies that can be quickly transported to people in afflicted regions. The basic stock (including emergency shelters, medical care and clean drinking water, as well as medicine, water purification systems, tents and tarps) is automatically replaced once deployed, taking advantage of the logistics and efficiency of FedEx networks to maintain readiness.

FedEx has helped Heart to Heart move disaster relief supplies to China, Honduras, India, Israel, Iraq, Jamaica, Peru, Sri Lanka, Taiwan, Turkey and Vietnam. We also provided support to Indonesia and Thailand as part of the relief effort to aid survivors of the Southeast Asia tsunamis.

Red Cross/Red Crescent

For more than a decade, FedEx has supported the mission of the American Red Cross by ensuring access to relief supplies for victims of disasters — through complimentary shipping and storing, financial support and trained volunteers.

FedEx has committed significant financial support over the next five years to the American Red Cross, and we have recently provided funding for the International Federation of Red Cross and Red Crescent Societies in support of their international disaster preparedness training initiative and their disaster management centers in Kuala Lumpur, Panama and Dubai.
Salvation Army

FedEx is providing the Salvation Army with 10 mobile canteen units — the backbone of the organization’s disaster response capability — to be deployed in all types of emergencies, from hurricanes and tornadoes, to fires, to major highway accidents. The canteens are also used to feed the homeless. We donated five canteens to Salvation Army offices in the United States in 2007, and we are in the process of deploying five additional units in Australia, Canada, Mexico, Puerto Rico and the United States.

FedEx support of the Salvation Army’s PREPARE program helps standardize disaster training for Salvation Army units and their communities outside the United States and Canada. The training program will increase in-country capacity to respond to emergencies and disasters. Started in 2003, PREPARE has already equipped more than 150 responders in 25 countries with critical knowledge and skills to react to all kinds of emergency scenarios.

FedEx has a long tradition of using our resources to help thousands of organizations reach people around the world with critical relief. Some efforts in recent years include:

- Donating pilots’ time and aircraft to deliver 77 tons of generators, clothing, blankets, tents and tools to the victims of the Peruvian earthquake in 2007.
- Working with more than 20 governmental and non-governmental agencies to deliver more than 1 million pounds of critical supplies following the tsunamis in Southeast Asia in 2005, including: pharmaceutical and first aid supplies to Sri Lanka; relief supplies to Jakarta, Indonesia; water purification and relief supplies to India and Thailand.
- Providing operational expertise in logistics, funding and more than 2 million pounds of in-kind shipping in the aftermath of Hurricane Katrina in 2005.
Dedication from — and to — our employees

FedEx people are involved from top to bottom, contributing their skills and interests to ensure that our activities contribute to a greater quality of life in regions around the globe.

Their involvement encompasses volunteer activities in their communities, participation in office waste collection and recycling programs, and a daily commitment to go above and beyond in order to bring more of the world in reach for others.

We recognize the value of their efforts, and we intend to remain their employer of choice.

- FedEx is honored to be ranked among the Best Places to Work in more than 20 nations during 2006-2007.

- We have been named to the Fortune list of Best Companies to Work For in America 10 out of 11 years, including our recently announced placement on the 2008 list.

- We provide tuition reimbursement for FedEx Express employees and are one of the few U.S. employers to offer benefits to part-time employees.

- Our operating companies foster a strong people culture, with more than half of our management team having risen through the ranks of the company.

- Diversity extends from our front-line employees to the Board of Directors — more than 40 percent of our U.S. workforce and 27 percent of our management team are minorities. Our commitment has been recognized with honors such as a Champion of Diversity Award from the New York Urban League and our selection as one of the top 40 companies for diversity by Black Enterprise magazine.
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<tr>
<th>Country</th>
<th>Rank</th>
<th>Description</th>
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<tbody>
<tr>
<td>Belgium</td>
<td>1</td>
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<td>India</td>
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<tr>
<td>Switzerland</td>
<td>5</td>
<td>ranked #5 among Best Employers by CASH magazine</td>
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<td>France</td>
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<tr>
<td>Mexico</td>
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<td>ranked #1 among Best Places to Work in both Mexico and Latin America</td>
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Changing what’s possible

We feel privileged to operate at a scale that gives us the perspective and responsibilities of a global citizen. And we are proud to participate in creating sustainable, life-changing connections among the world’s people, businesses and nations.

As we continue working to connect the world in responsible and resourceful ways, we invite everyone to join us in changing what’s possible.
This guide has been designed to be “printed on demand” in order to share the information in an environmentally responsible way. Consistent with FedEx Kinko’s core strength of digital transmission and printing, the electronic format enables individual pages to be printed only as needed, thereby helping to minimize or avoid the use of natural resources.