Ryder System, Inc. Overview

Scott Perry
Chief Technology & Procurement Officer
Ryder Overview

- $6.8 billion
- 234K vehicles
- 800+ maintenance locations
- 5,900 technicians
- 7,700+ drivers
- 250+ DCs
- 50,000+ customers
Fleet Management Solutions

FMS Overview

<table>
<thead>
<tr>
<th>Operating Statistics</th>
<th>Geographies</th>
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</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
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<tr>
<td>Vehicles Maintained</td>
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<tr>
<td>Rental Fleet</td>
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<td>Employees</td>
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<td>Technicians</td>
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<td>Refrigerated Tech</td>
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<td>Maintenance Shops</td>
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<tr>
<td>Used Vehicle Sales (annually)</td>
<td></td>
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</tbody>
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- Assets: $10.1B
- Vehicles Maintained: 234,000
- Rental Fleet: 37,000
- Employees: 12,400
- Technicians: 5,900
- Refrigerated Tech: +1,000
- Maintenance Shops: 800
- Used Vehicle Sales: +20K

Geographies:
- U.S. 81%
- U.K. 11%
- Canada 8%

Product Mix:
- Full Service Lease 63%
- Rental 24%
- Asset-light Maintenance Products 11%
- Other 2%

Transportation services with a well established business model and unmatched shop network
Dedicated Transportation Solutions

Full Service Lease Vehicles + Professional Drivers + Routing, Scheduling, Supervision & Administrative Support = Dedicated Transportation Solution

Operating Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Vehicles</td>
<td>7,600</td>
</tr>
<tr>
<td>Power Vehicles</td>
<td>4,000</td>
</tr>
<tr>
<td>Drivers</td>
<td>7,700</td>
</tr>
<tr>
<td>Customer Locations</td>
<td>400</td>
</tr>
<tr>
<td>Lanes Operated</td>
<td>11,000+</td>
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Supply Chain Solutions

Integrated Supply Chain Solutions

Key Operating Statistics

- Distribution Footprint: 44 MSF
- Freight Under Management: $4.7B
- Vehicles: 7,600
- Employees: 13.5K

North America Presence

- Seamless customer service across North America
- Streamlined cross-border capabilities
  Mexico ↔ U.S. ↔ Canada

Vertical Industry Focus

Top Industries Served

- CPG & Retail: 34%
- Auto & Aerospace: 38%
- Tech/Healthcare: 20%
- Industrial & Other...

Leveraged Capabilities / Expertise

- Visibility / IT
- LEAN
- Engineering

Ryder
Ever better.
Major Supply Partners