

Growth Drivers

Only 10 percent of the North American trucking and logistics market is currently outsourced. However, there are an array of challenges making it more difficult for companies to manage fleets and supply chains on their own.



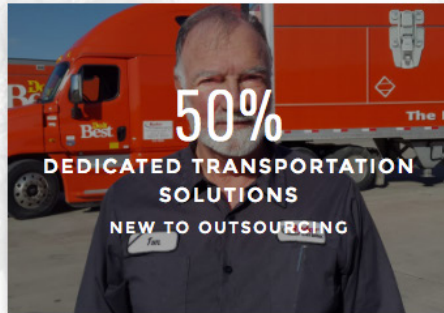
Trends Favoring Outsourcing

- Shortage of qualified drivers and maintenance technicians
- Increasing cost and complexity to maintain new vehicle technology
- Compliance requirements related to environmental and safety regulations
- Complexity of global supply chains
- Increased purchase and operating costs for fleets



Customers New to Outsourcing

A large percentage of new business is coming from companies outsourcing for the first time



Operating Revenue ¹

UP 3%

FLEET MANAGEMENT SOLUTIONS

UP 8%

DEDICATED TRANSPORTATION
SOLUTIONS

UP 8%

SUPPLY CHAIN SOLUTIONS



Progress On Our Growth Strategy

When we launched Ryder's growth strategy several years ago, we said we'd grow the business organically by listening closely to customers, developing innovative solutions, and making it easier for "do-it-yourselfers" to begin doing business with Ryder. Even with challenging external conditions in 2016, we reached the highest levels of full-year revenue in Ryder's history, and we closed the year with Ryder's 13th consecutive quarter of record operating revenue. ¹

¹ Non-GAAP financial measure. For a reconciliation of these non-GAAP financial measures, [click here](#) to access our "Non-GAAP Reconciliation" presentation.