2025 CORPORATE SUSTAINABILITY REPORT

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A MESSAGE FROM OUR CEO

At Ryder, we continue to work behind the scenes supporting more than 40,000 customers with port-to-door outsourced logistics and transportation services throughout North America. Ryder's 2025 Corporate Sustainability Report illustrates how sustainability is integrated into our business operations and customer solutions. More specifically, through our management of environmental, workforce, safety, and governance priorities, along with our commitment to continuous improvement as our business, industry, and customer needs evolve.

We will continue investing in what helps our employees, customers, stakeholders, and communities be ever better. That includes growing skills, strengthening leaders, cultivating a safety-first culture, expanding the use of technologies, and building digital solutions to improve access, visibility, and efficiencies. These investments are focused on long-term value and simplifying everyday work to be more effective.

Through meaningful innovation, thoughtful network design, and data-driven insights, supported by our employees and advanced technology, we work to reduce waste, conserve resources, and enhance port-to-door solutions for our customers. Our strategy for environmental management enables reliability, compliance, and efficiency across our portfolio of services.

We continuously strive to identify talented individuals to join Ryder while offering our employees opportunities to grow and excel. Our robust training and development programs include a focus on safety. Throughout our operations, our employees have a shared responsibility for a safe workplace and for helping keep our employees, customers, and communities safe.

At the core of our operational framework is strong governance as we create long-term value for our customers, stakeholders, and the communities we serve. Ryder maintains strong controls to manage risk, safeguard data, and uphold business ethics and integrity. Our principles strengthen trust with our stakeholders and support our role as a leading provider of outsourced logistics and transportation services.

Thank you for your continued trust in Ryder as we perfect the supply chains that drive our economy. Together, we will continue to grow responsibly and innovate purposefully for the customers and communities where we live and work.

JOHN J. DIEZ
Chief Executive Officer
Ryder System, Inc.

ABOUT RYDER

CORPORATE PROFILE

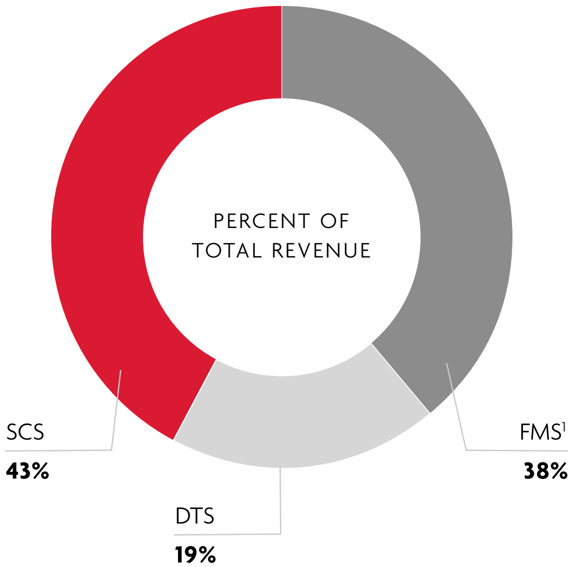
Ryder System, Inc. (Ryder) is a leading provider of outsourced logistics and transportation services throughout the United States (U.S.), Canada, and Mexico. Ryder provides a seamless, end-to-end logistics network designed to reduce complexity and improve speed, reliability, and efficiency across the entire flow of goods. Ryder connects every link in the supply chain, moving products smoothly from the port to an end customer's door. We operate in three complementary business segments:

Supply Chain Solutions (SCS) provides fully integrated port-to-door solutions including distribution management, dedicated transportation, transportation management, brokerage, e-commerce fulfillment, last mile delivery, and professional services.

Dedicated Transportation Solutions (DTS) provides turnkey transportation including dedicated vehicles, professional drivers, management, and administrative support.

Fleet Management Solutions (FMS) provides full-service leasing, contract maintenance, and commercial rental of trucks, tractors, and trailers to customers as well as used vehicle sales.

REVENUE BY SEGMENT



1 FMS total revenue includes eliminations. For more information see our 2025 10-K.

RYDER AT-A-GLANCE

YEAR FOUNDED
1933

HQ: CORAL GABLES, FLORIDA, U.S.
OPERATIONS: UNITED STATES, CANADA, AND MEXICO

TOTAL REVENUE
~$12.7B

NYSE SYMBOL
R

EMPLOYEES
>50K

SQ. FT. OF WAREHOUSE SPACE
>100M

COMMERCIAL CUSTOMERS[2]
>40K

VEHICLES SERVICED
~240K

For more information about our business, products, and financials, see our 2025 10-K and 2026 Proxy Statement.

2 Represents total customers across all product lines. Customers utilizing multiple product lines may be counted more than once.

SUSTAINABILITY GOVERNANCE

Ryder is committed to managing our operations responsibly while responding to business growth and evolving regulatory and industry conditions. Ryder's Leadership Team oversees the development and implementation of our sustainability initiatives, which expands across Ryder through various roles.

- Chief Executive Officer (CEO) oversees Ryder's growth strategy, stakeholder relationships, and other areas critical to the company's operations and performance.
- Chief Legal Officer (CLO) oversees sustainability reporting, compliance and ethics, corporate governance, environmental, safety, health, and security, government relations, and real estate.
- Chief Financial Officer (CFO) leads Ryder's financial management functions including investor relations, treasury, financial reporting, and audit.
- Presidents and Executive Vice President (EVP) of Ryder's business segments lead operations, sales, financial performance, and customer satisfaction.
- Chief Human Resources Officer (CHRO) oversees human resources including human capital, recruitment, retention, employee diversity, talent development, and employee engagement.
- Chief Information Officer (CIO) oversees information technology (IT) including cybersecurity.
- Chief Procurement (CPO) and Corporate Development Officer (CDO) leads global strategic sourcing including supplier agreements and procurement of resources and businesses through corporate merger and acquisition transactions.
- Chief Marketing Officer (CMO) oversees customer engagement, brand awareness, new technology development, product creation, and investments in startups.

Ryder's Board of Directors (Board) is responsible for overseeing our Leadership Team's efforts and delegates sustainability matters to the Corporate Governance and Nominating Committee (Governance Committee) and the Audit Committee.

The Governance Committee has oversight of: Governance and reputational risks; Company strategy relating to public policy and political engagement, sustainability and workplace trends, charitable giving, and other significant matters; and Recommendations relating to the Principles of Business Conduct (POBC) and Human Rights Statement.

The Audit Committee has oversight of: Cybersecurity and IT risks, controls, and procedures including those related to data privacy and network security; Ryder's compliance and ethics program; Adequacy and effectiveness of internal control over financial reporting in collaboration with internal audit and independent registered certified public accounting firm; and Matters relating to accounting, auditing, and financial reporting practices and policies.

At Board committee meetings, management reports on sustainability matters including a review of the external risk landscape and updates on Ryder's sustainability reporting and efforts, as appropriate. Committee chairs report significant updates to the full Board. Board members are also provided continuing education opportunities from third-party experts including on sustainability matters like cybersecurity. For more information about our corporate governance, see page 18.

As part of our sustainability reporting practices, we seek to provide stakeholders with useful information through our Corporate Sustainability Report, including certain goals or targets. When managing our goals and targets, we assess our sustainability initiatives and global frameworks to refine data processes and methodologies. To learn about our emissions reduction targets, see page 9.

ENVIRONMENTAL

Ryder's environmental programs are rooted in our core business objective of helping customers operate more efficiently at scale. Our strategy for environmental management is focused on reducing environmental risk, optimizing environmental performance, and supporting our evolving suite of services.

ENVIRONMENTAL MANAGEMENT

We track progress through key performance indicators (KPIs) for continuous improvement. Ryder's environmental team works across our business, with customers and suppliers, to develop and deploy data-driven initiatives to improve fuel, energy, emissions, and waste management.

Ryder takes a proactive and comprehensive approach to environmental risk and compliance. We recognize evolving regulations, supply chain market conditions, severe weather, and other events may affect operations for our customers and Ryder. Our management, with oversight from our Board, analyzes significant climate-related risks and opportunities associated with our operations and reports material risks in our 10-K.

Ryder's environmental policy is available to all employees and outlines expectations around compliance, resource conservation, pollution prevention, waste management, and emissions reductions. The policy is operationalized through an environmental management system (EMS), which aligns with aspects of the International Organization for Standardization (ISO) 14001. Our EMS is designed to identify new areas of environmental risk, monitor compliance, and implement corrective action. Based on customer requests, we pursue ISO 14001 certification at select sites.

We routinely perform facility compliance audits to assess potential areas of environmental risks and assist our operations with EMS conformance. Audit findings inform new initiatives, policy updates, and employee training. Additionally, we audit key suppliers as part of the environmental risk assessment process.

UNDERSTANDING OUR EMISSIONS

Since 2009, we have tracked and disclosed greenhouse gas (GHG) emissions from our operations. The World Resources Institute and World Business Council for Sustainable Development GHG Protocol (GHG Protocol) guides how we measure our emissions. We apply the operational control approach from the GHG Protocol to define our scope 1, 2, and 3 emissions, as outlined below.

Scope 1: Direct emissions from mobile and stationary sources owned or controlled by the company.

For Ryder, this includes mobile emissions from vehicles we operate in our fleet as well as stationary emissions from the combustion of natural gas, propane, and heating oil in facilities where we have operational control. Scope 1 emissions are primarily generated by our dedicated transportation fleet's vehicle composition and miles driven.

Scope 2: Indirect emissions from purchased electricity, steam, heat, or cooling.

For Ryder, this consists of electricity used at facilities we own or lease where we have operational control. Our electricity use may include electric vehicle charging. Scope 2 constitutes the smallest scope of our emissions inventory.

Scope 3: All other indirect emissions that are a consequence of the activities of the company. Scope 3 emissions are categorized as upstream (emissions that occur in the lifecycle of products and services up to their point of sale) or downstream (emissions that occur from use of products and services and end-of-life).

For Ryder, this primarily consists of emissions generated by used vehicles sold through end-of-life (Category 11) and from the operation of vehicles we rent and lease to our customers (Category 13). Emissions across Category 11 and 13 are primarily influenced by the vehicle composition required to meet our customers' operational needs. Scope 3 constitutes the largest scope of our emissions inventory.

Our emissions reporting and calculations align as appropriate with emerging reporting frameworks, industry practices, and organizational changes. We continue to refine our data management and analysis to strengthen data accuracy and consistency. For more information about our emissions reporting, see our CDP Corporate Response (CDP).

SCOPE 1, 2, AND 3 GHG EMISSIONS[3] — 14,934,860[4] MT CO_2e TOTAL

SCOPE 1
1,074,906

SCOPE 2
MARKET-BASED 60,430
LOCATION-BASED 59,398

SCOPE 3
13,799,523

SCOPE 3 CATEGORIES

2%	**CATEGORY 1:** Purchased Goods and Services
3%	**CATEGORY 2:** Capital Goods
3%	**CATEGORY 3:** Fuel- and Energy-related Activities (not included in scope 1 or 2)
<1%	**CATEGORY 4, 5, 6, AND 12:** Upstream Transportation and Distribution, Waste Generated in Operations, Business Travel, and End-of-life Treatment of Sold Products
37%	**CATEGORY 11:** Use of Sold Products
55%	**CATEGORY 13:** Downstream Leased Assets

3 Reported in metric tons of carbon dioxide equivalent (MT CO_2e).
4 Calculated using scope 2 market-based emissions.

OPTIMIZING ENVIRONMENTAL PERFORMANCE

Ryder is focused on reducing our environmental footprint through efficiency and innovation. Our environmental KPIs and targets inform how we prioritize programs, investments, and innovations. We also consider the expectations of our customers, shareholders, employees, regulators, and communities in which we operate. Our environmental programs reflect our commitment to conserve resources and mitigate costs, while investing in our fleet, facilities, and emerging technology to enhance operational efficiencies.

EMISSIONS REDUCTION TARGETS

We established emissions reduction targets in 2024 for our scope 1 and 2 emissions, focused on lowering the emissions intensity of our fleet and facilities:

- Reduce fleet emissions by 10% per mile traveled by 2033, from a 2023 baseline
- Reduce facility emissions by 5% per square foot by 2033, from a 2023 baseline

Our targets are intensity-based to better reflect the efficiency of our operations as our business grows and evolves. We expect variability year-to-year in our emissions intensity. To inform our target setting and reporting, we evaluate climate science, climate-related risks and opportunities, disclosure standards, and regulatory requirements. For more about our emissions reduction targets and progress, refer to our CDP.

OPERATIONAL EFFICIENCIES

In our fleet operations, we aim to improve fuel economy and reduce emissions through a combination of strategies including procurement of new vehicles, maintenance, and data analytics. Procuring vehicles with advanced vehicle technology (AVT), including engine updates, are contributing factors to overall fleet efficiencies. Our preventive maintenance team examines tire health and other diagnostics aimed to achieve manufacturer performance expectations, indicate if emission standards of a vehicle are met, and extend vehicle life. When operating vehicles, our efforts are further enhanced by pairing predictive analytics with route and load planning to help minimize idle time and miles driven. Learn more about our AVT investments on page 22.

EMISSIONS INTENSITY

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Fleet Operations (Scope 1) (pounds of CO_2e per mile traveled)	2.88	2.82	2.84	–	–	–	–	–	–	–	2.59
Facility Operations (Scope 1 and 2) (pounds of CO_2e per square foot)	6.70	6.31	6.62	–	–	–	–	–	–	–	6.37
											TARGET

In our facility operations, we regularly review for opportunities to increase operational efficiency, maximize resource conservation, and reduce waste. We monitor and track utility consumption and waste streams by facility, region, customer account, business segment, and at the corporate level. At new facilities, we identify and map waste streams, disposal requirements, and opportunities for reuse and recycling.

We utilize historical data to identify anomalous use of electricity, natural gas, propane, and water, while working with facility teams to promptly investigate and, where applicable, implement corrective action. Environmental KPIs are used to prioritize conservation initiatives, including facility retrofits, renewable energy projects, and utility sourcing. To learn more about how we evaluate facilities for conservation opportunities, see our CDP.

Through training, we raise employee and customer awareness of environmental management practices. Examples include:

- Maintenance and warehouse employees receive mandatory training on storage tank management, spill prevention and response, and proper waste handling, among other topics relevant to their responsibilities.
- Professional drivers are offered training on how to manage revolutions per minute, speed, and idle time, aimed to improve fuel economy and fleet emissions.

We collaborate with our customers to share emissions reduction and other environmental practices across our value chains. Solutions are tailored to customer operations and may include mileage reductions, fleet efficiencies, facility updates, route optimization, alternative fuels, new technology pilots, and waste reduction. We also provide outsourced vehicle maintenance solutions which include management of automotive wastes.

We engage suppliers to help develop and deploy strategies to prioritize reuse and recycling. Examples include:

- Vehicle wash suppliers are required to employ a wash water recovery process to protect water quality.
- Tire suppliers are directed to retread tires where possible, extending their useful life and reducing waste.

WASTE MANAGEMENT	
AUTOMOTIVE WASTE REUSED AND RECYCLED[5]	
Hazardous waste (gallons)[6]	39,416
Non-hazardous liquid waste (gallons)	3,078,396
Scrap batteries (number)	111,866
Tires retreaded (number)	305,405
NON-AUTOMOTIVE WASTE REUSED AND RECYCLED[7]	
Mixed recyclables (tons)[8]	10,422
Electronic waste (tons)[9]	17
Universal waste (pounds)[10]	453
AUTOMOTIVE AND NON-AUTOMOTIVE WASTE LANDFILLED	
Mixed waste (tons)	32,439

ENERGY INTENSITY	
FACILITY OPERATIONS	
Gigajoules (GJ) per square foot	.04

ENERGY CONSUMPTION	16,925,558 GJ TOTAL
FLEET OPERATIONS	
Diesel	14,571,695
Renewable and Biodiesel	962,879
Gasoline	9,632
FACILITY OPERATIONS	
Heating Fuel	748,840
Electricity	632,512

5 Data is for U.S. and Canada only.
6 Washing solvents for tools and parts.
7 Non-automotive data is based on approximately 55% of locations with the exception of electronic waste.
8 Waste diverted from landfill such as paper, plastic, cardboard, and cans.
9 Data is for U.S. and Canada only.
10 Light bulbs and small batteries (non-hazmat). Data is for U.S. and Canada only.

SOCIAL

We strive to create a high-performance, safety-focused culture that embraces diverse perspectives and experiences, while offering our employees opportunities to grow and excel. We attract and retain talent by providing competitive compensation and benefits, as well as robust training and development opportunities. At every level of our operations, safety is essential for employees, customers, communities, and the supply chains we serve.

OUR WORKFORCE

As our business grows so does our need for talent. A skilled and dynamic workforce forms the foundation of all that we do at Ryder, and our professional drivers, technicians, and warehouse employees are the frontlines. Our business and customers depend on the expertise and professionalism of our employees. We continuously search for capable, determined, and trustworthy employees to join our team.

To further attract and develop talent, we offer internship, trainee, and apprenticeship programs for various roles. We recruit widely through social media platforms, online job boards, state and local unemployment offices, industry organizations, vocational schools, universities, colleges, military installations, and military and veteran organizations.

We encourage employees to refer qualified candidates for open positions through our referral incentive program.

DRIVING EMPLOYEE ENGAGEMENT

Ryder's collaborative work environment supports and values employees at all levels and their perspectives. Employee engagement is elevated through peer collaboration, employee connection, leadership development, volunteerism, and recognition of contributions.

Throughout our North American operation, local Ryder teams cultivate strong employee engagement. We are committed to building a workplace where every employee feels heard, valued, and empowered. Open communication and active participation help us build a strong, engaged culture, and reinforce our shared responsibility for the company's success.

Our employees are key in the continuous improvement of our workplaces. We engage employees through our intranet, surveys, town halls, focus groups, employee councils, and forums. We gather actionable insights from employee feedback through our periodic company-wide RyderVoice Employee Engagement Survey and pulse surveys deployed to targeted groups. Town halls foster two-way communication between management and employees around company vision, plans, organizational changes, or other important updates.

Employee councils, leadership forums, and focus groups provide platforms for sharing feedback, voicing challenges, offering new ideas, and communicating directly to management. In the U.S. and Canada, frontline employees are represented by peers through our Service Employee and Technician Trainee, Driver, Technician, and Warehouse Councils. When Ryder is evaluating how new technology, digital tools, or initiatives may support jobs and enhance safety, we engage employee focus groups to pilot and assist in the evaluation.

NEW EMPLOYEE HIRES		
BY AGE	**NUMBER**	**PERCENTAGE**
Under 30 years old	8,652	37%
30-50 years old	11,621	49%
Over 50 years old	3,417	14%
BY GENDER	**NUMBER**	**PERCENTAGE**
Female	5,177	22%
Male	18,513	78%
BY COUNTRY	**NUMBER**	**PERCENTAGE**
U.S.	18,858	80%
Canada	656	3%
Mexico	4,176	17%

OFFICER[11] DIVERSITY	
	PERCENTAGE
Female	26%
Male	74%
Diverse by race and ethnicity (U.S. only)	22%

Recognition is one of the ways Ryder shows we value our employees and their contributions to our teams and overall company success. Employees exhibiting a commitment to safety, performance, and community are considered for the following awards:

Driver of the Year recognizes professional drivers for exemplary safety performance, community involvement, and customer service.

Top Technician of the Year recognizes the winner of our Top Technician competition, which tests technicians' knowledge and skills.

Warehouse Employee of the Year recognizes an outstanding warehouse employee who exhibits Ryder's philosophy of excellence in safety, performance, and attendance.

Chairman's Safety Award recognizes teams demonstrating superior safety commitment, leadership, and performance achievements in defined safety criteria.

Beyond the workplace, our employees are active in their communities across North America. Local teams initiate philanthropic activities where their communities need support. Efforts by employees include volunteering, hosting drives for clothing, food, and toys, fundraising through employee runs and walks, and providing local disaster relief. At the corporate level, philanthropic engagement and giving is managed by the Ryder Charitable Foundation. See page 19 for more information.

11 Ryder Vice President and above.

COMPENSATION AND BENEFITS

Our compensation practices are designed to be competitive and equitable. We regularly review market data and assess whether our employee wages are competitive. We monitor state minimum wage laws and work with local management to remain in compliance. In the U.S., we complete an annual pay gap assessment at the professional and managerial levels to determine if there are any race- or gender-based inequities. Our 2025 assessment demonstrated pay parity.

Ryder strives to offer a comprehensive and competitive benefits program. We offer health, dental, and vision plans to full-time Ryder employees. Our health and wellness benefits include mental health services and programs for diabetes, tobacco cessation, and sleep apnea for our professional drivers when needed. Full-time employees and other employees who meet certain criteria are eligible for Ryder's 401(k) Savings Plan, employee stock purchase plan, and paid time off. Financial rewards are available to eligible employees including bonuses, sales commissions, and locally-managed field incentive programs.

Resources are available for employees going through a job transition including financial planning services for employees contemplating retirement. In circumstances of job eliminations, severance pay, outplacement services, and other benefits are offered to eligible employees. Additionally, we aid employees facing hardships caused by hurricanes, floods, or other natural disasters through the Ryder Employee Disaster Relief Assistance Fund.

LABOR PRACTICES

Throughout Ryder's operations, employees have the right to freedom of association and collective bargaining, and we maintain a good working relationship with our workforce and its labor unions. Approximately 14% of Ryder employees are unionized through collective bargaining agreements we maintain in the U.S., Canada, and Mexico. There are no Ryder operations in which the right to freedom of association or collective bargaining are at risk. For more information, see our 2025 10-K.

OUR EMPLOYEES						
BY EMPLOYMENT		BY GENDER		BY COUNTRY		
TYPE	TOTAL	FEMALE	MALE	U.S.	CANADA	MEXICO
Full-Time	50,944	12,227	38,717	43,909	2,058	4,977
Part-Time	645	88	557	626	19	0
Permanent	50,878	12,059	38,819	44,417	2,069	4,392
Temporary	711	256	455	118	8	585
Non-Guaranteed Hours	5,700	248	5,452	5,700	0	0

TRAINING AND DEVELOPMENT

Starting day-one, our employees are supported with opportunities for continuous learning, performance reviews, regular coaching, career development, and access to supplemental training beyond required job training. Intentional development planning is a key component of performance management. Annual performance reviews prompt dialogue between managers and direct reports around goals, capabilities, and growth opportunities. We have initiatives for employees to identify individual development items, leadership competencies, skills, and career paths. Development items may include upskilling, to enhance or expand skill sets so employees can be more productive contributors to the business, or reskilling, providing employees opportunities to learn new skills for new positions.

We build Ryder's future leadership and strengthen our succession pipeline by focusing on skills and matching internal talent to roles based on capabilities. Additional growth opportunities include programs like:

- **Future Leaders Program** is designed to prepare frontline employees for potential management roles through learning about all aspects of our business.
- **Leadership Bridge and Executive Leadership Programs** are multi-month programs to prepare mid-level managers up to vice presidents for advancement through assessments, learning modules, coaching, and mentoring.
- **Management Trainee Programs** serve as a talent pipeline for recent college graduates with leadership aspirations, equip trainees with a comprehensive understanding of our business, and provide specialized training in managing a location or product line.

As the industry evolves and adopts new technology, training programs need to follow. For example, we equip our technicians with the skills and proficiencies needed for efficiency improvements, emissions control, aftertreatment, and new technology integration to service the equipment coming into their maintenance locations. By aligning training with regional adoption of technology and customer purchases, we further support technicians' skill enhancement and retention. Our technician proficiency is essential for diagnosing, repairing, and maintaining engines and vehicles for our customers and company.

TECHNICIAN TRAINING

TECHNICIANS TRAINED

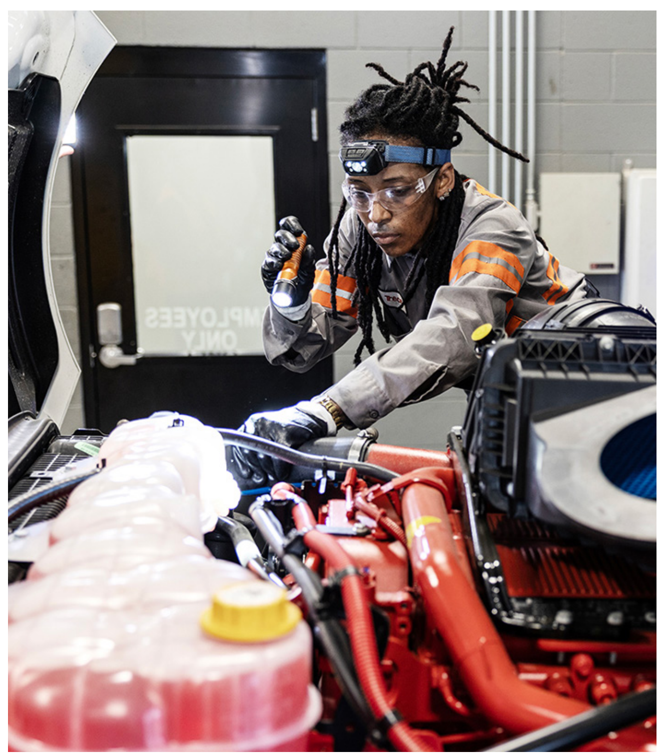
5,151

HOURS OF TECHNICIAN TRAINING

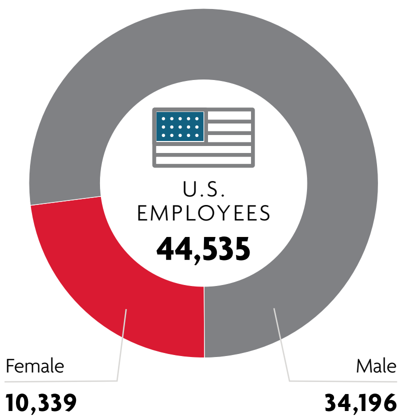
156,240

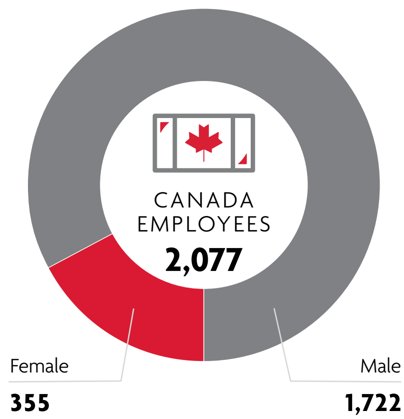
TECHNICIANS WITH AFTERTREATMENT TRAINING

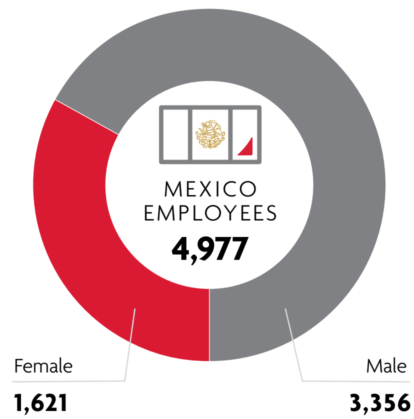
2,402



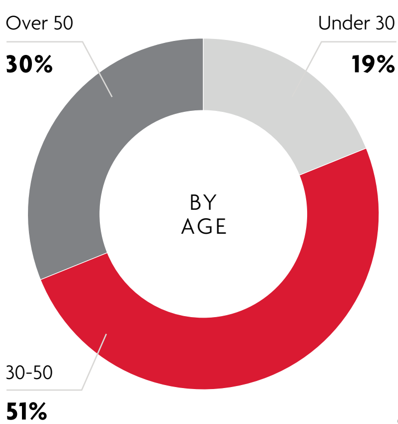
TOTAL WORKFORCE DATA

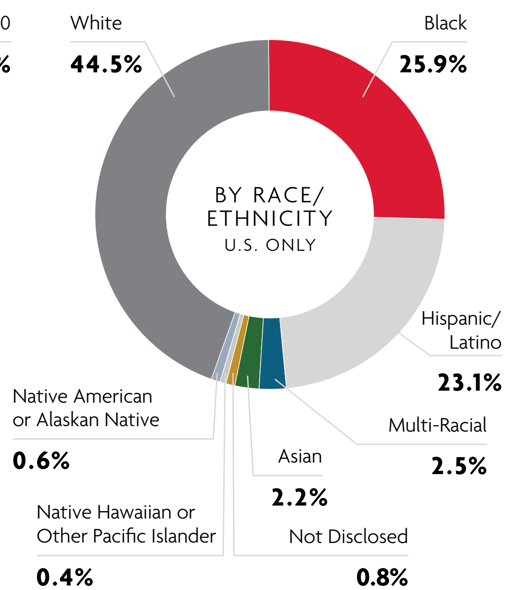


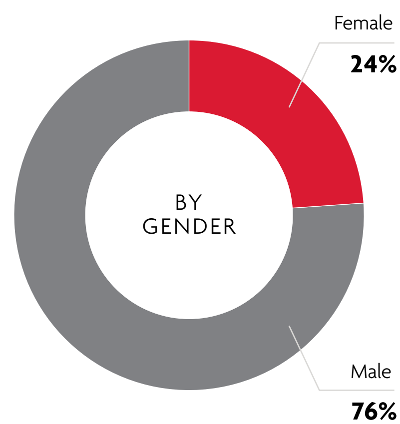




WORKFORCE DIVERSITY







PRIORITIZING SAFETY, HEALTH, AND SECURITY

Safety at our locations and on the road is an operational imperative upheld at all levels of the company. Our safety strategy includes policies, training, compliance, risk assessments, and KPIs. Every employee is responsible for implementing actions to enhance safety for colleagues, customers, and communities.

Our approach to safety excellence rests on:

Shared responsibility: Every employee and leader is empowered to ensure a safe workplace.

Team alignment: Close partnership between operations and safety drives consistent practices.

Leadership commitment: Leaders model and reinforce the behaviors that shape our strong safety culture.

Innovative technology: Leading-edge tools help us work smarter and more safely.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

Our occupational health and safety management system (SMS) delivers safety and compliance programs and facilitates two-way communication between employees and management. The system provides location-level visibility to safety tasks (e.g., standards implementation, training, and corrective actions), KPIs, and audit results. Our health and safety committees help support our SMS, facilitating the requirements and expectations of our safety policies and procedures.

Employees are responsible for upholding our safety standards and are protected against reprisal when stopping or reporting safety concerns or hazards. Throughout our workplace, we encourage safety accountability by identifying risks before an incident occurs. If an incident does occur, managers report it in our SMS and work through a step-by-step investigation with involved employees to understand contributing factors and implement corrective actions.

Ryder leverages data insights from incident and near miss reporting to drive improvements in programs, policies, procedures, and training. As part of our injury prevention strategy, the safety team carefully monitors common work-related injuries (e.g., slips, trips, falls, and material handling) to predict future trends and prevent undesired outcomes. We audit high-risk locations to ensure safety procedures are followed. Audits focus on identifying location-level safety issues, developing solutions, and standardizing improvement plans.

Our programs and policies are designed to increase awareness, minimize risk, and mitigate reoccurring and high-consequence injuries such as motor vehicle and powered industrial truck crashes, unintentional vehicle movement, and falls from heights (i.e., flatbed trailers and liftgates). Our occupational health services also provide preventive measures. When applicable, services include the provision of personal protective equipment, a hazardous chemical education program, and a stretching program aimed at reducing musculoskeletal injuries.

WORKFORCE SAFETY METRICS[12]

	NUMBER	RATE
Total Recordable Incident Rate (TRIR)	1,158	2.94
Fatality Rate	4	10.17
Lost Time Incident Rate	374	0.95
DOT Recordable Crashes[13]	234	0.41

Training is critical to increasing safety awareness and reinforcing safe behaviors, whether it is on the road, in the office, or at a facility. Our efforts to promote safety extend to our customers, others doing business with Ryder, and any persons visiting our locations. All employees have access to extensive online safety training curriculum, which includes crash and injury prevention awareness. Ryder has specific training programs for management, professional drivers, technicians, warehouse employees, and forklift operators.

12 U.S. and Canada only. Rate calculated based on 200,000 hours worked.
13 U.S. Department of Transportation (DOT) Recordable Crashes for SCS and DTS employees and contingent workers. Rate is measured per million miles traveled.

Trainings cover topics such as safe driving, health and wellness (e.g., heat stress awareness and winter preparation), equipment safety, and proper lifting/material handling techniques. All required safety training is free, available in English, Spanish, and French Canadian, and completed during paid working hours. We also offer safety services to customers, which may include customized consultations, training, and compliance support.

WORKPLACE PREPAREDNESS AND SECURITY

The safety and security of our workforce, customers, and communities are front of mind in our day-to-day operations. Ryder's procedures are in place to inform, mitigate, and prepare for unanticipated events that may present workplace or supply chain disruptions such as extreme weather, terrorist attacks, epidemics, data breaches, cybersecurity attacks, and workplace violence.

All field locations have business continuity plans in place based on location, number of employees, and type of operational processes performed, outlining security and network connectivity risks, response procedures, resource needs, and insurance plans.

Ryder is committed to working with our employees and customers to maintain a work environment free from violence, threats, harassment, and other disruptive behavior. We take action to protect our employees and discipline wrongdoers accordingly. If an incident occurs, we activate our workplace violence response to determine appropriate next steps, which may include, among other things, suspension, security protocol review, or hiring additional security.

SUPPLY CHAIN AND BORDER SECURITY

Ryder maintains an extensive supply chain security program, which involves the international movement of goods and is designed to be an effective deterrent of cross-border smuggling. We collaborate with customers, peers, trade associations, and law enforcement agencies to mitigate potential risk of illegal or criminal activities like terrorism, drug smuggling, human trafficking, and asset misuse. Our supply chain security program is certified by the U.S. Customs and Border Protection's Customs-Trade Partnership Against Terrorism, Canada's Partners in Protection Program, and Mexico's Authorized Economic Operator Program.

ENHANCING HUMAN RIGHTS

Ryder is committed to respecting and promoting human rights as articulated in the United Nations Universal Declaration of Human Rights, International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work, and United Nations Guiding Principles on Business and Human Rights. This is outlined in our Human Rights Statement. We expect our suppliers and contractors to uphold these same principles as stipulated in our Supplier Code of Conduct (Supplier Code).

Ryder is an equal opportunity employer and, as detailed in our POBC, does not discriminate against anyone on the basis of age, race, color, national origin, gender, gender identity, sexual orientation, marital status, religion, disability status, genetic information, veteran status, or any other class protected by law. We strive to cultivate a safe and respectful work environment, free of harassment of any kind, and expect the same from all in our environment, including our customers, contractors, and suppliers. Ryder treats incidents of alleged discrimination and harassment very seriously and, where substantiated, takes appropriate remedial and disciplinary action, up to and including termination of employment.

GOVERNANCE

Governance at Ryder is grounded in board oversight and supported by management practices designed to identify, manage, and mitigate risk across our business. Our cybersecurity and compliance programs operate as part of our day-to-day operations to support responsible decision-making and maintain the trust of our employees and customers. We manage our supply chain with care and integrity, positioning our customers and business to have access to the resources needed to remain competitive and resilient.

GOVERNING OUR COMPANY

Our Board (comprised of our CEO, an executive chair, and nine independent directors) guides our culture, strategic vision, risk management, and compliance. The Board has four committees: Audit, Compensation, Governance, and Finance.

The Board seeks to maintain an experienced, effective, well-rounded, and collaborative Board that brings sound judgment, integrity, and a robust variety of perspectives and experiences. For more information, see our 2026 Proxy Statement.

BOARD[14] COMPOSITION

	NUMBER
Public Company Senior Leadership Experience	11
Operational Experience	11
Financial, Accounting, or Capital Markets Experience	9
Transportation and Logistics Experience	9
Risk Management and Corporate Governance Expertise	7
Talent Management and Engagement Expertise	8

BOARD[14] DIVERSITY

	NUMBER	PERCENTAGE
Female	2	18%
Male	9	82%
Diverse by race and ethnicity	4	36%
Diverse by gender, race, and ethnicity	6	55%

14 Board data as of May 1, 2026.

ENGAGING SHAREHOLDERS

The Governance Committee oversees our shareholder engagement process. The committee monitors shareholder voting results, investor sentiment, and emerging trends, and solicits shareholder input to enhance Ryder policies, practices, and disclosures. Ryder management regularly meets with shareholders to request feedback on various matters including sustainability.

MEMBERSHIP ASSOCIATIONS

Ryder participates in trade associations to better understand, respond, and adapt to economic and societal concerns, and to share perspectives on changes and advancements within the industry.

Our primary memberships include the American Trucking Associations, National Home Delivery Association, International Warehouse Logistics Association, Transportation Intermediaries Association, Truck Renting and Leasing Association, U.S. Chamber of Commerce, and various state trucking associations.

RYDER CHARITABLE FOUNDATION

We formed the Ryder Charitable Foundation in 1984 to guide meaningful philanthropic engagement and the company's giving strategy. The foundation's charitable giving priorities strategically align with Ryder's business priorities. Our engagement and giving strategy includes focus on disaster relief, innovation, and education to advance safety, well-being, and opportunities in our workplace and local communities. The foundation's board oversees budget approval. In 2025, the foundation's charitable giving was $2.45 million.

MAINTAINING COMPLIANCE AND MITIGATING RISK

Ryder maintains strong controls to manage risk, safeguard data, and uphold business ethics and integrity. Our employees and programs support our business strategies and protect our company and stakeholders' interests. Our Enterprise Risk Management program provides management and the Board with a robust, holistic view of key risks facing Ryder. For more information regarding risk oversight, see our 2026 Proxy Statement.

CYBERSECURITY AND DATA PRIVACY

We recognize that cybersecurity and data privacy are fundamental to maintaining trust, ensuring business continuity, and protecting the integrity of our operations. For these reasons, we implement controls to proactively identify and minimize risk for Ryder and our customers while promoting security awareness to safeguard our systems. We utilize industry standard and globally recognized frameworks such as the National Institute of Standards and Technology Cybersecurity Framework to inform our cybersecurity program and maintain ISO 27001 certification.

Our team reviews the security systems of vendors with access to confidential Ryder information. Our contractual agreements with such vendors include heightened information security protocols and requirements for handling personal data or other confidential information. For more information about our cybersecurity and data privacy efforts, see our 2025 10-K.

$1.17M

A RECORD FOR RYDER'S UNITED WAY SUPPORT

We raised $1.17 million for United Way in 2025 through employee pledges and a contribution from the Ryder Charitable Foundation, setting a new record for Ryder's more than 40-year history supporting United Way.

A CULTURE OF ETHICS AND INTEGRITY

Ryder sustains a business model based on ethics, integrity, and responsibility, which reinforces our position as a trustworthy partner for our customers and other stakeholders. Ryder's POBC outlines our policies and expectations for all employees to conduct business fairly, honestly, and ethically. We provide the POBC in languages commonly spoken throughout our regions of operations (English, Spanish, and French Canadian). All of our employees agree to abide by Ryder's POBC. We provide employees with country-specific policies and procedures. Our compliance and ethics trainings are provided to employees throughout the year, tailored to employee responsibilities and associated risks.

Ryder leverages technology to continuously improve our compliance and ethics program. Our technology platforms use enterprise data to detect and prevent wrongdoing and conduct real-time trending. Insights gathered are readily available to share with our Board and management.

Employees and third parties can contact our Ethics Helpline to report compliance and ethics concerns anonymously or ask any relevant questions without fear of retribution. Ryder's Ethics Helpline is hosted by an independent third party and available worldwide, seven days a week, 24 hours a day, and in multiple languages. In 2025, we received 1,351 reports that alleged wrongdoing. All reports were investigated, and in 100% of cases where an allegation is substantiated, remedial actions are taken, ranging from training to termination of employment.

We have zero tolerance for bribery and corruption, as outlined in our POBC. Our anti-corruption policies and procedures are included in our compliance and ethics training program. Our suppliers are expected to abide by Ryder's Supplier Code, which includes an anti-corruption policy. We conduct third-party due diligence and train our suppliers, as needed. As additional measures, our third parties in Mexico contractually agree to abide by our POBC and relevant anti-corruption clauses and are subject to external audit.

We take particular care when dealing with companies that are government-owned or have ties to government agencies. We comply with all applicable bribery laws on improper payments to individuals and government officials including the U.S. Foreign Corrupt Practices Act. We are mindful of international transactions and interactions that include border crossings, where exchanges with government employees may be more common. Periodically, we conduct corruption risk assessments of our operations, and when evaluating operational risk, we incorporate the Transparency International Corruption Perception Index, along with other relevant factors such as geography, size, nature of transactions, and government touchpoints.

COMPLIANCE AND ETHICS TRAINING COMPLETION

U.S. EMPLOYEES	CANADA EMPLOYEES	MEXICO EMPLOYEES
52,064	2,212	5,463

MANAGING OUR SUPPLY CHAIN

Building resiliency and adaptability into our supply chain supports Ryder's operational excellence. Access to key suppliers, the ability to manage disruptions, and insight to emerging technology help manage our supply chain effectively and meet stakeholder expectations.

SUPPLIER ENGAGEMENT AND EXPECTATIONS

Our supplier network is fundamental for providing the resources needed for our customers' and own operations. The majority of our procurement activities consist of the following components:

New commercial vehicles from OEMs. For leased units, we work with our customer to customize the vehicle specification for their operation. For rental units, our desired vehicle specifications are determined through an internal assessment of customer demand. We track each vehicle's build schedule, manufacturing, and transit progress closely to delivery.

Vehicle parts from OEMs, non-OEMs (e.g., aftermarket suppliers), and a limited number of distributors. All work together to stock parts on behalf of Ryder and deliver to our facilities.

Vehicle repairs when it is more economical to work with another business, such as glass, sheet metal, and painting.

Contingent labor to accommodate seasonal demand or augment our workforce during periods of labor shortage.

Fuel for our fleet and customers. We engage suppliers for a given market depending on our anticipated volume, allowing for flexibility to make on-demand fuel purchases, deliver to designated areas, and respond to disruptions.

We expect our suppliers to uphold the principles in our Supplier Code, which covers environmental management, bribery and corruption, ethical labor practices, human rights, health, and safety. Violations may lead to penalties, up to and including the loss of our business. Select suppliers undergo environmental, health, and safety evaluations or have specific contract terms based on risks associated with their products and services. Compliance for key suppliers is assessed through recurrent discussions, performance measurements, and facility visits.

Ryder maintains a sharp focus on meeting the needs and expectations of our customers including responding to supply chain disruptions and headwinds such as shortages of material and inflationary risk. We leverage technology to track our supply and mitigate delays, while maintaining frequent communication with customers and suppliers. Supplementary suppliers for critical components are identified and utilized where needed. Strong supplier relationships are integral to our business, and we encourage qualified businesses, including minority, women, and veteran-owned businesses enterprises, to learn about joining Ryder's supplier network.

CUSTOMER-CENTRIC INNOVATION

Ryder is at the forefront of identifying new technology for operational advancements and acts as an extended research and development arm for our suppliers and customers. We value the research and creativity of companies leading development of the technology and applications driving our industry forward.

To improve commercial applications, we engage with technology providers, suppliers, and customers. During our evaluation, we consider safety, efficiency, productivity, operational needs, costs, and feasibility, along with other factors. The learnings from these experiences help inform our business strategies and the development of innovative, customer-centric, fleet management and supply chain solutions.

Our solutions provide pathways of adoption for AVT and integration of warehouse and distribution center automation. For our AVT offerings, such as autonomous, alternative fuel, near-zero and zero-emission vehicles (ZEVs), we work with OEMs to understand development plans, maintenance requirements, and projected go-to-market schedules. Our warehouse and distribution center automation offerings are instantly scalable and include robotics, artificial intelligence (AI), and intelligent systems to optimize inventory control, material movement, and order fulfillment.

Ryder further supports our customers by providing education and expertise on the usability and adaptability of developing technology. Additionally, we invest in and collaborate with start-up companies tackling disruptions through RyderVentures, our corporate venture capital fund. Our investment areas include e-commerce fulfillment, warehouse automation, AVT, AI, and digital technology.

RYDER EARNS WAREHOUSE CERTIFICATION FOR HEALTHCARE CUSTOMER

Ryder earned the Warehousing Education and Research Council (WERC) Certified badge after engineering a self-distribution model with a highly automated consolidated service center for healthcare supply chain management. The WERC Facility Assessment and Certification Program is a comprehensive process conducted by independent, third-party auditors. The Ryder-managed facility provides 100% inventory control and real-time end-to-end visibility, 99.7% fill rates, and 99% on-time delivery.

APPENDIX

ABOUT THIS REPORT

The 2025 Ryder Corporate Sustainability Report (CSR) references the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) Air Freight and Logistics Standard, and the Task Force on Climate-Related Financial Disclosures (TCFD). We report on an annual basis and our sustainability reporting, including our CDP, can be found here. For more information or questions, please contact sustainability@ryder.com.

All information covered in the 2025 CSR, except as otherwise noted, relates to Ryder System, Inc., as defined in Part 1, Item 1 (Business Overview) of our 2025 10-K; and reflects information for the period from January 1, 2025 to December 31, 2025 reported as of December 31, 2025. For more information, see our Cautionary Note and Forward-Looking Statements on page 33.

SUSTAINABILITY RECOGNITION

EcoVadis Bronze Medal

Expansión 500 Most Important Companies in Mexico

Forbes Canada's Best Employers

Fortune America's Most Innovative Companies

Fortune World's Most Admired Companies

Inbound Logistics G75 Green Supply Chain Partners

Mexican Center for Philanthropy Socially Responsible Company (Cemefi Distintivo ESR®)

Newsweek America's Greatest Workplaces

Newsweek America's Greatest Workplaces for Diversity

U.S. EPA SmartWay Partner

For all Ryder news, including awards and recognition, visit our newsroom.

GRI INDEX

DISCLOSURE	DISCLOSURE TITLE	2025 LOCATION/RESPONSE
GENERAL		
2-1	Organizational details	CSR: About Ryder, page 4 2025 10-K
2-2	Entities included in the organization's sustainability reporting	2025 10-K: Exhibit 21.1
2-3	Reporting period, frequency and contact point	CSR: About This Report, page 23
2-4	Restatements of information	Not applicable.
2-5	External assurance	CDP: 7.9, 7.9.1, 7.9.2, 7.9.3
2-6	Activities, value chain, and other business relationships	CSR: About Ryder, page 4; Managing Our Supply Chain, page 21 2025 10-K: Business, page 1
2-7	Employees	CSR: Our Workforce, page 11; Total Workforce Data, page 15
2-8	Workers who are not employees	CSR: Managing Our Supply Chain, page 21 TR-AF-310a.1, page 30
2-9	Governance structure and composition	CSR: Sustainability Governance, page 6; Governing Our Company, page 18 2026 Proxy Statement: Corporate Governance Framework, page 5; Board Leadership Structure, page 8; Key Facts About Our Board, page 18
2-10	Nomination and selection of the highest governance body	2026 Proxy Statement: Board Refreshment, page 11; Succession Process for Directors, page 12
2-11	Chair of the highest governance body	CSR: Governing Our Company, page 18 2026 Proxy Statement: Board Leadership Structure, page 8
2-12	Role of the highest governance body in overseeing the management of impacts	CSR: Sustainability Governance, page 6 2026 Proxy Statement: Corporate Governance and Nominating Committee, page 11
2-13	Delegation of responsibility for managing impacts	CSR: Sustainability Governance, page 6 2026 Proxy Statement: Corporate Governance and Nominating Committee, page 11
2-14	Role of the highest governance body in sustainability reporting	CSR: Sustainability Governance, page 6
2-15	Conflicts of interest	2026 Proxy Statement: Director Independence, page 6; Related Person Transactions, page 17
2-16	Communication of critical concerns	2026 Proxy Statement: Shareholder Engagement and Communications with the Board, page 7
2-17	Collective knowledge of the highest governance body	CSR: Sustainability Governance, page 6; Board Composition, page 18 2026 Proxy Statement: Corporate Governance and Nominating Committee, page 11

DISCLOSURE	DISCLOSURE TITLE	2025 LOCATION/RESPONSE
GENERAL		
2-18	Evaluation of the performance of the highest governance body	2026 Proxy Statement: Board and Committee Evaluation Process, page 14
2-19	Remuneration policies	2026 Proxy Statement: Compensation Discussion and Analysis, page 31; Executive Compensation, page 46; Director Compensation, page 57
2-20	Process to determine remuneration	2026 Proxy Statement: Compensation Discussion and Analysis, page 31; Advisory Vote on Executive Compensation, page 59
2-21	Annual total compensation ratio	2026 Proxy Statement: Pay Ratio, page 56
2-22	Statement on sustainable development strategy	CSR: A Message from Our CEO, page 3
2-23	Policy commitments	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: Environmental Management, page 7; Prioritizing Safety, Health, and Security, page 16
2-24	Embedding policy commitments	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: Sustainability Governance, page 6; Environmental Management, page 7; Prioritizing Safety, Health, and Security, page 16; Enhancing Human Rights, page 17; A Culture of Ethics and Integrity, page 20; Supplier Engagement and Expectations, page 21
2-25	Processes to remediate negative impacts	CSR: A Culture of Ethics and Integrity, page 20 Principles of Business Conduct Human Rights Statement
2-26	Mechanisms for seeking advice and raising concerns	CSR: A Culture of Ethics and Integrity, page 20 Principles of Business Conduct
2-27	Compliance with laws and regulations	2025 10-K: Regulation, page 8; Risk Factors, page 12
2-28	Membership associations	CSR: Membership Associations, page 19
2-29	Approach to stakeholder engagement	We engage with our stakeholders to improve our business and advance sustainability matters. This includes: Customers (page 22) Employees (page 11) Local communities (page 19) Labor unions (page 13) Shareholders (page 19) Suppliers (page 21)
2-30	Collective bargaining agreements	CSR: Labor Practices, page 13 2025 10-K: Human Capital, page 9

DISCLOSURE	DISCLOSURE TITLE	2025 LOCATION/RESPONSE
MATERIAL TOPICS		
3-1	Process to determine material topics	Ryder identified the following sustainability key topics after conducting a sustainability materiality assessment to refine our sustainability management and reporting. The assessment included surveying stakeholders (employees, customers, suppliers, and shareholders) and benchmarking sustainability key topics across our industry, peers, and global reporting frameworks.
3-2	List of material topics	Environmental: Air quality; Energy; Environmental management; Greenhouse gas emissions Social: Accident and safety management; Diversity, equity, and inclusion; Employee engagement; Employee health and safety; Employee talent and development; Employment; Human rights; Labor management; Non-discrimination Governance: Anti-corruption; Business ethics and integrity; Customer privacy; Data security; Supply chain management
3-3	Management of material topics	CSR (throughout full report)
PROCUREMENT PRACTICES		
204-1	Proportion of spending on local suppliers	More than 95% of our directly controllable procurement spend goes to suppliers and service providers based in the United States.
ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	CSR: A Culture of Ethics and Integrity, page 20
205-2	Communication and training about anti-corruption policies and procedures	CSR: A Culture of Ethics and Integrity, page 20
205-3	Confirmed incidents of corruption and actions taken	We had no incidents of corruption that rose to the level of materiality that requires disclosure in our reports filed with the U.S. Securities Exchange Commission (SEC).
ENERGY		
302-1	Energy consumption within the organization	CSR: Energy Consumption, page 10
302-2	Energy consumption outside of the organization	Information for this indicator is unavailable.
302-3	Energy intensity	CSR: Energy Intensity, page 10
302-4	Reduction of energy consumption	CSR: Optimizing Environmental Performance, page 9 CDP: 7.10.1, 7.55, 7.55.1, 7.55.2
302-5	Reductions in energy requirements of products and services	CSR: Optimizing Environmental Performance, page 9 CDP: 7.74, 7.74.1
EMISSIONS		
305-1	Direct (Scope 1) GHG emissions	CSR: Scope 1, 2, and 3 GHG Emissions, page 8
305-2	Energy indirect (Scope 2) GHG emissions	CSR: Scope 1, 2, and 3 GHG Emissions, page 8
305-3	Other indirect (Scope 3) GHG emissions	CSR: Scope 1, 2, and 3 GHG Emissions, page 8

DISCLOSURE	DISCLOSURE TITLE	2025 LOCATION/RESPONSE
EMISSIONS		
305-4	GHG emissions intensity	CSR: Emissions Intensity, page 9
305-5	Reduction of GHG emissions	CSR: Optimizing Environmental Performance, page 9
305-6	Emissions of ozone-depleting substances (ODS)	Information for this indicator is unavailable.
305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Information for this indicator is unavailable. Ryder tests select vehicles in its fleet for opacity, which is an indicator of particulate matter.
SUPPLIER ENVIRONMENTAL ASSESSMENT		
308-1	New suppliers that were screened using environmental criteria	CSR: Supplier Engagement and Expectations, page 21
308-2	Negative environmental impacts in the supply chain and actions taken	CSR: Supplier Engagement and Expectations, page 21
EMPLOYMENT		
401-1	New employee hires and employee turnover	CSR: New Employee Hires, page 12 EMPLOYEE TURNOVER / NUMBER / RATE U.S. / 18,484 / 42% Canada / 519 / 26% Mexico / 4,198 / 84%
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	CSR: Compensation and Benefits, page 13
401-3	Parental leave	CSR: Compensation and Benefits, page 13 PARENTAL LEAVE / FEMALE / MALE Entitled to parental leave / 9,885 / 30,389 Took parental leave / 171 / 434 Return to work number / 155 / 409 Return to work rate / 99% / 100% Retention* number / 19 / 35 Retention rate / 12% / 9% *Employees who stayed at the company for at least 12 months after leave. Includes employees who have not terminated but have not yet reached the 12-month threshold required for the calculation (78.8% Females and 78.5% Males).
LABOR MANAGEMENT RELATIONS		
402-1	Minimum notice periods regarding operational changes	CSR: Labor Practices, page 13
OCCUPATIONAL HEALTH AND SAFETY		
403-1	Occupational health and safety management system	CSR: Occupational Health and Safety Management, page 16 2025 10-K: Safety, page 10
403-2	Hazard identification, risk assessment, and incident investigation	CSR: Occupational Health and Safety Management, page 16; Workplace Preparedness and Security, page 17 2025 10-K: Safety, page 10
403-3	Occupational health services	CSR: Occupational Health and Safety Management, page 16

DISCLOSURE	DISCLOSURE TITLE	2025 LOCATION/RESPONSE
OCCUPATIONAL HEALTH AND SAFETY		
403-4	Worker participation, consultation, and communication on occupational health and safety	CSR: Occupational Health and Safety Management, page 16
403-5	Worker training on occupational health and safety	CSR: Occupational Health and Safety Management, page 16
403-6	Promotion of worker health	CSR: Compensation and Benefits, page 13; Occupational Health and Safety Management, page 16 2025 10-K: Safety, page 10
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	CSR: Occupational Health and Safety Management, page 16 2025 10-K: Safety, page 10
403-8	Workers covered by an occupational health and safety management system	CSR: Occupational Health and Safety Management, page 16
403-9	Work-related injuries	CSR: Occupational Health and Safety Management page 16; Workforce Safety Metrics (recordable work-related injuries is TRIR), page 16
403-10	Work-related ill health	Information for this indicator is unavailable. Work-related ill health is not distinguished from work-related injuries in our reporting.
TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	CSR: Training and Development, page 14 16 hours
404-2	Programs for upgrading employee skills and transition assistance programs	CSR: Training and Development, page 14; Compensation and Benefits, page 13 2025 10-K: Human Capital, page 9
404-3	Percentage of employees receiving regular performance and career development reviews	CSR: Training and Development, page 14
DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	CSR: Officer Diversity, page 12; Total Workforce Data, page 15; Board Diversity, page 18 2026 Proxy Statement: Board Highlights, page 3; Key Facts About Our Board, page 18
405-2	Ratio of basic salary and remuneration of women to men	CSR: Compensation and Benefits, page 13
NON-DISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	Principles of Business Conduct Human Rights Statement Supplier Code of Conduct CSR: Enhancing Human Rights, page 17; A Culture of Ethics and Integrity, page 20
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	CSR: Labor Practices, page 13

DISCLOSURE	DISCLOSURE TITLE	2025 LOCATION/RESPONSE
SUPPLIER SOCIAL ASSESSMENT		
414-1	New suppliers that were screened using social criteria	CSR: Supplier Engagement and Expectations, page 21
414-2	Negative social impacts in the supply chain and actions taken	CSR: Supplier Engagement and Expectations, page 21
CUSTOMER HEALTH AND SAFETY		
416-1	Assessment of the health and safety impacts of product and service categories	CSR: Prioritizing Safety, Health, and Security, page 16
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	We had no incidents of noncompliance concerning the health and safety impacts of products and services that rose to the level of materiality that requires disclosure in our reports filed with the SEC.
CUSTOMER PRIVACY		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	CSR: Cybersecurity and Data Privacy, page 19 2025 10-K: Cybersecurity, page 22

SASB INDEX

METRIC	CODE	2025 LOCATION/RESPONSE
GHG EMISSIONS		
Gross global Scope 1 emissions	TR-AF-110a.1	CSR: Scope 1, 2, and 3 GHG Emissions, page 8
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-AF-110a.2	CSR: Emissions Reduction Targets, page 9 CDP: 7.53, 7.53.2
Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	TR-AF-110a.3	CSR: Energy Consumption, page 10 (1a) 0%, (1b) 6%, and (2) not applicable.
AIR QUALITY		
Air emissions of the following pollutants: (1) NO_X (excluding N_2O), (2) SO_X, and (3) particulate matter (PM_{10})	TR-AF-120a.1	Information for this indicator is unavailable. Ryder tests select vehicles in its fleet for opacity, which is an indicator of particulate matter.
LABOR PRACTICES		
Percentage of drivers classified as independent contractors	TR-AF-310a.1	4%
Total amount of monetary losses as a result of legal proceedings associated with labor law violations	TR-AF-310a.2	We had no monetary losses as a result of legal proceedings associated with labor law violations that rose to the level of materiality that requires disclosure in our reports filed with the SEC.
EMPLOYEE HEALTH AND SAFETY		
(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-AF-320a.2	CSR: Workforce Safety Metrics, page 16
SUPPLY CHAIN MANAGEMENT		
Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	TR-AF-430a.1	Nearly 100% (99.86%) of the carriers we work with are below the FMCSA intervention threshold. All have a Satisfactory rating or no rating, indicating the carrier has not been subject to a FMCSA audit.
Total greenhouse gas (GHG) footprint across transport modes	TR-AF-430a.2	Information for this indicator is unavailable.

METRIC	CODE	2025 LOCATION/RESPONSE
ACCIDENT AND SAFETY MANAGEMENT		
Description of implementation and outcomes of a Safety Management System	TR-AF-540a.1	CSR: Occupational Health and Safety Management, page 16
Number of aviation accidents	TR-AF-540a.2	Not applicable.
Number of road accidents and incidents	TR-AF-540a.3	CSR: Workforce Safety Metrics, page 16
Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance	TR-AF-540a.4	SCS: (1) 20%, (2) 29%, (3) 38%, (4) 0%, (5) 55%, (6) 0% DTS 1: (1) 31%, (2) 30%, (3) 33%, (4) 2%, (5) 55%, (6) 86% DTS 2: (1) 39%, (2) 50%, (3) 41%, (4) 0%, (5) 75%, (6) 41%
ACTIVITY METRICS		
Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	TR-AF-000.A	Information for this indicator is unavailable.
Load factor for: (1) road transport and (2) air transport	TR-AF-000.B	Information for this indicator is unavailable.
Number of employees, number of truck drivers	TR-AF-000.C	CSR: Total Workforce Data, page 15 2025 10-K: Human Capital, page 9

TCFD INDEX

RECOMMENDED DISCLOSURES	2025 LOCATION/RESPONSE
GOVERNANCE: DISCLOSE THE ORGANIZATION'S GOVERNANCE AROUND CLIMATE-RELATED RISKS AND OPPORTUNITIES.	
a) Describe the board's oversight of climate-related risks and opportunities.	CSR: Sustainability Governance, page 6 CDP: 4.1, 4.1.1, 4.1.2
b) Describe management's role in assessing and managing climate-related risks and opportunities.	CSR: Sustainability Governance, page 6 CDP: 4.3, 4.3.1
STRATEGY: DISCLOSE THE ACTUAL AND POTENTIAL IMPACTS OF CLIMATE-RELATED RISKS AND OPPORTUNITIES ON THE ORGANIZATION'S BUSINESSES, STRATEGY, AND FINANCIAL PLANNING WHERE SUCH INFORMATION IS MATERIAL.	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	CDP: 2.2.1, 2.2.2, 3.1, 3.6
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	CDP: 3.1, 3.6, 5.1, 5.4 2025 10-K: Risk Factors, page 12
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CDP: 5.1 2025 10-K: Risk Factors, page 12 2026 Proxy Statement: Risk Management, page 15
RISK MANAGEMENT: DISCLOSE HOW THE ORGANIZATION IDENTIFIES, ASSESSES, AND MANAGES CLIMATE-RELATED RISKS.	
a) Describe the organization's processes for identifying and assessing climate-related risks.	CDP: 2.1, 2.2.1, 2.2.2
b) Describe the organization's processes for managing climate-related risks.	CDP: 2.2.2 2026 Proxy Statement: Sustainability Matters, page 14; Risk Management, page 15
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	CDP: 2.2, 2.2.1, 2.2.2 2026 Proxy Statement: Sustainability Matters, page 14; Risk Management, page 15
METRICS AND TARGETS: DISCLOSE THE METRICS AND TARGETS USED TO ASSESS AND MANAGE RELEVANT CLIMATE-RELATED RISKS AND OPPORTUNITIES WHERE SUCH INFORMATION IS MATERIAL.	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	CSR: Emissions Intensity, page 9 CDP: 7.53, 7.53.2
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	CSR: Scope 1, 2, and 3 GHG Emissions, page 8 CDP: 7.6, 7.7, 7.8
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CSR: Emissions Reduction Targets, page 9 CDP: 7.53, 7.53.2

CAUTIONARY NOTE

This report is provided for informational purposes only and is intended to supplement rather than replace the disclosures we make in our filings with the SEC and other applicable regulatory authorities, or disclosures made pursuant to other reporting standards. The terms "material", "materiality", "significant", "key", "select", "severe", and similar terms used in this report are intended solely for purposes of this report and should not be construed as having the same meaning ascribed to them under applicable securities laws or other legal standards.

Data, metrics, and other information in this report may be based on estimates, assumptions, or be subject to rounding. We may also disclose information in this report that differs from prior or future reports due to the availability of new data, evolving reporting standards, regulations, or industry practices or changes to methodologies, or improvements in data collection, among other reasons. Certain information in this report comes from third-party sources and operations outside of our control, which have not been independently verified. Additional information regarding GHG emissions, including the methodologies and processes used to calculate such emissions, and the independent third-party verification, can be found in our CDP. We hold no obligation to update or revise information in this report.

FORWARD-LOOKING STATEMENTS

This report may contain "forward-looking statements" within the meaning of the Federal Private Securities Litigation Reform Act of 1995. These statements may be identified by terms such as "target", "goal", "anticipate", "committed", "commitment", "believe", "expect", "estimate", "plan", "on track", "will", "may", "aim to", and other similar expressions. Such statements include our expectations regarding: sustainability goals and emissions reduction targets and progress toward such goals, targets, or programs; our business outlook, plans, priorities, objectives, performance, and the macroeconomic environment; our environmental, social, and governance initiatives and related programs; the implementation and effectiveness of our policies, procedures, and operational practices; workforce development and training initiatives; advanced and emerging technology, including technology piloting, and adoption; RyderVentures; and the scope and impact of our risks and opportunities. In addition, any statement, other than statements of historical fact, may be deemed to be forward-looking statements.

Forward-looking statements are based on our current expectations, assumptions, estimates and projections and are subject to risks, uncertainties and other factors, many of which are outside our control and could cause actual outcomes to differ from those in the forward-looking statements. These factors include, without limitation, those risks set forth in our filings with the SEC; the reliability of third-party emissions and other important data (see "About This Report"); the complexity, evolving nature, lack of common definitions/standards of climate data and methodologies; potential variations in methodologies used by us and third-party data providers; and uncertainties around future climate- and other sustainability-related policies, legislation and regulations. New risks and uncertainties may emerge from time to time.

It is not possible for management to predict all such risk factors or to assess the impact of such risks on our business. Certain statements made in this report use a greater number and level of assumptions and estimates and are over longer time frames than many of our required disclosures. These assumptions and estimates are highly likely to change over time. In addition, our climate risk analysis and emissions reduction strategy remain under development, and the data underlying our analysis and strategy remain subject to evolution over time. Accordingly, forward-looking statements speak only as of the date they are made, and we undertake no obligation to update or revise any such statements. No representation or warranty is made that any projections, plans, estimates, forecasts, targets, goals, or prospects described herein will be achieved, and undue reliance should not be placed on forward-looking statements.