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INVESTOR OVERVIEW

August 2021

Safe Harbor and Non-GAAP Financial Measures

Note Regarding Forward-Looking Statements:

Certain statements and information included in this news release are “forward-looking statements” under the Federal Private Securities Litigation Reform Act of 1995, including our forecast, expectations regarding market trends and economic environment; impact of the COVID-19 pandemic on market conditions, e-commerce trends, freight environment, earnings, depreciation, commercial rental demand and utilization, and used vehicle sales volume and pricing, expected benefits from our strategic investments and initiatives, including our multi-year maintenance cost-savings initiatives; expected benefits of lease pricing initiatives; implementation of our asset management strategy; performance, including sales and revenue growth, in our product lines and segments; residual values and depreciation expense; used vehicle inventory; rental utilization; free cash flow; operating cash flow; capital expenditures; fleet growth; and profitability of our Ryder Last Mile operations. Our forward-looking statements also include our estimates of the impact of our changes to residual value estimates on earnings and depreciation expense. The expected impact of the change in residual value estimates is based on our current assessment of the residual values and useful lives of revenue-earning equipment based on multi-year trends and our outlook for the expected near and long-term used vehicle market. Our assessment is subject to risks, uncertainties, and assumptions as to future events that may not prove to be accurate. Factors that could cause actual results related to vehicle residual values to materially differ from estimates include changes in supply and demand, competitor pricing, regulatory requirements, driver shortages, changes in customer requirements and preferences, as well as changes in underlying assumption factors.

All of our forward-looking statements should be evaluated by considering the many risks and uncertainties inherent in our business that could cause actual results and events to differ materially from those in the forward-looking statements. Important factors that could cause such differences include, the effect of the COVID-19 pandemic; our ability to adapt to changing market conditions, lower than expected contractual sales, decreases in commercial rental demand or utilization or poor acceptance of rental pricing, declining market demand for or excess supply of used vehicles impacting current or estimated pricing and our anticipated proportion of retail versus wholesale sales; declining customer demand for our services; higher than expected maintenance costs; lower than expected benefits from our cost-savings initiatives; lower than expected benefits from our sales, marketing and new product initiatives; higher than expected costs related to our ERP implementation; setbacks in the economic market or in our ability to retain profitable customer accounts; impact of changing laws and regulations, difficulty in obtaining adequate profit margins for our services; inability to maintain current pricing levels due to soft economic conditions, business interruptions or expenditures due to labor disputes, severe weather or natural occurrences; competition from other service providers and new entrants; driver and technician shortages resulting in higher procurement costs and turnover rates; impact of worldwide semiconductor shortage, higher than expected bad debt reserves or write-offs; decrease in credit ratings; increased debt costs; adequacy of accounting estimates; higher than expected reserves and accruals particularly with respect to pension, taxes, insurance and revenue; impact of changes in our residual value estimates and accounting policies, including our depreciation policy; unanticipated changes in fuel prices; unanticipated currency exchange rate fluctuations; our ability to manage our cost structure; and the risks described in our filings with the Securities and Exchange Commission (SEC). The risks included here are not exhaustive. New risks emerge from time to time and it is not possible for management to predict all such risk factors or to assess the impact of such risks on our business. Accordingly, we undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise.

Note Regarding Non-GAAP Financial Measures: This news release includes certain non-GAAP financial measures as defined under SEC rules, including:

Comparable Earnings Measures, including comparable earnings from continuing operations; comparable earnings per share from continuing operations; comparable earnings before income tax; comparable earnings before interest, income tax, depreciation and amortization for Ryder and its business segments; and comparable tax rate. Additionally, our adjusted ROE (ROE) measure is calculated based on adjusted earnings items.

Operating Revenue Measures, including operating revenue for Ryder and its business segments and segment EBT as a percentage of operating revenue.

Cash Flow Measures, including total cash generated and free cash flow.

Refer to Appendix - Non-GAAP Financial Measures for reconciliations of the non-GAAP financial measures contained in this presentation to the nearest GAAP measure. Additional information regarding non-GAAP financial measures as required by Regulation G and Item 10(e) of Regulation S-K can be found in our most recent Form 10-K, Form 10-Q, and our Form 8-K filed with the SEC as of the date of this presentation, which are available at http://investors.ryder.com.

All amounts subsequent to January 1, 2017 have been recast to reflect the impact of the lease accounting standard, ASU 2016-02, *Leases.*
Amounts throughout the presentation may not be additive due to rounding.

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Key Investor Themes

Summary of Key Investor Themes

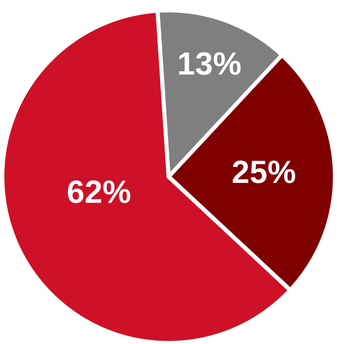
1. **Leader in logistics and transportation outsourcing** with significant growth opportunity from secular trends and large addressable markets
   - *existing secular trends accelerated by COVID effects*
2. **Large contractual revenue base** supports long-term value creation through operating cash flow and earnings
3. **Industry leader in new product innovation** to drive future growth potential
4. **Focused on increased returns and free cash flow generation over the cycle** which supports a strong balance sheet, strategic optionality, and increasing shareholder returns
5. **Disciplined capital allocation and strategy execution** support achieving ROE target of 15% over the cycle
6. Executing on actions to **increase returns and mitigate impact from cyclical downturn**

1 Leading Provider of Outsourced Logistics and Transportation Solutions

RYDER 2020 PROFILE

8.4 Billion	~800	279,900	63 Million	39,000
Annual Revenue[(1)]	Maintenance Locations	Vehicles[(2)]	Sq. Ft. Warehouse Space	Employees

OPERATING REVENUE BY SEGMENT[(3)]



- Fleet Management Solutions **(FMS)**
- Supply Chain Solutions **(SCS)**
- Dedicated Transportation Solutions (DTS)

DIVERSIFIED CUSTOMER BASE

More than 95% of revenue is generated in North America

(1) This amount results from continuing operations, (2) 2020 Average Vehicle Count, (3) as % of 2020 Operating Revenue, (4) as a % of 2020 Total Revenue

Includes Non-GAAP Financial Measures, such as Operating Revenue. Please see Appendix – Non GAAP Financial Measures for the reconciliation to the GAAP Financial Measure.

1 Complementary Business Segments Provide Broad Range of Value-added Solutions

FMS	DTS	SCS

Solutions comprising two or more services:

Vehicle Maintenance, Financing and Support Services

Drivers, Routing, Scheduling and Administration

Management of Outside Carriers

Integrated Logistics Solutions

Distribution Management / Warehousing

E-commerce Fulfillment

Last Mile Delivery

Diversified customer base representing most industry segments

1 Companies Performing Their Own Logistics and Transportation Services Face Increasing Challenges

SECULAR TRENDS THAT SUPPORT OUTSOURCING DECISION

Growth trends accelerated by post-COVID effects:

- Heightened awareness of supply chain resiliency
- Accelerating e-commerce growth trends
- Changing consumer buying patterns support last mile delivery of big & bulky goods
- Increased interest in nearshoring / onshoring

Low / zero-emission powertrains

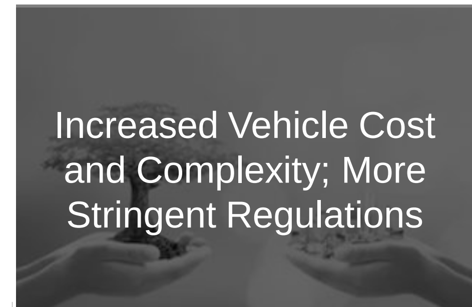
Semi-autonomous control systems

Asset sharing opportunities supported by technology platforms

Leveraging data analytics

Current driver shortfall is 60k…expected to be 160k by 2028(1)

Technician shortage… 142k needed by 2022(1)



Higher cost to purchase and maintain vehicles

Proposed regulatory changes to emissions standards

Safety regulations may reduce capacity / productivity

(1) American Trucking Association and U.S. Department of Labor

Ryder is well positioned to address the challenges facing the large, non-outsourced transportation and logistics market

2 Majority of Operating Revenue is Contractual and Provides Reliable, Multi-Year Operating Cash Flow

Transactional revenue
FMS: Commercial Rental

Contractual revenue
FMS: ChoiceLease & SelectCare
SCS
DTS

supported by 3 to 7-year customer contracts with high retention experience

% of 2020 Operating Revenue

- ChoiceLease **locks in future revenue and cash flow** over average 6-year contract life
- DTS & SCS **lock in future revenue and generate solid positive free cash flow** throughout cycle

Cash flow generated from sizable portfolio of contractual businesses supports long term value creation

Includes Non-GAAP Financial Measures, such as Operating Revenue. Please see Appendix – Non GAAP Financial Measures for the reconciliation to the GAAP Financial Measure.

3 Industry Leader in New Product Innovation to Drive Future Earnings Potential

e-Commerce | **E-commerce growth trends accelerated post-COVID**

- e-Fulfillment network provides distribution capability to ~95% of U.S. consumers within 2 days
- Ryder Last Mile profitably delivers big & bulky goods to every zip code in the continental U.S.

Dynamic Supply Chain Technology | **Freight visibility & collaboration platform**

- RyderShare™ enables customers to benefit from real-time tracking and management of goods moving through their supply chains – a strategic differentiator enabling Ryder to win new business and larger deals

Asset Sharing | **Truck sharing's long-term growth is promising**

- COOP™ by Ryder, the industry's first peer-to-peer truck sharing platform, enables fleet owners to monetize underutilized assets and operates in six states with future expansion planned

Electric & Autonomous Vehicles | **Electric and Autonomous vehicle technology development continues**

- Electric vehicle adoption likely to start with cargo vans and last mile trucks
- Continue to evolve relationships with traditional OEMs and startups for insights on leveraging technology and commercialization within customer service offerings
- Execute on strategic partnerships in areas such as autonomous trucking technology and charging infrastructure

Data Analytics | **Big data / advanced analytics hold significant potential**

- Utilizing data analytics for better decisions within new product development, pricing segmentation, and customer profitability and behavior

4 Balanced Growth Strategy Focused on Higher Free Cash Flow Over The Cycle and Increased Returns

- Moderate FMS growth and accelerated growth in our higher return, less capital intensive SCS/DTS segments is **expected to generate higher free cash flow and increased returns**

- **FMS vehicle capital expenditures significantly impact free cash flow:**
  - Cash outflow in period of initial investment; recovered over time through lease and rental payments
  - Lease capital not committed until lease contract is signed
  - Years with high levels of lease fleet growth have resulted in historic negative free cash flow; uneven replacement cycles also impact free cash flow
  - Moderate FMS growth strategy expected to limit lease and rental capital spending

- Ryder's **free cash flow is counter-cyclical** with growth and economic conditions

- **Record 2020 free cash flow of positive $1.6B** reflected lower lease and rental capital spending due to COVID

- **2021 free cash flow is expected to range between positive $650M–$750M**

Includes Non-GAAP Financial Measures, such as free cash flow. Please see Appendix – Non GAAP Financial Measures for the reconciliation to the GAAP Financial Measure.

4 Increasing Cash Flow and Disciplined Capital Allocation Lead to Attractive Shareholder Returns

Dividend Growth

Growth reflects long-term earnings growth

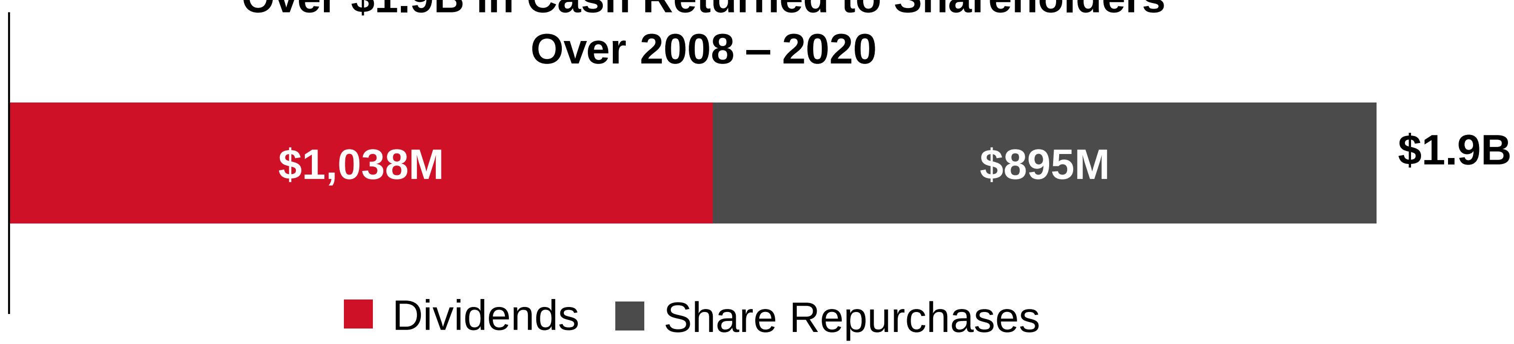
10% CAGR since 2005

Share Repurchases

Anti-dilutive: offset dilution creep

Discretionary: driven by balance sheet leverage

Over $1.9B in Cash Returned to Shareholders Over 2008 – 2020



5 Disciplined Capital Allocation Supports Achieving ROE Target of 15% Over The Cycle

Accelerate growth in higher ROE DTS/SCS businesses

Continue commitment to dividend; maintain target leverage and evaluate discretionary share buybacks

Disciplined Capital Allocation

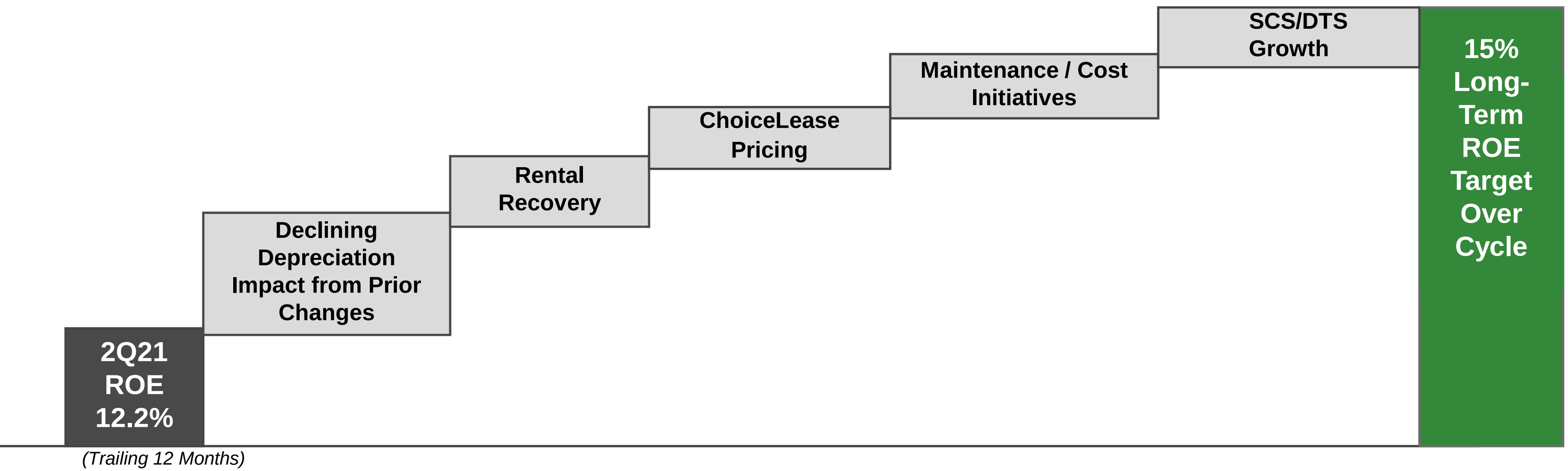
Moderate growth in capital intensive FMS business while increasing returns

Invest in capabilities through acquisitions and innovation

Positive free cash flow from moderate FMS growth enhances our ability to invest in higher ROE opportunities

Includes Non-GAAP Financial Measures, such as Adjusted ROE. Please see Appendix – Non GAAP Financial Measures for the reconciliation to the GAAP Financial Measure.

5 Key Drivers to Reach Long-Term ROE Target [1]



Assuming strong economic and freight conditions and current tax policy continue in 2021, we now expect to achieve ROE of 16% - 17% in 2021

(1) The key drivers listed above are the assumptions underlying our ability to achieve the interim and long-term ROE targets. Ryder's ability to achieve these drivers is subject to a number of risks and uncertainties including those listed herein and in the "Note Regarding Forward-Looking Statements". Ryder's ROE is expected to benefit over the long-term assuming (i) the material impacts of the residual value estimate changes have passed and there are no further material residual value estimate changes and (ii) commercial rental experiences cyclical improvement in demand and utilization. The assumptions and estimates with respect to residual value estimates are based on management's view in light of current and anticipated market conditions among other factors as described in our SEC filings. Management's expectations of cyclical improvement in commercial rental demand and utilization over the long-term is based on historical trends and management's outlook. If rental conditions do not recover as anticipated, this may have a material negative impact on our earnings and financial results and may adversely affect our ability to reach these targets.

Note: See Appendix for reconciliations of non-GAAP financial measures including ROE

6 Demonstrated Progress on Actions to Reach ROE Target

Declining Depreciation Impact from Prior Residual Value Changes

- Strong market conditions, retail sales channel investments, and pricing actions benefiting returns
- Earnings benefit from declining impact from residual value estimate changes expected to continue

Rental Recovery

- Strong 1H21 performance; fleet growth supported by improved pricing,demand trends and outlook

ChoiceLease Pricing

- Benefiting from price increases; analytics-based pricing changes are further enhancing returns

Maintenance / Cost Initiatives

- Achieved $50M+ savings thru 2020 from $100M multi-year maintenance cost savings initiative; on track for additional $30M in annual savings in 2021; exiting underperforming assets/locations

SCS/DTS Growth

- Investing in technology and sales capabilities to capture increasing market opportunities in Ryder Last Mile and e-commerce fulfillment
- Enhancing RyderShare capabilities and leveraging in the sales process
- Brand awareness campaign continuing through 2021

6 Actions to Mitigate Impact from Cyclical Downturns

- Maintaining balance sheet flexibility through moderate lease growth
- Replacing certain lease vehicles prior to contract expiration during upcycle in order to reduce used vehicle volumes during downturn
- Shifting rental asset mix for better returns by growing light and medium duty trucks, which have been less susceptible to freight downturns
- Maintaining accounting residual values near historic low used vehicle pricing levels
- Incorporating a potential downturn into our used vehicle pricing outlook, which modestly reduced our accounting residual value estimates for certain tractors

6

Financial Targets

Our primary financial target relates to Return on Equity

Adjusted ROE • Interim target • Long-term target over cycle	 11% 15%

Component drivers to achieve ROE target include:

Operating Revenue Growth • FMS • SCS & DTS	 Mid Single Digit High Single Digit
EBT as % of Op. Revenue • All Segments	High Single Digit
Leverage (Debt-to-Equity)	250 – 300%

Includes Non-GAAP Financial Measures, such as Adjusted ROE and Operating Revenue. Please see Appendix – Non GAAP Financial Measures for the reconciliation to the GAAP Financial Measure.

Summary of Key Themes

Leader in logistics and transportation outsourcing	Large addressable markets	Increasing market penetration given secular trends	Contractual revenue base providing stable operating cash
Industry leader in product innovation	Free cash flow positive over cycle	Balance sheet strength	Returning cash to shareholders

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Non-GAAP reconciliations

Non-GAAP Reconciliation: Operating Revenue

($ Millions)	**2020**
FMS	
FMS Operating Revenue (1)	**$4,577.6**
Fuel Services Revenue	**$569.1**
ChoiceLease Liability Insurance Revenue (2)	**$23.8**
FMS Total Revenue	**$5,170.5**
SCS	
SCS Operating Revenue (1)	**$1,870.4**
Subcontracted Transportation	**$593.9**
Fuel	**$80.1**
SCS Revenue	**$2,544.4**
DTS	
DTS Operating Revenue (1)	**$929.2**
Subcontracted Transportation	**$191.9**
Fuel	**$108.2**
DTS Total Revenue	**$1,229.4**

NM - Not meaningful
Note: Amounts may not be additive due to rounding.
(1) Non-GAAP financial measure.
(2) In the first quarter of 2020, we announced our plan to exit the extension of our liability insurance coverage for ChoiceLease customers. The exit of this program was completed in the first quarter of 2021. We have revised our definition of operating revenues to exclude the revenues associated with this program for better comparability

Non-GAAP Reconciliation: Free Cash Flow

($ Millions)

		2020		2021F
Cash Provided by Operating Activities from Continuing Operations	$	2,181	$	2,200
Proceeds from Sales (Primarily Revenue Earning Equipment) [1]		552		700
Other, net [1]		—		—
Total Cash Generated [2]	$	2,734		2,900
Purchases of Property and Revenue Earning Equipment [1]		(1,147)		(2,250 – 2,150)
Free Cash Flow [2] [3]	$	612.3		$650-$750M
Memo:				
Net Cash Used in Investing Activities	$	(601)	$	(1,600)
Net Cash Provided by (Used in) Financing Activities	$	(1,507)	$	(700)

Note: Amounts may not be additive due to rounding.

1. Included in cash flows from investing activities.
2. Non-GAAP financial measure.
3. We refer to free cash flow as the sum of net cash provided by operating activities from continuing operations, net cash provided by the sale of revenue earning equipment and operating property and equipment and other cash inflows from investing activities, less purchases of revenue earning equipment and property.

Non-GAAP Reconciliation: Return on Equity

($ Millions)

	2Q21	2021 Forecast
Net earnings (loss) (12-month rolling period)	$ 261.4	$ 405.0
Other items impacting comparability, net (6)	19.8	(15.0)
Income taxes (2)	79.9	155.0
Adjusted earnings (loss) before income taxes	361.1	545.0
Adjusted income taxes (3)	(80.1)	(145.0)
Adjusted net earnings (loss) [A]	$ 281.0	$ 400.0
Average shareholders' equity (4)	$ 2,252.6	$ 2,400.0
Average adjustments to shareholders' equity (5)	45.0	20.0
Adjusted average shareholders' equity [B]	$ 2,297.6	$ 2,420.0
Adjusted return on equity [A]/[B]	12.2 %	16.5 %

1. Non-GAAP elements of this calculation have been reconciled to the corresponding GAAP measures. A numerical reconciliation of net earnings to adjusted net earnings and average shareholders' equity to adjusted average total equity is provided on this slide.
2. Includes income taxes on discontinued operations.
3. Adjusted income taxes represents the tax provision on adjusted earnings before income taxes.
4. The average is calculated based on the GAAP balances.
5. Represents the impact of other items impacting comparability, net of tax, to equity for the respective period.
6. Other items impacting comparability are comprised of the following:

	2Q21	2021 Forecast
Restructuring and other, net	$ 35.2	$ 15.0
ERP implementation costs	25.6	10.0
Gains on sale of properties	(42.2)	(40.0)
Early redemption of medium-term notes	9.0	—
ChoiceLease liability insurance revenue	(7.8)	—
Other items impacting comparability	$ 19.8	$ (15.0)

Note: Amounts may not be additive due to rounding.

FLEET LEASING & MAINTENANCE | DEDICATED TRANSPORTATION | SUPPLY CHAIN SOLUTIONS

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