



CONGRATULATIONS

Dear

I am honored to congratulate you on your Service Anniversary with Ryder. One of our key strategic priorities and our greatest strength continues to be our people.

As you celebrate your service anniversary, please accept this certificate as a token of my appreciation for the time and contribution you've given to help Ryder achieve our goals and for the part you've played in making the company what it is today. Your talents and efforts already have helped us achieve excellence in many areas.

Thank you for your loyalty and dedication. I wish you continued success with Ryder.

Congratulations!

A stylized, handwritten signature in black ink, appearing to read "R Sanchez".

Robert Sanchez
Chairman and CEO

YEAR

CONGRATULATIONS

THIS CERTIFICATE IS PRESENTED TO

DATE

ROBERT SANCHEZ, CHAIRMAN AND CEO

