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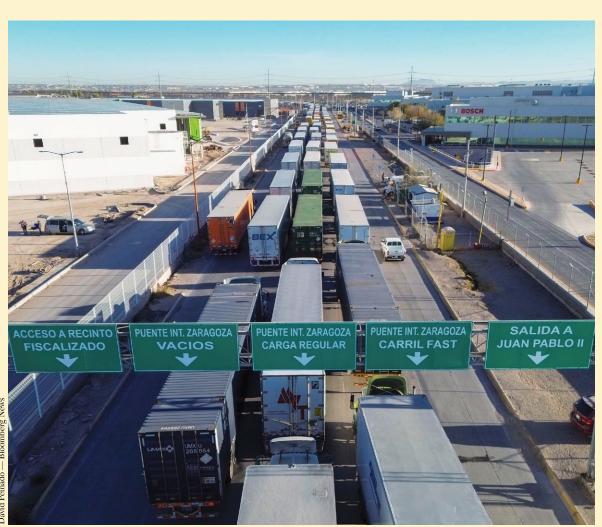
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FLEXIBLE FOR THE FUTURE

How 3PLs Are Staying Nimble and Building More Resilient Supply Chains in a Changing World



Trucks wait in line at the Ysleta-Zaragoza International Bridge port of entry on the U.S.-Mexico border in Juarez, Mexico. Tariffs and trade tensions have created uncertainty for cross-border freight.

By Seth Clevenger
Managing Editor,
Features and Multimedia

In a complex and ever-changing world, successful logistics operations increasingly hinge on the ability to adapt.

Logistics companies are prioritizing flexibility and resilience at a time when global trade patterns are shifting, freight market conditions remain challenging, technology is advancing rapidly and the next supply chain disruption may be right around the corner.

While navigating the uncertainty and potential business fallout from ongoing trade disputes and potential tariffs, shippers and their logistics providers can apply the lessons they learned during the coronavirus pandemic at the beginning of this decade.

decade.

"The big thing the pandemic taught most companies that survived

companies that survived
— and thrived — through that event
is how to be flexible," said Chris Caplice, chief scientist at DAT Freight
& Analytics and senior research scientist at the Massachusetts Institute
of Technology Center for Transportation & Logistics.

Responding quickly to chang-

ing business conditions can give third-party logistics providers an edge against their competitors.

"If you want to be as successful and resilient as possible and stand the test of time throughout these volatility cycles, you have to be fast," said Stuart Love, director of global supply chain at the Inventory Management Solutions division of multinational logistics company DSV.

Love agreed that the logistics industry has sharpened its focus on supply chain resilience and adaptability in recent years to better contend with unknowns and disruptions.

"The problem is people don't know how to do it," he said.

In addition to nimble decision-making, Love emphasized the value of diligent risk planning.

To better position themselves for the future, companies should understand the factors that are truly driving demand, as well as the constraints in their supply networks along with

ply networks, along with the potential likelihood, severity and frequency of potential risks and the associated costs.

"That is how you become resilient in my mind," Love said. "You think about it intentionally. You discuss it overtly. You plan for it. And you put cost to it."

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The logistics industry grew modestly in 2024, but 3PLs now face an uncertain environment for global freight as new tariffs take hold.

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Acknowledgments and Sources

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Seth Clevenger, Transport Topics' managing editor of features and multimedia, oversaw the project with assistance from Features Coordinator Mike Senatore.

Brian Kelly designed the cover and Debra Devine created the layout.



Logistics providers like DSV are offering shippers increasingly comprehensive supply chain management services.

DSV's IMS business provides inventory management optimization combined with supply chain fi-nance services and a sourcing network to help companies keep production flowing through industry disruptions and supply shortages, said Love, who joined DSV after nearly two decades at Intel in the semiconductor company's supply chain operations.

DSV ranks No. 11 on the 2025 TRANSPORT TOPICS Top 100 list of the largest logistics companies in North America.

Trade Tensions and Tariffs

International trade policies have been in a state of flux this year as the second Trump administration has been announcing, enacting and sometimes adjusting or rolling back new tariffs on imported goods, especially those from Canada, Mexico and China.

These rapidly shifting tariff pol-

DHL's Kelleher outlines supply chain trends at the

in Las Vegas

Manifest 2025 logistics echnology conference

icies, aimed in part at inducing businesses to shift manufacturing back to the United States, have sparked counter-tariffs from other countries while creating uncertainty for global supply chains.

Many U.S. companies have been moving production out of China for years, DAT's Caplice said, but tariffs on Mexico could loom as a larger issue given the recent near-shoring trend that has been boosting manufacturing in that country and driving cross-border freight demand.

Patrick Kelleher, CEO of DHL Supply Chain North America, pointed out that these types of trade tensions have flared up before. He specifically referenced tariffs that former President Ronald Reagan imposed on Japan in the 1980s.

The things we're hearing today about tariffs are not new, and are not going to go away," Kelleher said during a presentation at the Manifest 2025 logistics technology conference in February in Las

Vegas.
"As an industry, we need to focus on how we're adapting to that as a variable in trade, and making sure we're finding the best path for our customers as we're moving forward," he said.

Even with tariff disputes creating uncertainty, Kelleher said global trade will continue to grow, especially in certain fast-growing sectors, such as the pharmaceutical industry.

He also noted that supply chains are growing longer and more complex. For example, products partially manufactured in China and then finished in Vietnam or Thailand may be shipped to Mexico before finally entering the United States.

"Those handoffs create a lot of complexity and that's where mistakes can happen," Kelleher said.

As a result, technology-enabled freight visibility is becoming in-

creasingly important, he added. DHL Supply Chain's North American operations rank No. 13 on the TT Top 100 list of 3PLs.

Managing Complexity

The types of services offered by logistics firms have continued to

evolve as supply chains have be-come more sophisticated. Increasingly, global manufac-turers need help navigating vast networks of suppliers and experts in an economy where companies have become increasingly specialized, DSV's Love said.

The reality is our world has become so complex... it is almost overbearing," he said. "You can't even figure out where to start."

Love described DSV's IMS business as a fifth-party logistics provider that manages not only logistics and inventory needs of its

customers but also connects with broader supply networks and specialists.

The role of the 5PL, Love said, is "consolidating all those very specialized kinds of disciplines into a single entity that can manage it for

This approach is more comprehensive than individual 3PL services or even the holistic supply chain management offered by a fourth-party logistics provider.

Workforce development is another long-term concern for the logistics field.

In addition to meeting a need for more engineering and data analytics skills, the supply chain industry must bring in a younger generation of workers with different expectations and priorities for their careers.

DHL's Kelleher said company culture will play an important role in attracting the very best talent.

"The No. 1 ingredient, in our view, in creating a competitive supply chain — and making your supply chain a competitive weapon
— is to have the very best people working together in a culture that supports innovation, allows failures and makes sure that people love what they're doing, and love being part of making the supply chain run every day," he said.

Freight Market Outlook

For the past few years, transportation providers have been enduring a period of prolonged weakness in freight rates due to an oversupply of truck capacity relative to demand.

The freight market has been slowly recovering from a sharp downturn that began in 2022, but growth has been gradual as the industry climbs out of that deep trough, said DAT's Caplice, who described the scenario as an "L-shaped" recovery.

Brian Gill, DAT's chief product and technology officer, added that the load board operator and analytics firm is "cautiously optimistic"





Unilever's Desai discusses how the company has enhanced its supply chain through technology implementation.

that freight market conditions are improving but continues to plan for a "relatively flat recovery until we see otherwise.

"I think that's pretty good advice for anyone who's in the freight industry right now — cautious optimism but plan for it being a slog," Gill said.

As the freight market recovers, DAT is working to make it more secure.

The company recently introduced new carrier identity authentication tools for users of its DAT One load board to help mitigate freight fraud, a growing concern for companies across the supply chain.

Nearly all fraud — well into the 95% range — starts with some sort of identity fraud," Gill said. "Somebody is masquerading as

someone they are not."

DAT also is enabling freight brokers to post loads only to carriers that meet their specific criteria rather than any user on the platform while also providing guidance to carriers on how they can become more visible in the marketplace by, for example, updating their insurance information

"We think we're going to be able to help both sides of the network with this," Gill said.

How AI Could Transform Freight Operations

As logistics companies contend with shifting trade policies and a challenging freight environment, they also face a fast-changing technology landscape.

DAT's Gill noted that Chinese

AI firm DeepSeek has changed perceptions about the time and cost required to build foundational AI models. The startup company attracted widespread attention earlier this year with its cost-effective approach to training AI models, potentially paving the way for other developers

Now it is increasingly feasible for companies in the freight transportation industry to build custom AI models trained on massive amounts of data — not a decade from now, but in the next couple years, Gill said.

"It's acceleration," he said. "I think these changes are coming a lot faster than people thought.'

Dave Yoder, group director for product development and innovation at Ryder Supply Chain Solutions, predicted that many AI-enabled functions soon will become widely used in the freight transportation industry.

Ryder, for one, is using AI to help unlock the value of unstructured data — the underutilized information that resides in various formats, such as emails and documents, that make it difficult to extract and feed into data analytics.

"We're really focusing on how we bring it all together and leverage all of it in ways we haven't been

able to do in the past," Yoder said. Ryder has been automating business processes for years, but now the company is exploring opportunities to implement agentic AI platforms to continue raising the bar for efficiency.

"A lot of those agentic capabilities we're looking at are behind the scenes, and it just makes that human being that much more powerful essentially," Yoder said. "The key is understanding which components of a workflow to automate and which components you

specifically don't automate."

During the past few years, Ryder has embraced a "data first" approach within its dedicated fleet operations to standardize its business processes and ultimately enhance customer service and improve cost efficiency, he said. That effort has helped the fleet navigate the soft freight market conditions that have squeezed the industry.

Ryder Supply Chain Solutions is a business unit of truck leas-

ing and logistics provider Ryder System.

Ryder's logistics operations rank No. 7 on the logistics TT100.

Shippers also are embracing technology to enhance their supply chains.

onsumer packaged goods giant Unilever, for instance, has been investing in digitization and pro-cess automation to drive efficiency and flexibility, said Sandeep Desai, executive vice president and chief supply chain officer for the company's ice cream division.

During a session at Manifest 2025, he recommended that companies establish digital models of their supply chain operations to improve scenario planning and enable nimbler decision-making.

"Creating a digital twin of your supply chain is the biggest advice I would give anyone, no matter how big or small your supply chain is,' he said.

This approach can pay dividends during major disruptions to global

commerce, whether they be new tariffs or events like the Suez Canal obstruction that redirected ocean freight in 2021.

Desai said modeling those types of disruptions in a digital twin environment allows businesses to quickly understand the ramifications of those events so that they can respond swiftly and appropriately.
"Ultimately, this is about faster

decisions and better decisions," he



Top 100 Logistics Providers Face Slow Growth, Trade Uncertainty

hile continuing to endure a stubbornly slow freight market recovery, the largest third-party logistics providers in North America also face a murky outlook for international trade

Uncertainty surrounding new tariffs and their potential impact on freight patterns represents the latest challenge for 3PLs to navigate as they help shippers build more resilient supply chains in an ever-changing world.

> **Seth Clevenger** Managing Editor, Features and Multimedia



It remains unclear how the ongoing trade tensions ultimately will play out in the months ahead, but Transport Topics' 2025 Top 100 Logistics Companies list provides a look back at how the industry's competitive landscape has evolved during the past year.

Although a majority of the companies listed on the Top 100 managed to expand their businesses in 2024, that growth was mostly modest, while about a third of the logistics providers on the list posted lower revenue than the

Sitting atop the ranking once again is Amazon.com Inc., whose logistics operations debuted at No. 1 a year ago

when TT included the company for the first time.

In addition to being the world's largest online retailer,
Amazon has built a massive fulfillment network and offers a range of third-party logistics and supply chain management services to businesses selling products on Amazon.com as well as other e-commerce platforms.

Amazon reported more than \$156 billion in sales last year from its third-party seller services, including commissions

and related fulfillment and shipping fees.

C.H. Robinson, the industry's largest freight broker, easily retained its No. 2 position on the Top 100.

The big mover at the top of the list, however, is contract logistics provider GXO, which climbed two positions to No. 3 with \$11.7 billion in 2024 revenue.

J.B. Hunt Transport services and UPS Supply Chain

Solutions round out the top five.

A bit further down the list, food logistics and freight bro-

kerage provider Armada Sunset Holdings moved up one spot to crack the top 10 for the first time.

The updated Top 100 also reflects several major acquisi-

tions in the 3PL space during the past year.

Freight broker RXO completed its high-profile purchase of Coyote Logistics from UPS in September for just over

RXO ranks No. 16 on this year's list after generating \$4.5

billion in revenue in 2024, but the company is poised to climb further in the rankings after it realizes a full year of additional revenue from the Coyote acquisition.

No. 18 Schneider, meanwhile, expanded its dedicated fleet operations through its \$390 million acquisition of Cowan Systems late last year.

In June, No. 22 NFI acquired the brokerage business of Transfix, which has shifted its business model from digital freight brokerage to transportation software and data ser-

Looking ahead, two global logistics powerhouses are preparing to combine their operations.

In September, freight forwarder and multinational logistics firm DSV announced it agreed to purchase transportation and logistics provider DB Schenker from Deutsche Bahn in a deal valued at about \$15.9 billion.

That transaction was expected to close in the second quarter of this year. For now, though, the companies' North American operations remain listed separately on the Top 100, with DSV at No. 11 and Schenker at No. 26. Schenker is the parent of truckload carrier USA Truck, which it acquired in 2022.

This year's Top 100 also features a handful of newcomers. Debuting at No. 77 is the North American business of De Well Group, a freight forwarder and logistics services provider dual headquartered in Bell Gardens, Calif., and

Freight broker Bridgeway Connects, formerly known as Transport Investments, joins the list at No. 78. The company, based in Moon Township, Pa., provides transportation and logistics services with a focus on specialized freight.

Checking in at No. 80 are Transervice Logistics and Lily Transportation, sister companies under private equity firm ZS Fund L.P. that offer dedicated contract carriage, freight brokerage and transportation management.

Also joining the list is No. 94 Beemac Logistics, a freight broker and transportation management provider based in

Finally, Delafield, Wis.-based Evans Transportation Services, which offers freight brokerage and project logistics services, enters the Top 100 at No. 97.

Meanwhile, sister companies Transportation Insight and Nolan Transportation Group are now marketing their combined capabilities under the Beon brand, the name of their shared digital logistics platform for shippers and carriers. The combined business, which ranks No. 15 on this year's list, opened a new headquarters facility in Atlanta last year.

TT's Top 100 Logistics Companies list ranks the largest logistics firms in North America based on annual gross revenue generated by their logistics services, including freight brokerage, transportation management, freight forwarding, warehousing and asset-based dedicated contract

TRANSPORT TOPICS produced this Top 100 list and the accompanying industry sector rankings in collaboration with 3PL research and consulting firm Armstrong & Associates, which provided estimates for some revenue figures in cases where data was not available from company management or public sources.







Rank	Company Amazon.com Inc.	A7
2	C.H. Robinson Worldwide	A7
3	GXO Logistics	A7
4 5	J.B. Hunt Transport Services UPS Supply Chain Solutions	A7 A7
6	Expeditors International of Washington	A7
7	Ryder System	A7
8	Kuehne + Nagel (North America) Total Quality Logistics	A7 A8
9	Armada Sunset Holdings	A8
11	DSV A/S (North America)	A8
12	Lineage DHI Supply Chain (North America)	A8 A8
13 14	DHL Supply Chain (North America) Uber Freight	A8
15	Beon (Transportation Insight & Nolan Transportation Group)	A8
16	RXO	A8
17 18	WWEX Group Schneider	A8 A8
19	Penske Logistics	A9
20	Hub Group	A9
21	Echo Global Logistics NFI	A9 A9
23	Ceva Logistics (North America)	A9
24	Geodis (North America)	A9
25	Landstar System DB Schenker (North America)	A9 A9
26 27	Americold Americal	A9
28	AIT Worldwide Logistics	A9
29	Maersk Logistics (North America)	A10
30	Mode Global Knight-Swift Transportation	A10 A10
32	Werner Enterprises	A10
33	Flexport	A10
34	PSA BDP Arrive Logistics	A10
35 36	Forward Air/Omni Logistics	A10
37	Kerry Logistics Network (Americas)	A10
38	Capstone Logistics	A10
39 40	TFI International Scotlynn	A10 A12
41	Ruan	A12
42	Universal Logistics Holdings	A12
43	FedEx Logistics ArcBest Corp.	A12 A12
44 45	Kenco Group	A12
46	Ascent Global Logistics	A12
47	Allen Lund Co.	A12
48 49	Priority-1 Inc. Seko Logistics	A12
50	Redwood Logistics	A12
51	ITS Logistics	A13
52	CJ Logistics America	A13
53 54	Metro Supply Chain Ryan Transportation Service	A13
55	Armstrong Transport Group	A13
56	Traffix	A13
57 58	Axle Logistics Nippon Express (U.S.)	A13 A13
59	PLS Logistics Services	A13
60	Trinity Logistics	A13
61	Odyssey Logistics Radial (North America)	A13 A14
61	R&R Family of Cos.	A14
64	Integrity Express Logistics	A14
65	Scan Global Logistics (North America)	A14 A14
66 67	Saddle Creek Logistics Services MegaCorp Logistics	A14
68	BlueGrace Logistics	A14
69	Crane Worldwide Logistics	A14
69 71	Hellmann Worldwide Logistics (Americas) Radiant Logistics	A14 A14
72	Canada Cartage/The GTI Group	A14
73	OIA Global	A15
74 75	Spot Inc. Lazer Logistics	A15
76	Covenant Logistics	A15
77	De Well Group (North America)	A15
78	Bridgeway Connects ATS Logistics Services	A15
79 80	Logistics Plus	A15
80	Transervice Logistics/Lily Transportation	A15
82	Kintetsu World Express (North America)	A15
83 84	Matson Logistics Steam Logistics	A15 A18
85	Day & Ross	A18
86	TA Services	A18
87	Watco Logistics FLS Transportation Services	A18 A18
88 89	Mullen Group	A18
90	Venture Logistics	A18
91	Circle Logistics	A18
92	Logistic Dynamics Marten Transport	A18
93 94	Beemac Logistics	A18
94	KAG Logistics	A18
96	FitzMark Fyang Transportation Sorvices	A19
97 98	Evans Transportation Services England Logistics	A19 A19
99	RPM Freight Systems	A19
100	Averitt Express	A19



Transport Topics



2025 Top 100 Logistics Companies

Rank		Logistics	Gross Revenue (in 1	millions)	Logistics	Net Revenue (in mi	illions)		
2025 2024		2024	2023	% Change	2024	2023	% Change	Employees	Description of Services
1 amazon	Seattle logistics.amazon.com (Nasdaq: AMZN) Andy Jassy,	\$156,146° Top Industries S Consumer pac	\$140,053° erved: kaged goods, fo	11.5 ood and beveraç	NA ge, retail	NA	NA	NA	The third-party logistics operations of online retailer Amazon.com Inc. The company provides e-commerce fulfillment for businesses selling products on Amazon.com as well as outside sales channels through its Fulfillment by
	President and CEO								Amazon and Multi-Channel Fulfillment services. Other 3PL services include warehousing and distribution, truckload freight brokerage through Amazon Freight, transportation options for inbound shipments to Amazon facilities through its Partnered Carrier Program, and ocean freight and customs brokerage through Amazon Global Logistics.
C.H. Robinson Worl									
2	Eden Prairie, Minn. chrobinson.com	\$16,848° Top Industries S	\$16,746°	0.6	\$2,558°	\$2,399°	6.6	12,400	A provider of freight brokerage, transportation management, warehousing and supply chain
C.H. ROBINSON	(Nasdaq: CHRW) Dave Bozeman, President and CEO	Consumer pac Other Industries Aerospace and and manufactu	kaged goods, du	notive, building d apparel, fores		consulting. The company's multimodal freight services include truckload, less-than-truckload, intermodal, airfreight and ocean transportation. It also offers transportation management technology for shippers and carriers through its Navisphere connected logistics platform.			
GXO Logistics									Navispriere connected logistics platform.
	Greenwich, Conn.	\$11,709	\$9,778	19.7	\$10,115°	\$8,450°	19.7	105,000	A contract logistics provider offering warehousing
	gxo.com (NYSE: GXO) Malcolm Wilson, CEO	Top Industries S Consumer pac Other Industries	kaged goods, fa	shion and appa	arel, food and be	everage			and distribution, e-commerce fulfillment, reverse logistics and supply chain management services
GAO	Jorge Guanter, President of Americas and Asia Pacific	Aerospace and				icals, computers	and electron	ics, industrial	
J.B. Hunt Transport	Services								
4	Lowell, Ark. jbhunt.com	\$11,403°	\$12,059°	-5.4	\$4,462e	\$4,642°	-3.9	28,000	The freight brokerage, logistics and dedicated contract carriage operations of J.B. Hunt
J.B. HUNT	(Nasdaq: JBHT) Shelley Simpson, President and CEO John Roberts, Chairman	Other Industries Aerospace and goods, industri	kaged goods, fo Served: d defense, autom al and manufact	notive, building uring, fashion a	products, chem and apparel, fore	icals, computers est and paper pro estic products, tel	oducts, gover	nment, health	Transport Services, a major intermodal and truckload carrier. The company's technology platforms provide digital freight matching for over the-road and intermodal shippers and carriers.
UPS Supply Chain S		care, office equ	alpinioni, oli ana	gas, publishing	, rubber and pie	istic products, ter	ccommunica	LIOI IS	
4	Alpharetta, Ga.	\$11,165°	\$11,461°	-2.6	\$7,580°	\$6,850°	10.7	65,000	The logistics business unit of parcel giant UPS
UPS Supply Chain Solutions	ups.com (UPS Inc.) Stephanie Dexter, President	government, he Other Industries	d defense, autom ealth care, teleco	ommunications		ics, durable good	ls, fashion an	nd apparel,	Inc., providing freight forwarding, warehousing and distribution, customs brokerage and other logistics services.
Expeditors Internat	ional of Washington								
6 ⁷	Seattle expeditors.com	\$10,601	\$9,300	14	\$3,414	\$3,246	5.2	18,400	A provider of ocean and airfreight forwarding, customs brokerage and supply chain consulting
Expeditors	(Nasdaq: EXPD) Jeffrey Musser,	Other Industries	mputers and ele Served:	·					services.
Ryder System	President and CEO	Aerospace and	d detense, tasnio	on and apparei,	tood and bever	age, health care,	oli and gas		
Hydel System 8	Coral Gables, Fla.	\$7,700	\$7,700°	0	\$5,800	\$5,700°	1.8	39,200	The logistics business units of truck-leasing and
	ryder.com (NYSE: R)	Top Industries S		ad goods, retail		, , , , , , , , , , , , , , , , , , ,		,	transportation firm Ryder System, providing dedicated contract carriage, supply chain
CRyder	Robert Sanchez,	Other Industries	Served:			tore and alcotron	sion durable	goods industrial	management, freight brokerage, warehousing and distribution, and e-commerce fulfillment
	Chairman and CEO Steve Sensing, President of Supply	and manufactu	ıring, fashion and	d apparel, food	and beverage, t	iters and electror forest and paper products, telecon	products, go	vernment,	services. Includes the operations of Ryder's Supply Chain Solutions and Dedicated Transportation Solutions divisions.
	Chain and Dedicated Transportation Solutions	BJC Healthcar Southern Glaze	e, Conagra Bran er's Wine & Spiri os, Rhee Brother	its, Shell, W.B. I	Hill's Pet Nutriti Mason, J. Quee	on, Mugsy Jeans n New York, Star	s, Pabst, Turk nce Socks, Le	ey Hill, ennox, Athletic	·
Kuehne + Nagel (No	orth America)	. Topuloion Lau		, conoladio					
	Jersey City, N.J.	\$7,156	\$9,617	-25.6	\$2,111	\$2,724	-22.5	13,872	The ocean and airfreight forwarding and
8 KUEHNE+NAGEL	us.kuehne-nagel.com (Kuehne + Nagel International AG, Schindellegi, Switzerland)	Top Industries S Automotive, inc Other Industries	dustrial and man	ufacturing, hea	Ith care				warehousing operations of Kuehne + Nagel, a global transportation and logistics company, in the Americas region.

Aerospace and defense, building products, computers and electronics, durable goods, food and beverage,

retail, rubber and plastic products, telecommunications

Marcus Bennett,

President and CEO,

North America

¹ Gross revenue represents Amazon's third-party seller services, including commissions and related fulfillment and shipping fees.

Ranl 2025	2024		Logistics G 2024	ross Revenue (in 2023	millions) % Change	Logistics 2024	Net Revenue (in n 2023	nillions) % Change	Employees	Description of Services
Total Qualit	ty Logist	ics								
9 TQL	9	Cincinnati tql.com Ken Oaks, CEO	goods, industria	aged goods, fo Served: defense, autor I and manufac	notive, building turing, fashion a	\$1,390 ge products, chemicand apparel, fore	st and paper p	roducts, gover	nment, health	A freight brokerage company offering truckload less-than-truckload, intermodal, drayage and air and ocean freight services. It also offers drop-trailer services, customs brokerage and other specialized logistics services, as well as load-tracking technology.
Armada Su	nset Hol	dinas	, , , , , , , , , , , , , , , , , , , ,	, , , , , , , , , , , , , , , , , , , ,	3, p 3	,, ,				
10	11 SUNSET	Pittsburgh armada.net John Burke, Executive Chairman Chris O'Brien, President		ustrial and mar Served: defense, buildi able goods, fas	ng products, ch hion and appar	NA d and beverage nemicals, consun rel, forest and pa				Comprises food and restaurant logistics firm Armada Supply Chain Solutions, freight broker Sunset Transportation and food and beverage supply chain solutions provider ATEC Systems. Logistics services include multimoda freight brokerage and freight forwarding, customs brokerage, supply chain engineering, warehousing and freight payment services.
DSV A/S (N	orth Am	erica)								
11 D5	10	Woodbridge, N.J. dsv.com (DSV A/S ADR, Hedehusene, Denmark) Jens Lund, Group CEO Mads Ravn, President, Air & Sea USA	Other Industries S Automotive, inde	aged goods, c Served:			\$1,535°	-7.5	13,000	The North American freight forwarding and logistics operations of DSV, a global transportation and logistics company offering truck, air, ocean and rail freight services, as well as warehousing. DSV A/S announced an agreement to acquire DB Schenker from Deutsche Bahn in September.
Lineage										
12 W Lin	eage	Novi, Mich. onelineage.com (Nasdaq: LINE) Greg Lehmkuhl, President and CEO	\$5,400 Top Industries Se Consumer pack Other Industries So Durable goods	aged goods, fo	8 ood and bevera	\$5,400 ge, retail	\$5,000	8	26,000	A provider of refrigerated warehousing and distribution services, inventory management ar transportation management with cold storage facilities across North America, Europe and the Asia-Pacific region.
DHL Supply	y Chain ((North America)								
13 	14	Westerville, Ohio dhl.com (Deutsche Post AG, Bonn, Germany) Patrick Kelleher, CEO, North America		fashion and ap Served: defense, autor	notive, building	\$4,830° products, chemic food and bevera				A global contract logistics provider that is a division of Germany-based package delivery and logistics company Deutsche Post DHL. Logistics services include dry and refrigerated warehousing, e-commerce fulfillment and supportain management.
Uber Freigh	nt									
14 Uber Freig	13	Chicago uberfreight.com (Uber Technologies) Lior Ron, CEO	Other Industries	sumer package Served: able goods, foo	_	\$545° strial and manufa e, forest and pap	_	-1.8 I and gas, reta	3,200	A business unit of ride-hailing company Uber Technologies Inc., operating a technology-enabled logistics platform for shippers and carriers. Services include managed transportation, freight brokerage, logistics technology and carrier tools.
Beon (Tran	sportatio	on Insight & Nolan Tran	sportation (aroup)						
15 bed	DN Missing	Atlanta gobeon.com (Gryphon Investors) Ken Beyer, CEO	electronics, dura products, teleco Key Customers:	anufacturing, f Served: defense, autor able goods, fas mmunications	notive, building hion and appai	\$360° age, retail products, consulerel, forest and parend the products are the products and parend the products are the products and parend the products are the product are the products are the products are the product are th	per products, h	ealth care, rub	ber and plastic	The parent company of logistics solutions firm Transportation Insight and freight broker Nolan Transportation Group. Transportation Insight is enterprise logistics and transportation technolo provider, while Nolan Transportation Group is a freight broker offering truckload, less-thantruckload, specialized and drayage services.
RXO			Good Gold, Mol	garr oode, ra	1014 1 4110, 1100	24 y 100, 1 1001 & B	oooi, mapoi, o	ompositos on		
16 RX	20	Charlotte, N.C. rxo.com (NYSE: RXO) Brad Jacobs, Chairman Drew Wilkerson, CEO	electronics, dura	d and beverage Served: defense, buildi able goods, ind alth care, office	ng products, ch lustrial and mar	\$985 nemicals, consun nufacturing, fashi I and gas, publish	on and appare	l, forest and pa	per products,	A technology-enabled third-party logistics firm offering truckload and less-than-truckload freigl brokerage along with managed transportation, freight forwarding and last-mile delivery service RXO completed its acquisition of freight broker Coyote Logistics in September.
WWEX Gro	un ——		-5.556mmumoat							
17 <i>WW</i> 2 GR	19	Dallas wwexgroup.com Tom Madine, CEO	\$4,380 Top Industries Se Chemicals, com forest and pape Other Industries S Building produc	puters and ele r products Served:		\$867 le goods, industr	\$867 ial and manufa	0 cturing, fashion	2,500 n and apparel,	The corporate parent of Worldwide Express, GlobalTranz and Unishippers. Services include parcel, truckload and less-than-truckload freigh brokerage and transportation management provided through proprietary technology.
Schneider ¹										
18 SCHNE	21	Green Bay, Wis. schneider.com (NYSE: SNDR) Mark Rourke, President and CEO		aged goods, fo Served: ding products,	chemicals, con	\$2,267° ge, retail nputers and electh care, office equ				The logistics and dedicated operations of truckload carrier Schneider. Services include dedicated contract carriage, freight brokerage, intermodal and drayage, supply chain consultin and warehousing and distribution. Schneider completed its acquisition of Cowan Systems in November.

¹ Gross and net revenue estimates include the 2024 operations of Cowan Systems.

Rank 2025 2024		Logistics G 2024	ross Revenue (in m 2023	nillions) % Change	Logistics I 2024	Net Revenue (in mi 2023	llions) % Change	Employees	Description of Services
Penske Logistics									·
19 PENSKE	Reading, Pa. penskelogistics.com (Penske Transportation Solutions) Brian Hard, CEO Jeff Jackson, President	\$4,300 Top Industries Se Automotive, indi Other Industries S Building produc Key Customers: Lowe's, Shell, To	ustrial and manu Served: ts, consumer pa	ckaged goods,	durable goods,	\$3,300°	NA er products, h	21,137 ealth care, retail	A business unit of Penske Transportation Solutions providing dedicated contract carriage, transportation management, distribution center management and supply chain consulting.
Hub Group 18 Hub Group	Oak Brook, III. hubgroup.com (Nasdaq: HUBG) Phillip Yeager, President and CEO David Yeager, Chairman	\$3,946 Top Industries Se Consumer pack Other Industries S Automotive, buil and apparel, for rubber and plas	aged goods, du Served: ding products, c od and beverage	chemicals, com	puters and elect				The third-party logistics operations of intermodal transportation company Hub Group. Services include dedicated contract carriage, freight brokerage, transportation management and warehousing and distribution.
21 (ECHO))	Chicago echo.com (TJC L.P.) Doug Waggoner, CEO Dave Menzel, President and COO	\$3,700 Top Industries Se Consumer pack Other Industries S Aerospace and goods, fashion a rubber and plas	aged goods, ind Served: defense, autome and apparel, fore	otive, building p	oroducts, chemic	cals, computers	5.6 and electron re, office equ	2,600 ics, durable ipment, retail,	A provider of freight brokerage and transportation management services delivered through its proprietary technology platform. The company's logistics services cover truckload, less-thantruckload, intermodal and international freight.
22 23 NFI	Camden, N.J. nfiindustries.com Sid Brown, CEO	\$3,650 Top Industries Se Consumer pack Other Industries S Aerospace and goods, industria care, office equi	aged goods, foo Served: defense, automo Il and manufactu	otive, building p ıring, fashion ar	products, chemic and apparel, fore	st and paper pro			The logistics and warehousing operations of NFI, which is also a large for-hire motor carrier. Logistics services include dedicated contract carriage, warehousing and distribution, e-commerce fulfillment, freight brokerage, transportation management, air and ocean freight forwarding, intermodal and port drayage.
Ceva Logistics (Nor	Houston cevalogistics.com (CMA CGM Group, Marseille, France) Ashfaque Chowdhury, Managing Director, North America	\$3,580 Top Industries Se Computers and Other Industries \$ Automotive, cor	electronics, indu Served:		_	\$1,500°	6.7	12,000	The North American operations of global logistics company Ceva Logistics. Services include ocean and airfreight forwarding, transportation management, customs brokerage and contract logistics.
Geodis (North Ame	rica)								
24 GEODIS	Brentwood, Tenn. geodis.com (Geodis, Paris) Mike Honious, President and CEO, Americas	\$3,167 Top Industries Se Consumer pack Other Industries S Aerospace and	aged goods, co Served:	•		\$2,750° ring, fashion and	NA d apparel, he	19,400	The North American third-party logistics operations of Geodis, a global transportation and logistics company. Services include contract logistics, warehousing and distribution, e-commerce fulfillment, ocean and airfreight forwarding, transportation management and supply chain optimization.
Landstar System									
25 26	Jacksonville, Fla. landstar.com (Nasdaq: LSTR) Frank Lonegro, President and CEO	\$2,900° Top Industries Se Building produc Other Industries S Aerospace and durable goods, i care, office equi	ts, industrial and Served: defense, automo fashion and app	otive, chemical arel, food and b	s, consumer pa beverage, forest	and paper prod	ucts, governi	ment, health	A provider of freight transportation services through its network of independent freight brokerage agents and owner-operators. Other logistics services include air and ocean freight forwarding and customs brokerage.
DB Schenker (North	n America)								
26 DB SCHENKER	Chesapeake, Va. dbschenker.com/usa (Deutsche Bahn AG, Essen, Germany) David Buss, CEO, North America	\$2,850° Top Industries Se Automotive, con Other Industries S Aerospace and	nputers and elec Served:		_	\$1,010°	12.9	10,625	The North American third-party logistics operations of DB Schenker, a global transportation and logistics company. Services include ocean and airfreight forwarding, transportation management, warehousing and distribution, customs brokerage and order fulfillment. DSV A/S announced an agreement to acquire DB Schenker from Deutsche Bahn in September.
Americold									
27 americolo	Atlanta americold.com (NYSE: COLD) George Chappelle, CEO Robert Chambers, President, Americas	\$2,667 Top Industries Se Consumer pack Key Customers: Conagra Brands McCain Foods,	aged goods, foo s, Wakefern Foo	d, Smithfield Fo	oods, Kraft Hein				A provider of temperature-controlled warehousing and distribution services operating cold storage facilities across North America, Europe, South America and the Asia-Pacific region.
AIT Worldwide Logis		¢0.500	¢1.050	40	Ф070	¢400	40.1	0.004	A third work to cities mustisfay affectives also and
28 WORLDWIDE LOGISTICS	Itasca, III. aitworldwide.com (TJC L.P.) Vaughn Moore, Chairman and CEO Keith Tholan, President and COO	\$2,598 Top Industries Se Computers and Other Industries S Aerospace and and manufactur telecommunicat	electronics, reta Served: defense, automo ing, fashion and	otive, chemical					A third-party logistics provider offering air and ocean freight forwarding, customs brokerage, warehouse management and supply chain consulting.

Rank 2025 2024		Logistics G 2024	iross Revenue (in r 2023	nillions) % Change	Logistics N 2024	let Revenue (in m 2023	nillions) % Change	Employees	Description of Services
Maersk Logistics (N 29 ** MAERSK Mode Global	Florham Park, N.J. maersk.com (A.P. Moller-Maersk A/S, Copenhagen, Denmark) Charles van der Steene, President, North America	Other Industries 3 Automotive, buil	kaged goods, du Served: Iding products, d	computers and	\$1,600° bod and beverage I electronics, indu ipment, publishin	strial and man			Ocean carrier A.P. Moller-Maersk's third-party logistics operations in North America. Services include ocean and airfreight forwarding, supply chain management and warehousing and distribution.
30 M DE GLOBAL	Dallas modeglobal.com Lance Malesh, President and CEO	electronics, dura government, he telecommunicat Key Customers:	d and beverage, Served: defense, autom able goods, indu- alth care, office tions	otive, building ustrial and mar equipment, oil	NA products, consurnufacturing, fashiol and gas, publish	on and apparel ing, rubber and	, forest and pa	per products,	The parent company of Mode Transportation, SunteckTTS and Avenger Logistics. The company provides freight brokerage and transportation management services encompassing domestic and international freight, including parcel, truckload, less-than-truckload, intermodal, air and ocean freight.
Knight-Swift Transp 31 KNIGHT KNIGHT FEARNSPORTATION	Phoenix knight-swift.com (NYSE: KNX) Adam Miller, CEO		nanufacturing, fo Served: Iding products, o	chemicals, con	\$1,440° age, retail sumer packaged products, health				The logistics operations of truckload carrier Knight-Swift Transportation. Logistics services include freight brokerage, dedicated contract carriage, transportation management and intermodal.
Werner Enterprises 32 WERNER	Omaha, Neb. werner.com (Nasdaq: WERN) Derek Leathers, Chairman and CEO Nathan Meisgeier, President		caged goods, for Served: Iding products, or products, heal mmunications	chemicals, com th care, office	\$1,448 ge, retail nputers and elect equipment, oil an				The logistics operations of truckload carrier Werner Enterprises. Logistics services include dedicated contract carriage, freight brokerage, transportation management, intermodal and drayage, warehousing and distribution, order fulfillment, supply chain consulting and final-mile delivery.
33 flexport.	San Francisco flexport.com Ryan Petersen, CEO	\$2,100 Top Industries Se Consumer pack Other Industries Se Computers and	aged goods, ind Served:		\$380° anufacturing, reta	\$275° il	38.2	2,100	A digital freight forwarder and technology firm offering supply chain management, air and ocean freight forwarding, customs brokerage, transportation management, freight brokerage, order fulfillment and reverse logistics.
34 PSA BDP	Philadelphia psabdp.com (PSA International, Singapore) Chee Foong Wan, CEO	Other Industries	sumer package Served:	_	\$569 strial and manufac on and apparel, h	_	19 and gas, retail	6,800	The North American logistics unit of global port terminal operator PSA International. Services include supply chain consulting, transportation management, warehousing and distribution, customs services and air and ocean freight forwarding.
Arrive Logistics 36 ARRIVE LOGISTICS	Ene bungan, i resident	\$2,040 Top Industries Se Consumer pack Other Industries Se Automotive, che	kaged goods, du Served:		\$233 bood and beverage bnics, retail	\$201	15.9	1,800	A multimodal freight brokerage and technology company that also offers transportation management, air and ocean freight forwarding, supply chain consulting and e-commerce services.
Forward Air/Omni L 36 Forward Omni Logistics	ogistics Greeneville, Tenn., and Dallas forwardair.com omnilogistics.com (Nasdaq: FWRD) Shawn Stewart, CEO		electronics, fas Served: defense, autom	otive, building	\$770° rel, health care products, consur ige, office equipm				The combined operations of expedited LTL carrier Forward Air and Omni Logistics. The companies continue to operate under separate brands, offering freight brokerage, air and ocean freight forwarding, customs brokerage, warehousing and distribution, and reverse logistics.
37 KERRY LOGISTICS	Burlingame, Calif. kln.com (SF Holding Co., Shenzhen, China) Vic Cheung, CEO	\$1,952 Top Industries Se Computers and Other Industries S Automotive, ind	electronics, fas Served:		\$490° rel, food and bevo	\$280° erage	75	NA	The Americas operations of global third-party logistics firm Kerry Logistics, a Hong Kong-based provider of air and ocean freight forwarding, warehousing and other transportation services.
Capstone Logistics 38 CAPSTONE LOGISTICS	Peachtree Corners, Ga. capstonelogistics.com (H.I.G. Capital, TJC L.P. and company management) Steve Taylor, CEO	\$1,840 Top Industries Se Automotive, cor retail		-6.6 ed goods, indus	\$1,400 strial and manufa	\$1,560 cturing, food a	-10.3 nd beverage, I	22,000 nealth care,	A third-party logistics provider offering freight brokerage, warehousing and fulfillment, transportation management and final-mile services.
39 39 International	Montreal tfiintl.com (NYSE: TFII) Alain Bedard, Chairman, President and CEO	\$1,822° Top Industries Se Durable goods, Other Industries S Automotive, cor equipment, reta	fashion and app Served: Isumer package	•	\$240° I beverage puters and electron	\$220°	9.1	5,000 sturing, office	The third-party logistics operations of Canada- based trucking conglomerate TFI International. The company's operating units provide logistics services that include freight brokerage, transportation management, and warehousing and distribution.



PACCAR Powertrain for maximum fuel economy and outstanding performance. The MX engine is supported by connected truck data enabling a prognostic approach to field support to improve customer uptime. Innovative technologies and advanced driver assistance systems improve driver productivity and safety, while the spacious interior surrounds the driver in unparalleled comfort.

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Rank 2025 2024		Logistics 2024	Gross Revenue (in 2023	millions) % Change	Logistics I 2024	Net Revenue (in n 2023	nillions) % Change	Employees	Description of Services
SOUTH AND	O Vittoria, Ontario scotlynn.com Scott Biddle, CEO Ryan Carter, President	Other Industries	kaged goods, fo		\$240° e, retail	NA	NA	680	A transportation and logistics provider specializing in the perishable goods market in North America. Logistics services include freight brokerage, dedicated contract carriage and transportation management.
41 RUAN	ruan.com	Other Industries	ckaged goods, in s Served: uilding products,		_		NA government,	5,600	The logistics operations of for-hire trucking company Ruan. Logistics services include dedicated contract carriage, warehousing, freight brokerage, transportation management and supply chain consulting.
Universal Logist 42 Universal	Warren, Mich. universallogistics.com (Nasdaq: ULH) Tim Phillips, CEO	Other Industries	d defense, auton			_	28.9	10,800	The logistics operations of truckload carrier Universal Logistics Holdings. Logistics services include dedicated contract carriage, freight brokerage, freight forwarding, warehousing and distribution, intermodal and drayage.
FedEx Logistics									
	4 Memphis, Tenn. fedex.com (FedEx Corp.) Patrick Moebel, President Scott Temple, President, FedEx Supply Chain	\$1,590° Top Industries S Computers an Other Industries Automotive	d electronics, he	-18.5 ealth care, retail	\$810°	\$995°	-18.6	18,000	A business unit of parcel and trucking giant FedEx Corp. Logistics services include air and ocean freight forwarding, customs brokerage, supply chain consulting, warehouse management and reverse logistics. Includes the operations of FedEx Supply Chain.
ArcBest Corp.									
•	Fort Smith, Ark. arcb.com (Nasdaq: ARCB) Judy McReynolds, Chairman and CEO Seth Runser, President	Other Industries Aerospace and electronics, du	od and beverage s Served: d defense, buildi rrable goods, ind ealth care, office	ng products, che ustrial and manu	ufacturing, fashi	on and appare	, forest and pa	aper products,	The third-party logistics operations of less- than-truckload carrier ArcBest Corp. Services include freight brokerage, ocean and airfreight forwarding, transportation management and supply chain consulting.
Kenco Group									
	Chattanooga, Tenn. kencogroup.com (Pritzker Private Capital) Denis Reilly, President and CEO	Other Industries Building produ	kaged goods, d	computers and e	electronics, fashi	on and appare			A third-party logistics company offering warehousing and distribution, e-commerce fulfillment, transportation management and material handling services.
Ascent Global Lo	ogistics								
	8 Belleville, Mich. ascentlogistics.com	Other Industries Aerospace and electronics, du	dustrial and mar Served: d defense, buildi	ng products, che hion and appare	emicals, consum el, forest and pap	per products, g	overnment, he	944 eers and ealth care, office	A global third-party logistics provider offering air and ocean freight forwarding, freight brokerage, transportation management, customs brokerage and supply chain consulting.
Allen Lund Co.		7	3 71	, , ,		•			
47 AC ALLEN LUND COMPANY Transportation Brokers	8 La Cañada Flintridge, Calif. allenlund.com David Lund, Chairman Eddie Lund, President and CEO	Other Industries	s, fashion and ap s Served: ckaged goods, co		_	\$165	-7.9 ducts, govern	779 ment, rubber	A freight brokerage company offering truckload, less-than-truckload, refrigerated, flatbed, expedited and international freight forwarding services.
Priority-1 Inc.									
48 priority	O Little Rock, Ark. priority1.com (Priority Wire & Cable) Dan Berardi, CEO	Other Industries	kaged goods, in		_	NA il	NA	900	A third-party logistics company offering freight brokerage, supply chain consulting, transportation management, air and ocean freight forwarding, intermodal and drayage, and freight payment and auditing.
Seko Logistics									
SEKC	Chairman and Interim CEO	Other Industries Aerospace and electronics, du	pparel, health ca	notive, building p	forest and pape	er products, go			A third-party logistics provider offering air and ocean freight forwarding, customs brokerage, warehousing and order fulfillment, reverse logistics and white-glove delivery services.
50 REDWOOD	5 Chicago redwoodlogistics.com Mark Yeager, CEO Todd Berger, President	Other Industries Building produ fashion and ap	onsumer packag	computers and e	electronics, dura	\$177 ble goods, induealth care, offi	-1.1 ustrial and ma ce equipment	901 nufacturing, , oil and gas,	A multimodal freight brokerage and logistics provider. The company's services cover truckload, less-than-truckload, refrigerated, flatbed and intermodal freight.

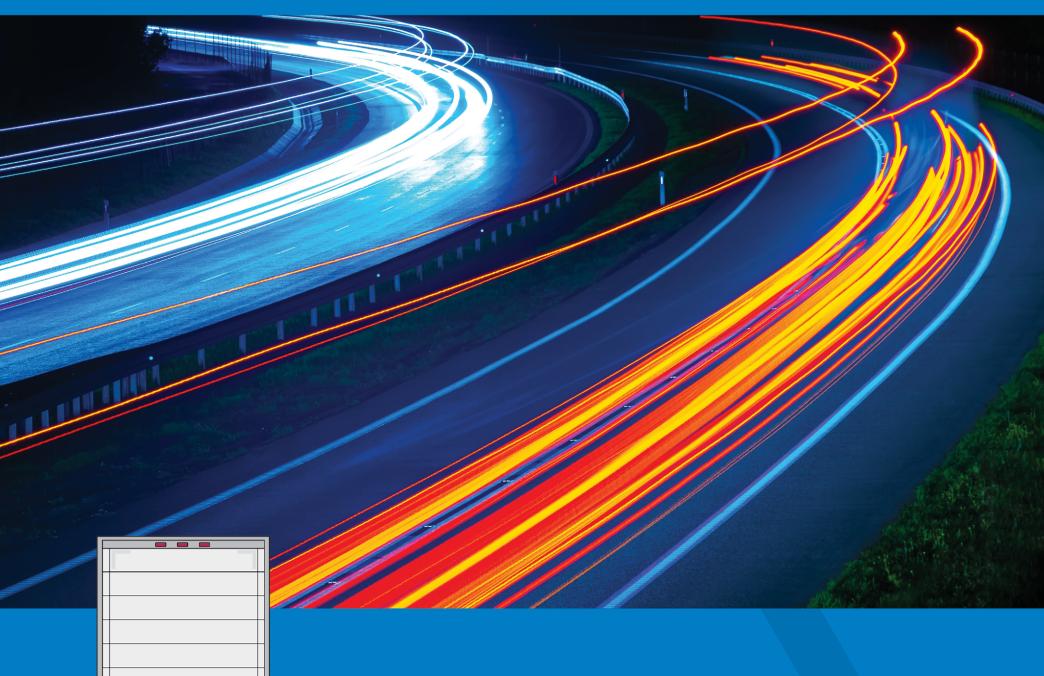
Rank 2025 2024		Logistics Gr 2024	ross Revenue (in 2023	millions) % Change	Logistics 2024	Net Revenue (in n 2023	nillions) % Change	Employees	Description of Services
ITS Logistics									
51 tts	Reno, Nev. its4logistics.com (GHK Capital Partners L.P.) Scott Pruneau, CEO	\$1,200 Top Industries Ser Automotive, cons Other Industries S Industrial and ma	sumer package erved:	-	\$176 arel, food and be	\$164	7.3	1,002	A third-party logistics company offering freight brokerage, intermodal and drayage services, warehousing and distribution, order fulfillment, dedicated contract carriage and transportation management.
CJ Logistics Ameri	ca								
52 CJ LOGISTICS	Des Plaines, III. america.cjlogistics.com (CJ Group, Seoul, South Korea) Kevin Coleman, CEO	\$1,100 Top Industries Ser Consumer packa Other Industries S Automotive, com	aged goods, fo erved:		,	NA ucts, rubber an	NA d plastic produ	4,000	The North American logistics operations of South Korea-based parcel delivery and logistics company CJ Logistics. The company offers warehousing and distribution, freight brokerage and supply chain management services.
Metro Supply Chair	1								
53 METRO SUPPLY CHAIN	Montreal metroscg.com (LDC Logistics Holdings) Chris Fenton, President and CEO	\$1,070 Top Industries Ser Aerospace and o Other Industries S Automotive, build paper products,	defense, consu erved: ding products,	computers and	electronics, dura	able goods, fas	hion and appa		A third-party logistics provider offering warehousing, order fulfillment, freight brokerage, supply chain consulting and transportation management.
Ryan Transportatio	n Service								
54 RYAN TRANSPORTATION	Overland Park, Kan. ryantrans.com (Shamrock Trading Corp.) Jeff Henderson, Senior Vice President	\$1,057 Top Industries Ser Consumer packa Other Industries S Building product	aged goods, fo erved:		,	·	NA I and gas	635	A third-party logistics provider that is a brand of Shamrock Trading Corp. Logistics services include freight brokerage, transportation management, intermodal, drayage and supply chain consulting services.
Armstrong Transpo	ort Group								
55 ARMSTRONG TRANSPORT GROUP	Charlotte, N.C. armstrongtransport.com (Carousel Capital Co.) Cameron Ramsdell, CEO	\$1,050 Top Industries Ser Consumer packa Other Industries S Aerospace and o	aged goods, fo erved:			\$170	0	310	A third-party logistics company offering freight brokerage, intermodal and drayage and transportation management.
Traffix									
56 TRAFFIX	Milton, Ontario traffix.com Duane Coghlan, Chairman Daniel Snow, CEO Mark Southey, President	\$1,030 Top Industries Ser Automotive, indu Other Industries S Aerospace and of electronics, dura care, oil and gas	istrial and man erved: defense, buildir ble goods, fasl	ng products, ch	emicals, consumel, food and beve				A technology-enabled logistics company offering freight brokerage, transportation management, warehousing and distribution, order fulfillment, intermodal and drayage, and supply chain consulting.
Axle Logistics									
57 AXLE	Knoxville, Tenn. axlelogistics.com Drew Johnson, CEO Shawn McLeod, President	\$1,011 Top Industries Ser Automotive, food Other Industries S Aerospace and o	l and beverage erved:		\$136 IS	\$118	15.3	590	A third-party logistics company offering freight brokerage, intermodal and drayage, customs brokerage and supply chain consulting.
Nippon Express (A		¢1.010	\$1,074	NA	фог	ф100e	NA	0.004	The LLC angusticus of leaves beautilesistics
58 © NIPPON EXPRESS	Wood Dale, III. nipponexpress.com (Nippon Express Holdings, Tokyo) Kazuoki Oguro, President and CEO	\$1,010 Top Industries Ser Consumer packs Other Industries S Aerospace and o	rved: aged goods, in erved:	dustrial and ma	G.	\$100°	IVA	3,294	The U.S. operations of Japan-based logistics company Nippon Express. Services include air and ocean freight forwarding, brokerage and warehousing and distribution.
PLS Logistics Serv									
59 Codistics Services	Cranberry Township, Pa. plslogistics.com Gregory Burns, CEO Steven Bergan, President	\$980 Top Industries Ser Building product Other Industries S Aerospace and o paper products,	s, industrial anderved: defense, autom	notive, chemica	s, consumer pa	ckaged goods,		600 s, forest and	A third-party logistics company offering freight brokerage, supply chain consulting and transportation management services. The company manages truckload, less-thantruckload, rail, barge, air, ocean and intermodal freight.
Trinity Logistics									
60 STRINITY	Seaford, Del. trinitylogistics.com (Burris Logistics) Donnie Burris, CEO, Burris Logistics Sarah Ruffcorn, President	\$974 Top Industries Ser Chemicals, indus Other Industries S Aerospace and o durable goods, fe oil and gas, publ	strial and manu erved: defense, buildir ashion and app	ng products, co	nsumer package d paper products	, government,	health care, of		A freight brokerage and third-party logistics company that is a business unit of foodservice redistribution firm Burris Logistics. Logistics services include freight brokerage, transportation management, intermodal, drayage, expedited, warehousing and international freight services.
Odyssey Logistics									
61 Services	Charlotte, N.C. odysseylogistics.com (TJC L.P.) Hans Stig Moller, CEO	\$973 Top Industries Ser Automotive, build Other Industries S Aerospace and o products, govern	ding products, derved: defense, durab	le goods, indus			-10.1 nd beverage, f	2,000	A third-party logistics provider offering a range of services through its proprietary technology platform. Services include transportation management, supply chain consulting, customs brokerage and warehousing and distribution.

Rank 2025 2024		Logistics 2024	Gross Revenue (in r	millions) % Change	Logistics N 2024	et Revenue (in m	illions) % Change	Employees	Description of Services
Radial (North Amer	ica)			, s Gillango			70 Gilango	p.0y000	
61 Radial	King of Prussia, Pa. radial.com (Bpost, Brussels) Tom Schmitt, CEO	Other Industries Automotive, be	ckaged goods, co	durable goods, f	ashion and app	\$820°	-22.6 beverage, offic	3,650 e equipment,	An e-commerce fulfillment provider offering warehousing, inventory management and omnichannel technology. The company is owned by Belgium-based mail and parcel delivery firm Bpost.
R&R Family of Cos.									
63 R&R FAMILY OF COMPANIES	Pittsburgh shiprrexp.com Richard Francis, President and CEO	Other Industries	ıcts, industrial and	· ·		\$130	30	715	A trucking and logistics company offering dedicated contract carriage, freight brokerage, transportation management, customs brokerage, inventory management and order fulfillment.
Integrity Express Lo	ogistics								
64 INTEGRITY Express Logistics	Blue Ash, Ohio ielfreight.com James Steger, CEO Jay Kelly, President	Other Industries	ckaged goods, for			\$145°	NA and gas, rubb	813 per and plastic	A third-party logistics provider offering freight brokerage services for dry van, refrigerated, less- than-truckload, flatbed and intermodal freight.
Scan Global Logisti	cs (North America)								
65 SCAN GLOBAL LOGISTICS Saddle Creek Logis	Seattle scangl.com (SGL Group ApS, Hvidovre, Denmark) Allan Melgaard, Global CEO	Other Industries	d defense, autom		\$185°	NA , health care, o	NA il and gas	1,500	The North American logistics operations of Denmark-based Scan Global Logistics A/S. Logistics services include ocean and airfreight forwarding, warehousing and customs brokerage.
57	Lakeland, Fla.	\$922	\$996	-7.4	\$780	\$816	-4.4	5,740	A third-party logistics company offering
Saddle Creek LOGISTICS SERVICES MegaCorp Logistics	sclogistics.com Mark Cabrera, CEO	Top Industries S Consumer pac Other Industries	Served: ckaged goods, inc s Served: s, fashion and app	dustrial and mar	nufacturing, reta	il		,	warehousing, omnichannel fulfillment, dedicated contract carriage and freight brokerage services.
65	Wilmington, N.C.	\$919	\$880	4.4	\$135	\$132	2.3	754	A third-party logistics provider offering truckload
(MegaCorp	megacorplogistics.com Ryan Legg, CEO Bob Klare, President	Top Industries S Building produ Other Industries Durable goods	Served: acts, consumer pa	ackaged goods,	food and bevera	age			and less-than-truckload freight brokerage services.
BlueGrace Logistic	S								
68 bluegrace	Riverview, Fla. mybluegrace.com Bobby Harris, CEO Adam Blankenship, President and COO	Other Industries	ckaged goods, inc		_	_		615	A third-party logistics company offering less-than- truckload and full truckload freight brokerage, intermodal, air and ocean freight forwarding and supply chain consulting services.
Crane Worldwide Lo	ogistics								
69 CRANE WORLDWIDE LOGISTICS Hellmann Worldwide	Houston craneww.com Jim Crane, Chairman Jared Crane, CEO Logistics (Americas)	Other Industries	ckaged goods, co			\$230° rial and manufa	-2.2 acturing	2,000	A global third-party logistics provider offering air and ocean freight forwarding, customs brokerage, freight brokerage, transportation management, warehousing and supply chain consulting.
75	Doral, Fla.	\$890°	\$700°	27.1	\$180°	\$140°	28.6	2,585	The operations of Hellmann Worldwide Logistics,
69 hellmann worldwide Logistics	hellmann.com (Hellmann Worldwide Logistics SE & Co. KG, Osnabrück, Germany) Jens Drewes, CEO Peter Hüwel, Regional CEO, Americas	Other Industries	shion and appare		nufacturing, food	and beverage			a Germany-based logistics company, in the Americas. Services include freight brokerage, air and ocean freight forwarding, customs brokerage and intermodal.
Radiant Logistics									
71 RADIANT	Renton, Wash. radiantdelivers.com (NYSE American: RLGT) Bohn Crain, CEO	Other Industries Building produmanufacturing	d defense, autom	ackaged goods, parel, food and b	computers and beverage, forest	and paper prod	ducts, health c		A global third-party logistics company offering air and ocean freight forwarding, freight brokerage, customs brokerage, intermodal, warehousing and distribution, order fulfillment and inventory management.
Canada Cartage/The	•								
72 CANADA GTI CARTAGE Group	Mississauga, Ontario and Lachine, Quebec canadacartage.com (Mubadala Capital) Jeff Lindsay, President and CEO, Canada Cartage Richard Lafreniere, President and CEO, The GTI Group	Other Industries Aerospace and and electronic	manufacturing, fo	notive, building po fashion and app	roducts, chemic				The combined operations of logistics firms Canada Cartage and The GTI Group. Canada Cartage provides dedicated contract carriage, transportation management, fulfillment and distribution, and home delivery services, while GTI offers freight brokerage, transportation management, freight forwarding, drayage, intermodal, warehousing and specialty trucking services for oversized and heavy haul freight.

Rank 2025 2024		Logistics (2024	Gross Revenue (in n 2023	nillions) % Change	Logistics No 2024	et Revenue (in m 2023	nillions) % Change	Employees	Description of Services
73 OIA GLOBAL Spot Inc.	Portland, Ore. oiaglobal.com (LDI Ltd.) Jeffrey Barrie, CEO	Other Industries	nanufacturing, fa		\$380° arel, health care	\$367	3.5	1,300	A global third-party logistics company offering air and ocean freight forwarding, customs brokerage, warehousing and distribution, and packaging services.
74 \$ SPOT	Indianapolis spotinc.com Andrew Elsener, CEO Andy Schenck, President	Other Industries	kaged goods, foo		\$89 ge, rubber and pla r products	\$93	-4.3	589	A third-party logistics company offering truckload and less-than-truckload freight brokerage services, as well as supply chain consulting and transportation management.
75 75 CAZER LOGISTICS	Alpharetta, Ga. lazerlogistics.com (EQT AB Group) Adam Newsome, CEO Bob Collins, President	Other Industries Building produc	kaged goods, foo Served: cts, chemicals, co	omputers and	\$725 ge, retail electronics, durab s, health care, offi			5,700	A third-party logistics provider specializing in transportation yard management services. The company provides yard spotting, shuttling, trailer leasing and rental, intermodal and drayage services, electric vehicle services and yard management technology.
76 Covenant	Chattanooga, Tenn. covenantlogistics.com (NYSE: CVLG) David Parker, CEO Paul Bunn, President	Other Industries Automotive, bui	kaged goods, foo Served: ilding products, of fashion and app	chemicals, com	NA ge, retail nputers and electr d paper products,				The logistics and dedicated operations of truckload carrier Covenant Logistics Group. Services include dedicated contract carriage, freight brokerage, supply chain consulting, transportation management, warehousing and distribution.
De Well Group (Nor Ranked	th America) Bell Gardens, Calif. dewell.com Time Yang, CEO Fran Cheng, President	Other Industries Aerospace and manufacturing,	kaged goods, co Served: I defense, autom	otive, building age, forest and	\$69 electronics, fashior products, chemica paper products, r nications	als, durable go			A logistics and supply chain solutions provider dual-headquartered in Bell Gardens, Calif., and Shanghai. Logistics services include air and ocean freight forwarding, warehousing and distribution, and fulfillment services.
78 Not Ranked Bridgeway	Moon Township, Pa. bridgewayconnects.com	\$656 Top Industries So Building produc Other Industries Consumer pack	cts, industrial and Served:	NA d manufacturin	\$119 g, oil and gas	NA	NA	215	A freight broker formerly known as Transport Investments. Offers full truckload and less-thantruckload, rail and intermodal, flatbed, heavy haul and bulk freight brokerage.
79 79	St. Cloud, Minn. atsinc.com (Anderson Trucking Service) Rollie Anderson, Chairman and CEO Brent Anderson, President	\$650 Top Industries Se Consumer pact		1.2 rrable goods, fo	\$101 pod and beverage	\$101	0	379	The freight brokerage and third-party logistics division of Anderson Trucking Service. The business offers freight brokerage services covering dry van, refrigerated, flatbed, heavy haul, less-than-truckload and intermodal freight.
80 82 Land SILOS	Erie, Pa. logisticsplus.com Jim Berlin, CEO		l defense, autom		\$100 ls, consumer pacl alth care, oil and g		-16.7 computers ar	1,300	A third-party logistics company offering less-than-truckload and full truckload freight brokerage services, transportation management, warehousing and distribution, fulfillment, freight forwarding and supply chain consulting.
80 Not Ranked	cs/Lily Transportation Lake Success, N.Y. transervice.com (ZS Fund L.P.) Gregg Nierenberg, President and CEO	Other Industries Automotive, bui telecommunica Key Customers:	food and bevera Served: ilding products, c	chemicals, con	sumer packaged	NA goods, oil and	NA I gas, publishii	2,900	The combined operations of sister companies Transervice Logistics and Lily Transportation. Both companies provide dedicated contract carriage, freight brokerage and freight management.
82 ⁶⁹	ress (North America) Jericho, N.Y. kwe.com (Kintetsu Group Holdings, Osaka, Japan) Tom Smith, President and CEO, USA	Other Industries Aerospace and	d and beverage, Served: I defense, autom	otive, consum	\$97° er packaged good and apparel, healtl		-63.4 and electronic	NA cs, durable	The North American operations of Japan-based freight forwarder Kintetsu World Express, a subsidiary of railway company Kintetsu Group Holdings. Services include ocean and airfreight forwarding, customs brokerage and warehousing and distribution.
Matson Logistics 80 Matson Logistics	Walnut Creek, Calif. matson.com/logistics (Matson Inc.) Rusty Rolfe, President	Other Industries Automotive, bui paper products Key Customers:	food and bevera Served: ilding products, o , government	chemicals, con	NA sumer packaged mble Bee Foods	NA goods, fashior	NA n and apparel	515	A third-party logistics provider offering intermodal, freight brokerage, warehousing and distribution, and international supply chain services. Matson Logistics is a subsidiary of ocean shipping company Matson Inc.

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Rank 2025 2024		Logistics G 2024	ross Revenue (in 2023	millions) % Change	Logistics 2024	Net Revenue (in m 2023	nillions) % Change	Employees	Description of Services
Steam Logistics 84 SteamLogistics	Chattanooga, Tenn. steamlogistics.com Jason Provonsha, CEO Steve Cox, President	\$593 Top Industries Se Building product Other Industries S Industrial and m	s, consumer p served:			\$81 age	0	520	A third-party logistics company offering truckload and less-than-truckload freight brokerage, ocean and airfreight forwarding, and warehousing services.
Day & Ross 85 ROSS TA Services	Hartland, New Brunswick dayross.com (McCain Foods) Bill Doherty, President and CEO	\$584 Top Industries Se Automotive, food Other Industries S Building product industrial and m office equipmen	d and beverage served: s, chemicals, c anufacturing, fa	consumer packag ashion and appa	rel, forest and p	paper products,	government,		The logistics and dedicated operations of trucking company Day & Ross. Services include dedicated contract carriage, freight brokerage, air and ocean freight forwarding, intermodal, transportation management, supply chain consulting, and warehousing and distribution.
TA Services 86 SERVICES	Mansfield, Texas taservices.com (PS Logistics) Scott Schell, President and CEO	\$568 Top Industries Se Consumer pack Other Industries S Building product	aged goods, in Served:	-3.1	\$129 nufacturing, foo	\$143 d and beverage	-9.8 e	941	A third-party logistics provider and subsidiary of flatbed and heavy specialized carrier PS Logistics. Services include freight brokerage, transportation management, warehousing and fulfillment, and cross-border logistics.
Watco Logistics 87 WATCO	Pittsburg, Kan. watco.com Dan Smith, CEO	\$565 Top Industries Se Building product		40.9 d manufacturing	\$82 g, oil and gas	\$61	34.4	331	The third-party logistics operations of intermodal transportation company Watco. Services include freight brokerage, intermodal, warehousing and supply chain consulting.
FLS Transportation 89 FLS FLS TRANSPORT	Atlanta flstransport.com (Abry Partners) John Leach, President and CEO	\$560 Top Industries Sel Automotive, con Other Industries S Chemicals, indu	sumer packag erved:		\$85 and beverage	\$78	9	370	A third-party logistics provider offering freight brokerage, transportation management and cross-border services.
Mullen Group 86 Mullen Group	Okotoks, Alberta mullen-group.com Murray Mullen, Chairman, President and Senior Executive Officer	\$550° Top Industries Se Durable goods, Other Industries S Health care	industrial and r	-4.3 manufacturing, re	\$150° etail	\$150°	0	2,450	The logistics operations of Canada- based transportation services provider Mullen Group. Services include warehousing and distribution, freight brokerage, intermodal and transportation management.
Venture Logistics 90 VENTURE	Indianapolis venturelogistics.com Greg Eddy, CEO	\$531 Top Industries Se Automotive, indu Other Industries S Aerospace and	ustrial and mar Served:	_			14.1	1,726	An asset-based third-party logistics provider offering dedicated contract carriage, freight brokerage, warehousing and distribution, transportation management and cross-broder services.
Circle Logistics 91 Circle Logistics Personalized Logistics & Transportation Educators	Fort Wayne, Ind. circledelivers.com Eric Fortmeyer, President and CEO	\$500 Top Industries Set Automotive, con Other Industries Set Aerospace and apparel, foo and gas, publish	sumer packag gerved: defense, buildi d and beverag	ng products, che e, forest and par	emicals, comput per products, go	ers and electro overnment, hea			A third-party logistics company offering freight brokerage and transportation management services.
Logistic Dynamics 92 Di	Buffalo, N.Y. shipldi.com (Tritium Partners) Bob Stull, CEO Evan Gaskill, President	\$498 Top Industries Sel Building product Other Industries Sel Automotive, dura	\$485 rved: s, industrial anderved:	2.7 d manufacturing	\$85	\$86 erage	-1.2	58	A third-party logistics provider offering full truckload, less-than-truckload, intermodal and flatbed freight brokerage services, as well as transportation management.
Marten Transport 93 MARTEN	Mondovi, Wis. marten.com (Nasdaq: MRTN) Randy Marten, Chairman Timothy Kohl, CEO Douglas Petit, President	\$465 Top Industries Sel Consumer pack Other Industries Sel Chemicals, forest	\$574 rved: aged goods, fo	-19 ood and beverage	\$334 e, retail	\$429	-22.1	2,000	The logistics and dedicated operations of truckload carrier Marten Transport. Services include dedicated contract carriage, freight brokerage, intermodal and drayage.
Beemac Logistics Not Ranked	Beaver, Pa. beemaclogistics.com Richard Casoli, President	\$440 Top Industries Se Building product Other Industries S Aerospace and rubber and plast	s, industrial an erved: defense, auton			NA ods, durable god	NA ods, food and	143 beverage, retail,	The logistics services of multimodal transportation provider offering freight brokerage and transportation management. Provides freigh brokerage, transportation management and supply chain consulting services.
94 LOGISTICS	North Canton, Ohio kaglogistics.com (Kenan Advantage Group) Charles DeLacey, CEO, Kenan Advantage Group Mark Lloyd, EVP, KAG Logistics	\$440 Top Industries Ser Chemicals, food Other Industries S Automotive, buil- products, govern	and beverage served: ding products,	consumer packa	\$60°	\$60°	0 nufacturing, fo	180	The logistics division of tank truck carrier Kenan Advantage Group. Logistics services include transportation management, freight brokerage, freight payment and auditing, cross-border services and transloading.

2025 2024 % Change Employees Description of Services FitzMark Indianapolis \$430° \$450 -4.4 \$69e -1.4 360 A third-party logistics company offering freight \$70 96 brokerage, transportation management, fitzmark.com Top Industries Served: intermodal and drayage services, warehousing and distribution, order fulfillment and supply (Calera Capital) Consumer packaged goods, food and beverage, retail FITZMARK Scott Fitzgerald, CEO chain consulting Aerospace and defense, automotive, building products, chemicals, computers and electronics, durable goods, industrial and manufacturing, fashion and apparel, forest and paper products, government, health care, office equipment, oil and gas, publishing, rubber and plastic products, telecommunications **Evans Transportation Services** \$428 NA 160 A third-party logistics provider offering full Delafield, Wis. \$380 12.6 NA \$35 truckload and less-than-truckload freight evanstrans.com Top Industries Served: brokerage, specialized and project logistics Charlie Keepman, Chairman Automotive, chemicals, industrial and manufacturing services. Ryan Keepman, CEO Other Industries Served: Food and beverage, health care, oil and gas **England Logistics** Salt Lake City \$409 \$484 \$90 9.8 461 The third-party logistics division of truckload -15.5 98 carrier C.R. England. Services include freight englandlogistics.com Top Industries Served: brokerage for truckload, intermodal, dry van and (C.R. England) Building products, consumer packaged goods, food and beverage temperature-controlled less-than-truckload and Jason Beardall, CEO Other Industries Served: parcel shipments, and supply chain consulting. Industrial and manufacturing, government **RPM Freight Systems** Royal Oak, Mich. NA NA 285 \$400 A freight brokerage company that provides finished vehicle logistics for the automotive sector Top Industries Served: and other specialized freight transportation (Trive Capital and Bluejay Automotive, industrial and manufacturing Capital Partners) John Perkovich, President **Averitt Express** Cookeville, Tenn. \$393 1,491 The logistics and dedicated operations of less 100 averitt.com than-truckload carrier Averitt Express. Services Ton Industries Served: include dedicated contract carriage, warehousing Gary Sasser, Consumer packaged goods, industrial and manufacturing, retail *AVERIT* and distribution, air and ocean freight forwarding, Chairman and CEO customs brokerage, transportation management, Barry Blakely, Chemicals, food and beverage, rubber and plastic products freight brokerage, intermodal, drayage, order President and COO fulfillment and reverse logistics.



A Time of Uncertainty for 3PLs

Outlook Unclear for Logistics After Modest Growth in 2024

hings have changed dramatically in the United States since the beginning of January. At that time, the economy was growing well, inflation was declining, the stock market was hitting all-time highs and consumer sentiment was strong. However, the introduction of punitive import tariffs—some as high as 54% on imports from China announced April 2—created uncertainty among businesses and consumers.



Evan ArmstrongPresident, Armstrong
& Associates Inc.

Reducing the size of the government and increasing its efficiency are beneficial. However, this goal has been complicated by the unpredictable hiring and firing of federal workers by Elon Musk's Department of Government Efficiency. As a result, these actions have contributed to greater economic uncertainty. Often, the effects of this uncertainty are more pronounced than the impact of the actual policy changes themselves.

On the positive side, reduced government regulations, a more favorable energy policy and the possibility of lower corporate tax rates are expected to support growth over the next three years. Most observers anticipate that the individual federal tax cuts implemented in 2017 will be extended. The impact on growth primarily will depend on whether these cuts are extended as expected or if

further tax cuts, such as those on tip income, are introduced to provide an additional stimulus.

The bond market anticipates three interest rate cuts by the Federal Reserve this year; however, the inflationary effects of tariffs may prevent these cuts from happening. Consequently, the U.S. is likely to experience slower economic growth, as measured by gross domestic product, along with higher inflation, as indicated by the personal consumption expenditures price index. This situation could make business financing more difficult and may hinder what was initially expected to be a robust market for mergers and acquisitions.

According to current estimates from Armstrong & Associates, net revenues of the U.S. third-party logistics market grew by 1.6% to reach \$131.2 billion in 2024, after a decline of 12.8% in 2023. Meanwhile, gross revenues across all four segments of the 3PL market increased by 1.1% year over year, recovering from a significant drop of 26.1% in 2023. This brings the total value of the U.S. 3PL market to \$302.7 billion in 2024.

Predicting market growth for 2025 is challenging due to ongoing uncertainties. However, we have some insights: The inventory buildup ahead of the Trump-era import tariffs has resulted in 3PL warehouses nearing full capacity, which will take time to draw down. Because of this inventory buildup, air and ocean freight forwarders have seen substantial volumes and revenue.

On April 2, Trump also announced changes to the "de minimis" rules for shipments from China. This will eliminate the exemptions for small shipments, such as those in e-commerce, from certain tariffs.

Given these factors, we expect much of the growth in the U.S. 3PL market for 2025 will occur in the first half of the year. Gross revenue is projected to increase to \$316.2 billion, reflecting a growth rate of 4.5%.

Since A&A began developing 3PL market size estimates in 1995, 2021 saw the highest year-over-year growth at 48.1%, followed by 2000 with the second-highest growth at 22.9%, while 2010 ranked third at 19%.

The 3PL market in the United States consists of four segments, with numerous third-party logistics providers offering services across multiple segments.

- Dedicated contract carriage (DCC): Third-party logistics providers offering dedicated contract carriage services to customers through agreements typically having one- to seven-year terms. Their operations primarily focus on managing asset-based truckload transportation. 3PLs supply drivers, transportation equipment and management personnel as part of this service.
- Value-added warehousing and distribution (VAWD): Third-party logistics providers offering long-term contract warehousing and distribution center management and various value-added services. These contracts typically have terms ranging from one to three years, with some extending up to 10 years or more. VAWD does not include short-term "public" warehousing.
 International transportation management (ITM): Third-party logistics providers offering international air
- International transportation management (ITM): Third-party logistics providers offering international air and ocean transportation management services, typically managed under contracts. These services often include freight forwarding, warehousing, container freight station operations, trade compliance, customs brokerage and inland shipment management.
- Domestic transportation management (DTM): Third-party logistics providers offering non-asset-based transportation management services, primarily focused on shipments originating from and destined for locations in North America. These services typically are performed with freight brokerage and are governed mainly by contracts. The DTM subsegments include freight brokerage, intermodal, managed transportation and last-mile delivery.

International Transportation Management

International transportation management (ITM) encompasses air and ocean freight forwarding, customs brokerage and compliance, warehousing, and inland transportation. In contrast, domestic transportation management (DTM) includes freight brokerage, managed transportation, intermodal transportation management and last-mile delivery. Both segments experienced significant gross revenue declines in 2023, with double-digit reductions reported. DTM saw an additional decline of 4.2% in 2024, while ITM experienced a 6.5% increase.

The growth in the ITM segment can be attributed to shipping uncertainties in the Red Sea and a decrease in ocean traffic through the Suez Canal. Additionally, concerns regarding tariffs and trade wars have fueled this growth, especially in late 2024, as importers have been eager to receive their goods before

expected tariff increases.

The asset-based 3PL segments, dedicated contract carriage (DCC) and value-added warehousing and distribution (VAWD), have seen slower growth since the high-demand period after the post-pandemic shutdown, although they continue to grow

continue to grow.

A&A's analysis of the financial results of 3PLs for 2024 shows that the U.S. ITM segment achieved the highest year-over-year growth among all four segments, with a gross revenue increase of 6.5%, reaching \$78.8 billion. This growth comes after a significant decline in 2023 when the segment experienced a 49.3% drop in gross revenue — the largest decrease recorded since A&A began tracking the market in 1995.

Freight forwarding volumes in 2024 showed improvement compared with 2023. U.S.-based ITMs experienced an average growth of 6.7% in ocean freight measured in 20-foot equivalent units and a 15% increase in airfreight measured in metric tons. However, U.S. ITM net revenue declined by 4% in 2024 despite this positive trend. This decrease was driven by a rise in lower-margin ocean freight, which accounts for approximately 98% of total volumes compared with airfreight. As a result, there was a slight compression in gross profit margins. On a positive note, total market segment net revenue increased to \$26.9 billion, reflecting a 30.2% growth compared with 2023. The largest U.S.-based freight

The largest U.S.-based freight forwarder by gross revenue, Expeditors International of Washington, saw a 17.2% increase in gross revenue to \$10.6 billion in 2024, and

its net revenue was up 5.2% to \$3.4 billion. In turn, its freight forwarding volumes grew by 7% in ocean freight TEUs and 12% in airfreight metric tons.

C.H. Robinson Global Forwarding experienced the most significant year-over-year increases of the U.S. ITM 3PLs analyzed, with gross revenue soaring 26.9% to \$3.8 billion and net revenue up 16.4% to \$803 million. This is after being the U.S. ITM 3PL with the most significant gross revenue decrease of 56% in 2023.

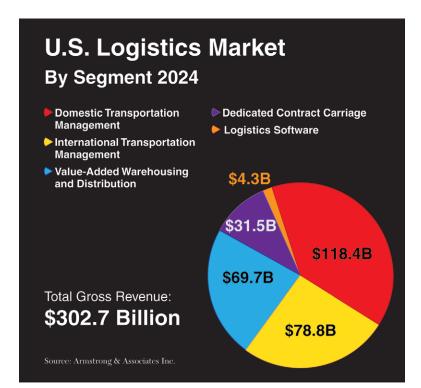
A notable change on this year's top ocean freight forwarder list is Beijing-based Sinotrans, which landed the No. 1 spot with 4,872,248 ocean TEUs handled in 2024, an increase of 13.1% over 2023. This is 562,248 TEUs more than now-second-place Kuehne + Nagel's volume, which declined 0.6% year over year to 4,310,000 TEUs handled.

The Asia-based freight forwarders we analyzed averaged 8.7% year-over-year growth in ocean TEUs handled in 2024 and 19.9% in air-freight metric tons.

Once the pending acquisition of Germany's DB Schenker, which ranks seventh, by Denmark-based DSV, which ranks fourth, is complete, it will be interesting to see how the top five pan out in 2025.

Dedicated Contract Carriage

The asset-heavy dedicated contract carriage (DCC) 3PL market segment experienced the second-largest year-over-year gross revenue growth, up 6% to \$31.5 billion, and the largest year-over-year net revenue growth, with an increase of 5.3% to \$31.2 billion in 2024. This is a substantial improvement versus the mere 0.7% in gross revenue growth and the 1.4%





increase in net revenue the segment

experienced in 2023.

DCC's growth benefited from shippers wanting to lock in capacity after a turbulent 2021, an increased ability to attract drivers through wage increases and better recruiting, and having ample capital to invest in equipment. In addition, those 3PLs with freight brokerages that could handle "overflow" business from DCC operations as dedicated or spot truckload capacity tended to do well.

DCC has an advantage when truckload capacity increases due to softer demand and declining rates. Since traditional DCC contracts have one- to three-year terms with specific trucking assets dedicated to customers, this makes DCC contracts much "stickier" than standard shipper-carrier trucking contracts and less susceptible to declines in the truckload spot market.

DCC trailer types are 80% dry vans, reefers account for 11%, flatbeds comprise 5% and tankers and other trailers tally 2% each. Sixty-four percent of the top 25 DCC providers have both dry vans and reefers; 60% also have flatbeds. More than a third of the top 25 have tankers. Other types of equipment include curtain sides, roller beds, end dumps, drop decks and dry van trailers with liftgates. Customer trailers/containers often are used primarily for retail operations, such as Walmart.

J.B. Hunt Dedicated Contract Solutions had a 4.6% decrease to 12,647 total DCC power units in 2024. Segment revenue also fell 4.2% to \$3.4 billion. However, it remains the largest DCC 3PL, generating an average of \$268,500 per power unit.

Ryder, with dedicated contract trucking operations within two of its business segments, Dedicated Transportation Services and Supply Chain Solutions, only shed 200 DCC power units since 2023. With 11,400 power units in 2024, Ryder remains in second place but continues to come closer to being the top DCC 3PL with a difference in power units of 1,247 from J.B. Hunt DCS.

With its acquisition of Cowan Systems, Schneider gained DCC power units and placed in the No. 3 spot on the top dedicated contract carriers list this year. The combined entities had 8,400. Schneider alone increased DCC power units by 9.6% to 6,829 at year-end 2024.

And Distribution

and distribution (VAWD), was the third-best-performing segment in 2024, growing 2.3% to \$69.7 billion in gross revenue. This is after being the best-performing segment of the four in 2023, with a mere 1.6% increase in gross revenue to \$68 billion. In 2024, VAWD experienced the second-highest net revenue increase among the four 3PL segments, growing by 3.9% to \$53.9 billion.

Key value-added services in the VAWD segment include kitting, pick and pack, packaging, repair and refurbishment, sequencing and subassembly, merge-in transit and shipment consolidation.

For VAWD 3PLs, most warehouses are full, and higher interest rates have kept a lid on new warehouse development. There has been increased focus on fine-tuning warehouse pricing and improved bid performance. Shippers see this as a good time to put out RFPs (request for proposals) and work to mutualize some of the one-sided agreements entered into during the post-shutdown demand surge. Many shippers are examining their supply chain networks and providers to improve inventory management and on-time delivery performance. We anticipate a continued focus on supply chain network flexibility and warehouse optimization.

Overall, VAWD 3PLs with strong customer vertical strategies, operational excellence cultures, integrated warehousing and transportation management skills, and longer-term customer agreements have outperformed undifferentiated, short-term public warehousing 3PLs.
A continual headwind for VAWD

3PLs has been high warehouse labor demand, turnover and wage increases. This is driving significant interest from VAWD 3PLs to automate warehouses with autonomous robots from manufacturers like Fetch, Locus and 6 River Systems. Many 3PLs invested in robotics last year to improve efficiency, accuracy and picking speed. By accessing real-time data and analytics from the cloud, robots can optimize their routes, reduce idle time, reduce human transport/travel time and prioritize tasks based on demand. These autonomous mobile robots use sensors, cameras and mapping software to navigate the warehouse. Robots can be quickly deployed, sometimes as soon as two weeks. Leasing robots also can offer 3PLs greater flexibility in scaling their operations up or down as demand fluctuates.

better than its transportation management counterparts. With a general shortage of warehousing space and the growth in e-commerce fulfillment and last-mile delivery, it is

expected to grow.
With an estimated 284 million square feet of 3PL warehousing space in 465 North American warehouses, Amazon will remain the No. 1 VAWD 3PL in North America for the foreseeable future, with a difference of 121 million square feet between it and second-place DHL Supply Chain. Globally, Amazon has an estimated 399 million square feet of 3PL warehousing

space in 767 warehouses.

The top five VAWD 3PLs in North America ranked the same in 2024 as in 2023, with all reporting increases in North American warehousing square footage except DHL Supply Chain.

Álmost all of GXO's North American warehousing space, 84 million square feet, is within the U.S., with one warehouse in Canada. In 2024, GXO expanded its U.S. warehousing footprint by 6 million square feet, and its U.S. revenue grew 6.1% to \$2.9 billion.

Domestic Transportation Management

In contrast, the non-asset-based domestic transportation management (DTM) segment experienced gross and net revenue declines in 2024. Gross revenue decreased by 4.2%, totaling \$118.4 billion, while net revenue fell by 2%, reaching \$19.2 billion. Despite this decline, it marked an improvement compared to 2023, which saw double-digit revenue drops. DTM gross profit margins increased slightly by 0.3%, resulting in an average gross margin of 16.2%

The true leaders in DTM are those 3PLs with strong carrier management skills that have technologically innovated. This allows them to efficiently tap long-standing carrier relationships to cover shipper demand rather than being overly reliant on load boards to

buy capacity at spot-market rates. The digitalization of transactional truckload DTM/freight brokerage continues rapidly as more 3PLs have built interfaces to large shippers' transportation management systems for truckload spot-market rate quoting and automated load tendering and booking. A couple of dozen 3PLs use these TMS interfaces to provide shippers with instant spot rate quotes and the ability to complete load tendering and booking systematically. This process automates part of the traditional spot-market freight brokerage account management function, increasing shippers' use of more spot versus contract pricing.

Account management automation of spot-market truckloads is happening in conjunction with the automation of carrier sales (procurement) functions within freight brokers using carrier capacity management systems to digitally match shippers' loads to carriers based upon historical and real-time carrier capacity data analyzed via machine learning/ artificial intelligence algorithms. This digital freight-matching capability has become a competitive differentiator within the DTM segment as 3PLs look to increase the number of loads/shipments they manage per person per day and revenue per person per year.

It also can build carrier loyalty by reutilizing high-performing core carriers at rates below the spot market rates offered via load boards.

Four of the top five freight brokers - C.H. Robinson, Total Quality Logistics, WWEX Group (Worldwide Express/GlobalTranz) and Echo Global Logistics — are some of the 3PLs driving industry automation along with the newer tech-first digital freight brokers, such as Uber Freight. At this point, most of the top freight brokers are strategically digitalizing operations to add value through improved carrier management and customer and carrier experiences.

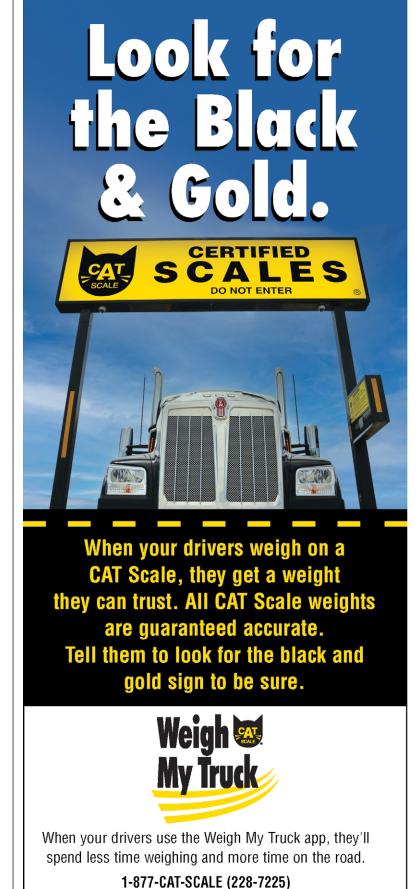
Following suit with our 3PL segment and subsegment definitions, J.B. Hunt jumped to second place

on this year's top freight brokerage firms list with the inclusion of J.B. Hunt Intermodal in addition to its Integrated Capacity Solutions segment with 2024 gross revenue of \$6 billion and \$1.1 billion, respectively.

Due to the midyear acquisition of UPS' Coyote Logistics by RXO, Coyote wasn't listed separately on this year's list. However, we anticipate RXO's full-year 2025 results to place the combined entity within the top five largest freight brokers next vear.

In all 3PL segments, automation to reduce head counts and increase efficiencies gained further momentum. Strategic growth initiatives to better position 3PLs in a changing environment took on new importance.





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Companies are ranked based on annual gross revenue from freight brokerage operations and include a description of the type of freight handled.

1 C.H. Robinson Worldwide

\$11.73 billion \$1.64 billion air/expedited. rail/intermodal. LTL. drv van truckload, refrigerated, flatbed/heavy haul, bulk/tank

2 J.B. Hunt Transport Services

\$7.10 billion NA air/expedited. rail/intermodal. LTL. drv van truckload, refrigerated, flatbed/heavy

3 Total Quality Logistics

Gross Revenue: Net Revenue: \$6.82 billion \$1.37 billion air/expedited. rail/intermodal. LTL. dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

4 WWEX Group

haul, bulk/tank

Gross Revenue: Net Revenue:
\$4.38 billion \$867 million
air/expedited, LTL, dry van truckload,
refrigerated, flatbed/heavy haul, parcel

5 Echo Global Logistics

\$3.70 billion \$586 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

6 RXO

Gross Revenue: Net Revenue:
\$3.03 billion \$419 million
air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

7 Landstar System

Gross Revenue: Net Revenue: \$2.61 billione \$310 millione air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

8 Mode Global

Gross Revenue: Net Revenue: \$2.32 billion NA air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

9 Schneider

Gross Revenue: Net Revenue:
\$2.25 billion* \$279 million*
rail/intermodal, LTL, dry van truckload,
refrigerated, flatbed/heavy haul, bulk/

10 Uber Freight

Gross Revenue: Net Revenue: \$2.06 billion^e \$220 million^e air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

11 Arrive Logistics

Gross Revenue: Net Revenue: \$2.04 billion \$233 million rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

12 Hub Group

Gross Revenue: \$1.62 billion \$293 million rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

13 ArcBest Corp.

Gross Revenue: \$1.40 billion sir/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

14 Allen Lund Co.

Gross Revenue: Net Revenue: \$1.31 billion rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

14 Priority-1 Inc.

Gross Revenue: Net Revenue: NA
air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

16 Nolan Transportation Group

Gross Revenue: \$1.23 billion Net Revenu NA air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

17 Scotlynn

Gross Revenue: Net Revenue: \$1.20 billion rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/

18 ITS Logistics

Gross Revenue: Net Revenue:

\$1.09 billion air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, bulk/tank

19 Ryan Transportation Service

Gross Revenue: Net Revenue: NA
air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

20 Armstrong Transport Group

Gross Revenue: Net Revenue:

\$1.05 billion \$170 million
rail/intermodal, LTL, dry van truckload,
refrigerated, flatbed/heavy haul

21 Traffix

\$1.03 billion \$173 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

22 Axle Logistics

\$1.01 billion \$136 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

23 PLS Logistics Services

Gross Revenue: Net Revenue:

\$980 million \$126 million
rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/

24 Trinity Logistics

Gross Revenue: Net Revenue:

\$974 million \$165 million
air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

25 Ascent Global Logistics

\$964 million \$131 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

26 Knight-Swift Transportation

Gross Revenue: \$957 million \$140 million rail/intermodal, LTL, dry van, refrigerated, flatbed/heavy haul, ocean container

27 Integrity Express Logistics

Gross Revenue: Net Revenue: \$933 million NA air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

Coyote Deal Shakes Up Brokerage List

■ he largest freight brokers in North America posted mixed results last year as market conditions generally remained tepid. Several major acquisitions, how-ever, played a large role in reshaping the business landscape in this segment of the logistics industry.

RXO, the brokerage spinoff of less-than-truckload carrier XPO, completed its purchase of Coyote Logistics from UPS in September for just over \$1 billion.

While RXO moves up to No. 6 on the brokerage list this year, the company is poised to rise further after it accrues a full year of added revenue from its acquisition of Coyote, which ranked No. 4 on this list a year ago.

Other notable deals include No. 9 Schneider's purchase of Cowan Systems, which ranked No. 93 last year, and No. 41 NFI's acquisition of Transfix's brokerage business. Transfix, No. 72 on the list a year ago, now operates as a software and data company.

Meanwhile, C.H. Robinson World-

wide remains far and away the industry's largest freight broker with gross revenue of \$11.7 billion from its brokerage operations.

The most prominent ranking change this year is J.B. Hunt Transport Services at No. 2. Unlike prior years, revenue from the company's intermodal segment is factored into its freight brokerage total to apply consistent criteria for companies throughout the list.

Familiar names Total Quality Logistics, WWEX Group and Echo Global Logistics round out the top five.

— Seth Clevenger

28 MegaCorp Logistics 43 Logistic Dynamics

Gross Revenue: Net Revenue:

\$498 million \$85 million
rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

44 TA Services

Gross Revenue: Net Revenue: \$491 million \$61 million LTL. drv van truckload, flatbed/heavy haul, refrigerated

45 Universal Logistics Holdings

Gross Revenue: Net Revenue: \$482 million \$65 million* air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank, parcel

46 Redwood Logistics

Gross Revenue: Net Revenue:

\$476 million NA

LTL, dry van truckload, refrigerated, flatbed/heavy haul

47 DSV A/S (North America)

Gross Revenue: Net Revenue: \$460 million^e \$60 million^e air/expedited, rail/intermodal, LTL, dry van truckload, flatbed/heavy haul, parcel

48 Beemac Logistics

\$49 million \$440 million air/expedited. rail/intermodal. LTL. drv van truckload, refrigerated, flatbed/heavy haul, bulk/tank

48 KAG Logistics

Net Revenue: \$440 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

50 FitzMark

Net Revenue: \$69 million^e Gross Revenue: \$430 million^e LTL, dry van truckload, air/expedited, flatbed/heavy haul, refrigerated

51 Evans Transportation Services

Gross Revenue: Net Revenue:

\$428 million \$42 million
air/expedited, LTL, dry van truckload, flatbed/heavy haul

52 England Logistics

Net Revenue \$90 million \$409 million /expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

53 RPM Freight Systems

\$400 million NA air/expedited, dry van truckload, flatbed/ heavy haul, auto

54 Watco Logistics

Gross Revenue: Net Revenue: \$395 million \$47 million rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

55 Giltner Logistics

\$378 million \$36 million air/expedited, rail/intermodal, LTL, dry van truckload, flatbed/heavy haul

56 Bison Transport

et Revenue Gross Revenue: \$366 million NA air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

57 Syfan Logistics

Gross Revenue: Net Revenue: \$355 million \$64 million air/expedited, LTL, dry van truckload, refrigerated, flatbed/heavy haul

58 Pepsi Logistics Company

Gross Revenue: Net Revenue: \$347 million sail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/ tank, parcel

59 Triple T Transport

\$341 million \$38 million LTL, dry van truckload, refrigerated

60 Ryder System

Net Revenue Gross Revenue: Net Revenue: NA rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/ tank, container

61 Magellan Transport Logistics Gross Revenue: Net Revenue: \$327 million \$46 million air/expedited, rail/intermodal, LTL, dry

van truckload, flatbed/heavy haul 62 Buchanan Logistics Net Revenue NA \$314 million

rail/intermodal, dry van truckload, refrigerated, flatbed/heavy haul **62 Cornerstone Systems**

Gross Revenue: \$314 million rail/intermodal, LTL, dry van truckload

64 Sunset Transportation

Gross Revenue: \$306 million Net Revenue: \$36 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

65 Ease Logistics

Gross Revenue: Net Revenue: \$305 million \$36 million air/expedited, dry van truckload, refrigerated

66 Logistics Plus

Gross Revenue: Net Revenue:
\$297 million \$52 million
air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank, parcel

67 BlueGrace Logistics

Gross Revenue: Net Revenue:

\$296 million NA
air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

68 KCH Transportation

\$291 million S40 million air/expedited, rail/intermodal. LTL. drv van truckload, refrigerated, flatbed/heavy haul, bulk/tank

69 Direct Connect Logistix

Gross Revenue: Net Revenue: \$285 million^e \$48 million^e rail/intermodal, LTL, dry van truckload, refrigerated

70 Freight Tec Management Group

Net Revenue \$46 million Gross Revenue: \$278 million Safe million Rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

71 Johanson Transportation

Gross Revenue: \$263 million NA air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

72 Trident Transport

Net Revenue: \$40 million^e Gross Revenue: \$255 million^e air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

\$919 million \$135 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

29 R&R Family of Cos.

Gross Revenue: Net Hevenue:

\$858 million \$144 million
air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

Net Revenue

\$109 million

30 Spot Inc.

\$729 million \$89 million
LTL, dry van truckload, refrigerated, flatbed/heavy haul 31 Werner Enterprises

\$723 million rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/

32 Forward Air \$720 million^e \$100 million^e rail/intermodal, LTL, dry van truckload

33 Kuehne + Nagel (North America)

\$667 million \$214 million rail/intermodal, LTL, dry van truckload

34 Bridgeway Connects \$656 million \$119 million rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/

35 ATS Logistics Services

Gross Revenue: Net Revenue: \$650 million \$101 million rail/intermodal, LTL, dry van truckload

36 Steam Logistics Net Revenue: \$80 million \$593 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

haul, bulk/tank 37 Geodis (North America)

NA \$581 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

38 FLS Transportation Services

\$560 million \$85 million rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/

39 Matson Logistics

Gross Revenue: Net Revenue: \$538 million NA air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

40 Odyssey Logistics

flatbed/heavy haul

\$536 million \$151 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy

41 NFI Gross Revenue: Net Revenue: \$527 million \$68 million air/expedited, rail/intermodal, LTL, dry

van truckload, refrigerated, flatbed/heavy **42 Circle Logistics** Gross Revenue: \$500 million \$71 million air/expedited, LTL, dry van truckload,

Top Freight Brokerage Firms

73 Covenant Logistics

Gross Revenue: \$249 million air/expedited, LTL, dry van truckload, refrigerated

74 Bay & Bay Transportation

Gross Revenue: \$242 million \$30 million rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

75 Roar Logistics

Gross Revenue: Net Revenue:

\$235 million \$29 million
air/expedited, rail/intermodal, LTL, dry
van truckload, refrigerated, flatbed/heavy
haul

76 Automated Logistics Systems

76 DB Schenker (North America)

Gross Revenue: \$230 million* sair/expedited, rail/intermodal, LTL, dry van truckload, parcel

78 Best Bay Logistics

Gross Revenue: Net Revenue:

\$225 million \$23 million
air/expedited, rail/intermodal, LTL, dry
van truckload, refrigerated, flatbed/heavy
haul, bulk/tank, drayage

78 OpenRoad Global

Gross Revenue: \$225 million \$34 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

80 Longship

Gross Revenue: \$210 million \$23 million
LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

81 Keystone Dedicated Logistics

Gross Revenue: Net Revenue:

\$200 million \$17 million

air/expedited, rail/intermodal, LTL, dry

van truckload, refrigerated, flatbed/heavy
haul

82 Prosponsive Logistics

Gross Revenue:

\$191 million
air/expedited, rail/intermodal, LTL, dry
van truckload, refrigerated, flatbed/heavy
haul, bulk/tank

82 SPI Logistics

Gross Revenue: Net Revenue:
\$191 million \$33 million
rail/intermodal, LTL, dry van truckload,
refrigerated, flatbed/heavy haul, bulk/

84 Canada Cartage/The GTI Group

Gross Revenue: Net Revenue:

\$188 million \$36 million

LTL, dry van truckload, refrigerated,
flatbed/heavy haul

85 Penske Logistics

Gross Revenue: Net Revenue: \$175 million NA
LTL, dry van truckload, refrigerated

86 TransLoop

Gross Revenue: Net Revenue:
\$174 million \$26 million
air/expedited, raii/intermodal, LTL, dry
van truckload, refrigerated, flatbed/heavy
haul. bulk/tank

87 Koch Logistics

Gross Revenue: Net Revenue: \$171 million NA
air/expedited, LTL, dry van truckload

87 Paul Logistics

Gross Revenue: Net Revenue: \$171 million NA flatbed/heavy haul

89 AMX Logistics

Gross Revenue: \$170 millione \$12 millione air/expedited, LTL, dry van truckload, refrigerated, flatbed/heavy haul

89 Titanium Transportation Group

\$170 million NA
LTL, dry van truckload

91 ODW Logistics Gross Revenue: Net

Gross Revenue: Net Revenue:
\$167 million \$29 million
rail/intermodal, LTL, dry van truckload,
refrigerated, flatbed/heavy haul

92 Radiant Logistics

Gross Revenue: \$162 million \$28 million air/expedited, rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul, bulk/tank

93 Genpro Inc.

Gross Revenue: \$160 million \$19 million rail/intermodal, LTL, dry van truckload, refrigerated, flatbed/heavy haul

94 AJC Logistics

Gross Revenue: \$154 million \$28 million
air/expedited, rail/intermodal, LTL, dry
van truckload, refrigerated, flatbed/heavy
haul, bulk/tank

95 Kirsch Transportation

Gross Revenue: Net Revenue:

\$152 million \$22 million
rail/intermodal, dry van truckload,
refrigerated, flatbed/heavy haul

96 Best Logistics Group

Gross Revenue: Net Revenue:

\$150 million \$26 million
air/expedited, rail/intermodal, LTL, dry
van truckload, refrigerated, flatbed/heavy
haul, bulk/tank

97 Fifth Wheel Freight

Gross Revenue: Net Revenue:
\$149 million \$21 million
air/expedited, rail/intermodal, LTL, dry
van truckload, refrigerated, flatbed/heavy
haul, drayage

97 Freedom Trans USA

Gross Revenue: Net Revenue:
\$149 million \$17 million
air/expedited, rail/intermodal, LTL, dry
van truckload, refrigerated, flatbed/heavy

99 Marten Transport

100 Motus Freight

Gross Revenue: Net Revenue:
\$139 million \$21 million
rail/intermodal, LTL, dry van truckload,
refrigerated, flatbed/heavy haul, bulk/

e = estimate



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A New Era for Warehouse Operators

Providers of warehousing and distribution services, much like other third-party logistics companies, will need to navigate potential changes to international supply chains as new tariffs take effect.

In addition to major shifts in U.S. trade policy, warehousing providers continue to face rising labor costs and high turnover.

Although global trade policies and freight patterns are in a state of flux, the list of North America's largest dry warehousing providers has seen relatively little change during the past year.

In fact, the 10 largest dry storage warehousing companies are

the same as a year ago, with no changes in ranking order.

Again topping the list is online retail giant Amazon.com, which operates an estimated 465 warehouses with 284 million square feet of capacity in North America.

Next on the list are DHL Supply Chain and Ryder System, followed by GXO, NFI and Geodis.
Other companies in the top 10

include FedEx Logistics, Kenco Group, Saddle Creek Logistics Services and CJ Logistics America. Meanwhile, industry consolidation continues to play out in the

warehousing sector.

DSV's planned acquisition of DB

Schenker, announced in September, will unite two large multinational logistics providers that both provide warehousing services in North America. That acquisition, expected to close in the second quarter of this year, will combine the No. 14 and 15 companies on the warehousing sector list.

the warehousing sector list.

In another example of consolidation, No. 22 Total Distribution, a subsidiary of Peoples Services, expanded its capacity in May by acquiring the assets of D+S Distribution and Integrated Logistics Services with 19 locations in Ohio.

- Seth Clevenger

1 Amazon.com Inc.

Total Storage: **284 million square feet**e

Number of warehouses: **465**e

2 DHL Supply Chain (North America)

Total Storage: **163 million square feet**^e
Number of warehouses: **524**^e

3 Ryder System

Total Storage: 103 million square feet
Number of warehouses: 291

4 GXO Logistics

Total Storage: **84.1 million square feet**Number of warehouses: **297**

5 NFI

Total Storage: **73 million square feet**Number of warehouses: **155**

6 Geodis (North America)

Total Storage: **53.7 million square feet**Number of warehouses: **145**

7 FedEx Logistics

Total Storage: 38.8 million square feet $^{\rm e}$ Number of warehouses: $90^{\rm e}$

8 Kenco Group

Total Storage: **36.8 million square feet**^e
Number of warehouses: **83**^e

9 Saddle Creek Logistics Services

Total Storage: **33 million square feet**Number of warehouses: **75**

10 CJ Logistics America

Total Storage: 30 million square feet
Number of warehouses: 80

11 Ceva Logistics (North America)

Total Storage: **26.9 million square feet**Number of warehouses: **131**

12 Maersk Logistics Total Storage: 26 8 milli

Total Storage: 26.8 million square feet Number of warehouses: 85

13 Penske Logistics

Total Storage: 26.5 million square feet
Number of warehouses: 93

14 DB Schenker (North America) Total Storage: 23.7 million square feete Number of warehouses: 91e

15 DSV A/S (North America) Total Storage: 21.6 million square feet^e Number of warehouses: 93°

16 Universal Logistics Holdings Total Storage: 19 million square feet Number of warehouses: 78

17 Metro Supply Chain

Total Storage: **18.7 million square feet**Number of warehouses: **117**

18 Warehouse Services

Total Storage: **18 million square feet**^e
Number of warehouses: **26**^e

19 UPS Supply Chain Solutions Total Storage: 17.3 million square feet^e Number of warehouses: 144^e

20 Thyssenkrupp Supply Chain Services

Total Storage: **15 million square feet**Number of warehouses: **80**

21 Radial (North America)

Total Storage: **13.6 million square feet**^e
Number of warehouses: **23**^e

22 Total Distribution

Total Storage: **13 million square feet**Number of warehouses: **75**

22 WSI

Total Storage: **13 million square feet**Number of warehouses: **55**

24 C.H. Robinson Worldwide

Total Storage: **12.9 million square feet**ed Number of warehouses: **283**e

25 Hub Group

Total Storage: **12 million square feet**Number of warehouses: **72**

26 Savino Del Bene (North America)

Total Storage: 11.5 million square feet
Number of warehouses: 14

27 Kuehne + Nagel (North America)

Total Storage: **10.5 million square feet**Number of warehouses: **52**

27 LX Pantos (North America) Total Storage: 10.5 million square fe

Total Storage: 10.5 million square feet
Number of warehouses: 41

29 Cardinal Health 3PL Supply Chain Solutions

Total Storage: 10 million square feet Number of warehouses: $38^{\rm e}$

30 Syncreon

Total Storage: **9.9 million square feet** Number of warehouses: **44**

31 G3 Enterprises

Total Storage: **8.7 million square feet** Number of warehouses: **39**

32 Logistics Plus

Total Storage: **8.5 million square feet**Number of warehouses: **30**

33 Holman Logistics

Total Storage: 8.2 million square feete

34 Nippon Express (Americas) Total Storage: 8.1 million square feet

Number of warehouses: 67 34 ODW Logistics

Total Storage: **8.1 million square feet**Number of warehouses: **27**

36 United Facilities

Total Storage: **8 million square feet**e Number of warehouses: **11**e

36 Verst Logistics

Total Storage: 8 million square feet Number of warehouses: 26

36 Wagner Logistics

Total Storage: 8 million square feete Number of warehouses: 31e

36 Yusen Logistics (North America)

Total Storage: 8 million square feet
Number of warehouses: 38

40 Grupo Traxion (North America) Total Storage: 7.9 million square feet Number of warehouses: 28°

40 Wow Logistics

Total Storage: 7.9 million square feet
Number of warehouses: 26

42 Buske Logistics

Total Storage: **7.5 million square feet**Number of warehouses: **35**



43 Atlanta Bonded Warehouse Total Storage: 7.4 million square feet Number of warehouses: 16

44 RJW Logistics

Total Storage: **7.3 million square feet**^e

Number of warehouses: **13**^e

45 Estes Forwarding Worldwide

Total Storage: **7 million square feet**Number of warehouses: **29**

46 Vantiva Supply Chain Solutions

Total Storage: **6.5 million square feet**e Number of warehouses: **12**e

47 Barrett Distribution Centers Total Storage: 6 million square feete Number of warehouses: 24e

47 Crane Worldwide Logistics
Total Storage: 6 million square feete
Number of warehouses: 56e

47 ID Logistics Group

Total Storage: 6 million square feet^e Number of warehouses: 26^e

47 Neovia Logistics

Total Storage: 6 million square feet
Number of warehouses: 29

51 Dimerco Express Group (North America)

Total Storage: **5.4 million square feet**Number of warehouses: **38**

51 Sunland Logistics Solutions
Total Storage: 5.4 million square feete
Number of warehouses: 16e

53 Flexport

Total Storage: **5.2 million square feet**Number of warehouses: **5**

54 Arvato (North America) Total Storage: 5 million square feet Number of warehouses: 10

54 Comprehensive Logistics
Total Storage: 5 million square feet
Number of warehouses: 20

54 Legacy Supply Chain

Total Storage: 5 million square feet
Number of warehouses: 13

57 Averitt Express

Total Storage: **4.9 million square feet**Number of warehouses: **37**

57 Worldwide Logistics Group (North America)

Total Storage: **4.9 million square feet**Number of warehouses: **28**

59 RXO

Total Storage: **4.5 million square feet**Number of warehouses: **95**

60 Keller Logistics Group

Total Storage: **4.4 million square feet** Number of warehouses: **22**

61 A. Duie Pyle

Total Storage: **4.3 million square feet**Number of warehouses: **17**

61 Forward Air/Omni Logistics Total Storage: 4.3 million square feete

Number of warehouses: 46e 63 Odyssey Logistics

64 Covenant Logistics

Total Storage: **4.1 million square feet**Number of warehouses: **28**

Total Storage: 4 million square feet Number of warehouses: 20

64 Jillamy Inc.
Total Storage: 4 million square feet
Number of warehouses: 19

64 Weber Logistics

Total Storage: 4 million square feet
Number of warehouses: 14

67 Traffix

Total Storage: **3.8 million square feet**Number of warehouses: **25**

68 ITS Logistics

Total Storage: 3.7 million square feet
Number of warehouses: 7

69 Evans Distribution Systems

Total Storage: **3.5 million square feet**Number of warehouses: **8**

69 Groupe RobertTotal Storage: **3.5 million square feet**Number of warehouses: **41**e

71 STG Logistics

Total Storage: 3.2 million square feet
Number of warehouses: 23

72 CRST The Transportation Solution

Total Storage: **3.1 million square feet**Number of warehouses: **60**

72 Watco LogisticsTotal Storage: **3.1 million square feet**

Number of warehouses: 40
74 Brown Integrated Logistics

Total Storage: 3 million square feet Number of warehouses: 20 74 East Coast Warehouse &

DistributionTotal Storage: 3 million square feet

Number of warehouses:

74 FW Logistics

Total Storage: 3 million square feete

Number of warehouses: 11e

74 Givens Logistics

Total Storage: **3 million square feet**^e Number of warehouses: **14**^e

74 Kintetsu World Express (North America) Total Storage: 3 million square feet

Number of warehouses: 35

Number of warehouses: 13

Number of warehouses:

74 TA ServicesTotal Storage: **3 million square feet**

80 Canada Cartage/The GTI Group

Total Storage: 2.7 million square feet

e = estimate



Cold Storage Leader Lineage Goes Public in Market's Biggest '24 IPO



¬ he world's largest refrigerated warehouse operator, Lineage, entered a new phase of its history last year by going public in the market's biggest initial public offering of 2024.

investment trust, which raised \$4.4 billion through its IPO, began trading on the Nasdaq Global Select

Total Storage: 3 billion cubic feet
Number of Warehouses: 480

Total Storage: **1.4 billion cubic feet**e Number of Warehouses: **234**

Total Storage: 46.8 million cubic feet
Number of Warehouses: 17

1 Lineage

2 Americold

3 Penske Logistics

The Novi, Mich.-based real estate

4 RLS Logistics Total Storage: **28 million cubic feet**^e Number of Warehouses: **9**^e

Lineage also continued to in-

crease its cold storage capacity. The company expanded its tempera-

ture-controlled space to 3 billion cubic feet across more than 480

warehouses, an increase of about

30 locations from a year earlier.
The segment's second-largest company, Americold, also expanded

Market on July 25.

5 ODW Logistics Total Storage: **9.1 million cubic feet**Number of Warehouses: **1**

6 STG Logistics Total Storage: **7.5 million cubic feet**Number of Warehouses: **1** last year. The company boosted its cold storage space to 1.4 billion cu-

bic feet in 234 warehouses.

The list of North America's largest refrigerated warehousing providers remained largely unchanged from a year ago, with Lineage and Americold continuing to lead the sector by a wide margin.

— Seth Clevenger

7 Kenco Group

Total Storage: **6.8 million cubic feet**e Number of Warehouses: **52**e

8 Kuehne + Nagel (North America)

Total Storage: 2 million cubic feet
Number of Warehouses: 10

9 Best Logistics Group Total Storage: 1 million cubic feet
Number of Warehouses: NA

No. 4 Penske Logistics, meanwhile, trimmed its dedicated fleet down to

8,325 power units, compared with

Rounding out the top five is Knight-Swift Transportation, North America's largest truckload carrier. Knight-Swift

increased the size of its dedicated

fleet to 6,500 tractors, an expansion of

Next on the list is Werner Enter-

prises with 4,745 dedicated tractors,

– Seth Clevenger

about 600 from a year ago.

followed by Ruan and NFI

9,111 a year earlier.

Top Dedicated Contract Carriers

Some Dedicated Fleets Shed Capacity

significant portion of the largest dedicated contract carriers in North America reduced their tractor counts last year as industry freight hauling capacity continued to exceed demand.

Sector leading J.B. Hunt Dedicated

Contract Services, for one, trimmed the size of its fleet to 12,647 power units, a decrease of about 600 vehicles from the prior year.

- 1 J.B. Hunt Dedicated **Contract Services** tal Power Units: 12,647
- 2 Ryder Dedicated Transportation Solutions er Units: 11.400
- 3 Schneider
- 4 Penske Logistics
- 5 Knight-Swift Transportation
- 6 Werner Enterprises
 Total Power Units: 4,745
- 7 Ruan Total Power Units: 3,866

- Total Power Units: 3.550 9 Lazer Logistics
- 10 C.R. England
- 11 CRST Dedicated Solutions
- 12 Day & Ross
- 13 Canada Cartage/The GTI Group Total Power Units: 1,973
- 14 TCI Transportation
- 15 DHL Supply Chain (North America)
- 16 Lineage
- er Units: 1.469
- 17 Universal Logistics Holdings
 Total Power Units: 1,391
- 18 Marten Transport
- 19 Venture Transport



- 20 Averitt Express
- 21 Hub Group
- 1.044
- 22 Covenant Logistics
- 23 Lily Transportation
- 24 Paper Transport
- 25 Transervice Logistics
- 26 Aim Integrated Logistics
- 27 Blackhawk Transport

- 28 Brown Integrated Logistics
- 29 Dupré Logistics
- 30 Ceva Logistics (North America)
- 31 A. Duie Pyle
- 32 Best Logistics Group Total Power Units: 450
- 33 Thyssenkrupp Supply Chain Services Total Power Units: 358
- 34 Nu-Way Transportation
- 35 AIT Worldwide Logistics

That was still enough to keep J.B. Hunt ahead of No. 2 Ryder Dedicated Transportation Solutions, which is not far behind with 11,400 tractors. Third-ranked Schneider bucked the

overall trend by expanding its dedicated fleet through organic growth along with its acquisition of Baltimorebased Cowan Systems late last year for \$390 million. With the addition of Cowan's business, Schneider said it would operate a fleet of more than 8,400 dedicated tractors, representing about 70% of its truckload fleet.

- 36 Legacy Supply Chain
- 37 Dimerco Express Group
- 38 Atech Logistics
- 39 East Coast Warehouse & Distribution
- **40 RXO**
- 41 Saddle Creek Logistics Services
- 42 Kenco Group
- 43 Syfan Logistics

- 286
- 45 Apache Logistics tal Power Units: 200
 - 46 Evans Distribution Systems

44 Miller Dedicated Services

- 47 Freedom Trans USA
- 48 Bison Transport
- 49 Keller Logistics Group
- 50 Total Distribution

e = estimate



Forwarders Increase Airfreight Volumes

n a year of growth for international transportation man-■ agement, seven of the top 10 global airfreight forwarders increased their volumes in 2024.

Kuehne + Nagel continued to lead the segment with just under 1.9 million metric tons of airfreight forwarded last year, but second-ranked DHL Supply Chain & Global Forwarding narrowed the gap after growing its airfreight volume to nearly 1.8 million metric tons.

1 Kuehne + Nagel

Airfreight: 1,897,830 Headquarters: Switzerland

Forwarding

Airfreight: 1,785,000

Headquarters: Germany

Headquarters: Denmark

Airfreight: 1,160,000° Headquarters: **Germany**

Airfreight: 1,028,000 Headquarters: China

7 Expeditors International

Airfreight: 875,500° Headquarters: United States

Airfreight: 1,398,398

3 DSV A/S

4 DB Schenker

5 Sinotrans Ltd.

6 Nippon Express
Airfreight: 921,531
Headquarters: Japan

of Washington

2 DHL Supply Chain & Global

Denmark-based DSV A/S moved past DB Schenker to claim the No. 3 spot on this year's list. In September, DSV agreed to acquire Schenker, the logistics division of German rail operator Deutsche Bahn. The deal was expected to close in the second quarter of this year.

Rounding out the top five is Chinese forwarder Sinotrans Ltd., which eclipsed 1 million metric tons of airfreight in 2024.

- Mike Senatore



8 UPS Supply Chain Solutions

Airfreight: **783,000**° Headquarters: **United States** 9 AWOT Group

Airfreight: **780,000**Headquarters: **China**

10 Ceva Logistics

Airfreight: 750,000 Headquarters: France

11 Kerry Logistics

Airfreight: **734,496** Headquarters: **Hong Kong**

12 Hellmann Worldwide Logistics

Airfreight: 595,000 Headquarters: Germany

13 Kintetsu World Express

Airfreight: 512,081 Headquarters: Japan

14 CTS International Logistics

Airfreight: 371,113e Headquarters: China

15 Maersk Logistics

Airfreight: 327,000 Headquarters: Denmark

16 Best Services International

Airfreight: 320.810 Headquarters: China

17 Morrison Express

Airfreight: 314,776 Headquarters: Taiwan

18 C.H. Robinson Worldwide

Airfreight: 311,700e Headquarters: United States

19 Crane Worldwide Logistics

Airfreight: 300,000e Headquarters: United States

20 Yusen Logistics

Airfreight: 275,000e Headquarters: Japan

21 Geodis

Airfreight: 265,038 Headquarters: France

22 Dimerco Express Group

Airfreight: 232,940 Headquarters: Taiwan

23 Dachser

Airfreight: 226,200 Headquarters: Germany 24 FedEx Logistics

Airfreight: 203,000e
Headquarters: United States

25 NNR Global Logistics

Airfreight: 186,158 Headquarters: Japan

26 Cosco Shipping Logistics

Airfreight: 175,948 Headquarters: China

27 Logwin AG

Airfreight: 163,000
Headquarters: Luxembourg

28 Bondex Supply Chain Management

Airfreight: 156,334 Headquarters: China

29 EFL Global

Airfreight: 155,463 Headquarters: Sri Lanka

30 Scan Global Logistics A/S

Airfreight: 150,000° Headquarters: Denmark

31 Flexport

Airfreight: 145,000 Headquarters: United States

32 EV Cargo

Airfreight: **138,671** Headquarters: Hong Kong

33 Mainfreight Ltd.

Airfreight: 132,653
Headquarters: New Zealand

34 Logisteed

Airfreight: 122,000 Headquarters: Japan

35 LX Pantos

Airfreight: 119,000 Headquarters: South Korea

36 Toll Group Airfreight: 116,180° Headquarters: Australia

37 Seko Logistics

Airfreight: 116,000e Headquarters: United States

38 AIT Worldwide Logistics

Airfreight: **111,713** Headquarters: United States

39 CIMC Wetrans Logistics

Technology

Airfreight: 110,062 Headquarters: China

40 Clasquin

Airfreight: 90,000e Headquarters: France

41 Savino Del Bene

Airfreight: 86,183 Headquarters: Italy

42 Omni Logistics

Airfreight: 84,915^e Headquarters: United States

43 Joyspeed Global Cargo

Airfreight: **80,000** Headquarters: **China**

44 Gebrüder Weiss Airfreight: 72,000 Headquarters: Austria

45 Cargo Services Far East

Airfreight: **71,220**^e
Headquarters: **Hong Kong**

46 Nissin Corp.

Airfreight: 66,380e Headquarters: Japan

47 PSA BDP

Airfreight: 52,500 Headquarters: United States

48 CJ Logistics

Airfreight: 44,894 Headquarters: South Korea

49 De Well Group

Airfreight: 44,535 Headquarters: China

50 Noatum Logistics

Airfreight: 40,509 Headquarters: Spain

Airfreight is measured in metric tons. e = estimate

Source: Armstrong & Associates Inc. and TT

Top Ocean Freight Forwarders

A New Leader in Ocean Forwarding



1 Sinotrans Ltd.

2 Kuehne + Nagel

TEUs: 4,872,248 Headquarters: China

TEUs: 4.310.000

3 DHL Supply Chain & Global

Headquarters: Switzerland

Forwarding TEUs: 3,314,000

Headquarters: Germany

TEUs: 2,686,009 Headquarters: Denmark

TEUs: 1,900.000

5 Ceva Logistics

Headquarters: France

TEUs: 1,850,979 Headquarters: Japan

TEUs: 1,810,000° Headquarters: **Germany**

Headquarters: South Korea

TEUs: 1,569,000

6 Nippon Express

7 DB Schenker

8 LX Pantos

4 DSV A/S

The global ocean freight forwarding sector has a new leader this year, with Chinabased Sinotrans Ltd. rising to the No. 1 spot with more than 4.8 million 20-foot-equivalent units forwarded in 2024.

Sinotrans increased its volume by more than 500,000 TEUs last year, which was more than enough to overtake Switzerland-based Kuehne + Nagel, which drops to No. 2 on the list. Eight of the top 10 ocean freight

9 Ningbo Port Southeast

10 C.H. Robinson Worldwide

TEUs: 1,428,200° Headquarters: United States

TEUs: 1,238,108 Headquarters: Hong Kong

TEUs: 1,086,510 Headquarters: China

Headquarters: Germany

Technology TEUs: 900,101 Headquarters: China

TEUs: **881,620** Headquarters: **China**

14 CIMC Wetrans Logistics

12 Cosco Shipping Logistics

TEUs: 955.000

15 Worldwide Logistics Group

13 Hellmann Worldwide Logistics

Logistics Group TEUs: 1,551,542 Headquarters: China

11 Kerry Logistics

forwarders posted year-over-year increases in TEU volumes, including No. 3 DHL Supply Chain & Global Forwarding and No. 4 DSV A/S. Ceva Logistics, the supply chain and

logistics business of French shipping company CMA CGM, jumped five positions to No. 5 on this year's list due in large part to its purchase of Bolloré Logistics in February 2024. Bolloré ranked No. 23 on last year's ocean freight forwarders list and No. 17 on the airfreight list. — Mike Senatore

16 CTS International Logistics

TEUs: 877,848^e Headquarters: **China**

17 Geodis

TEUs: 858.301 Headquarters: France

18 Savino Del Bene

TEUs: **850,000** Headquarters: **Italy**

19 Expeditors International of

Washington TEUs: **846,800º** Headquarters: **United States**

20 Fr. Meyer's Sohn TEUs: 800,000

Headquarters: Germany

20 OOCL Logistics

TEUs: 800,000 Headquarters: Hong Kong

22 Kintetsu World Express TEUs: **723,227** Headquarters: **Japan**

23 Allcargo Logistics

TEUs: 649,070

Headquarters: India

24 Maersk Logistics

TEUs: 635,000° Headquarters: Denmark

24 Van Donge & de Roo

Headquarters: The Netherlands

26 Logwin AG

TEUs: 614,000 Headquarters: Luxembourg

27 Yusen Logistics TEUs: 603,000° Headquarters: Japan

28 Cargo Services Far East TEUs: 571,760 Headquarters: Hong Kong

29 Pacific Star Group

TEUs: 565,833 Headquarters: Taiwan

30 Toll Group

TEUs: 533,740° Headquarters: Australia

31 Asia Shipping Transportes Internacionais

TEUs: **527,650** Headquarters: **Brazil**

32 UPS Supply Chain Solutions TEUs: 525,000° Headquarters: United States

33 Bondex Supply Chain

Management TEUs: 475,270 Headquarters: China

34 Longsail International Logistics

TEUs: 453,265 Headquarters: China

35 Mondiale VGL

TEUs: **452,610** Headquarters: **New Zealand**

36 Honour Lane Shipping

TEUs: **439,873** Headquarters: **Hong Kong** 37 Taewoong Logistics

TEUs: 437,913 Headquarters: South Korea

38 Mainfreight Ltd.

TEUs: 410,805 Headquarters: New Zealand

39 Noatum Logistics TEUs: 407,940

Headquarters: **Spain**

40 Scan Global Logistics A/S

TEUs: 400,000° Headquarters: **Denmark**

41 Logisteed TEUs: 390,000

Headquarters: Japan

42 Alonso Forwarding

TEUs: 389,518

 ${\it Headquarters: Spain}$ 43 Flexport

TEUs: **370,000** Headquarters: **United States**

44 EV Cargo TEUs: 367.400 Headquarters: Hong Kong

45 AWOT Group

TEUs: 360,000 Headquarters: China

46 Manuport Logistics

TEUs: 345,000 Headquarters: Belgium

47 CJ Logistics

TEUs: 334,030 Headquarters: South Korea

48 PSA BDP TEUs: **315,000**

Headquarters: United States 49 Seko Logistics

TEUs: 302,000e Headquarters: United States

50 Dachser TEUs: 286.000

Headquarters: German

e = estimate Source: Armstrong & Associates Inc. and $\ensuremath{\mathsf{TT}}$

A26 — 2025 Transport Topics Top 100 Logistics Companies

Walmart Plans \$6 Billion Investment To Add Stores, Logistics Hubs in Mexico

By Cyntia Barrera Diaz and Carolina Millan Bloomberg News

Walmart de Mexico SAB (Walmex), the local unit of the U.S. retail giant, plans to invest \$6 billion this year in its Mexico operations to add more locations and robotic logistics hubs, escalating its bet on the market despite economic challenges and a brewing U.S. trade conflict.

The expansion will create 5,500 jobs, CEO Ignacio Caride said at Mexican President Claudia Sheinbaum's daily news conference March 27 just minutes before heading to the company's annual meeting with investors. The announcement is a boon for Sheinbaum, who is trying to fend off the threat of tariffs and a pullback in government spending.

back in government spending. The company's \$6 billion Mexico plan includes operating expenses, such as marketing and personnel, and the company didn't say how much it compares with similar spending last year. In a separate statement, Walmex said its 2025 capital expenditures, which include physical equipment, will be 41.8 billion pesos (\$2.06 billion) for Mexico and Central America, a 20% increase in local currency from a year earlier.

Bentonville, Ark.-based Walmart owns about 70% of the Mexico City-based retailer, which generates close to 7.6% of the U.S. parent company's total sales.

Walmex will use the funds to open more stores under the Bodega Aurrera, Sam's Club, Walmart Supercenter and Walmart Express brands, Caride said. The company has more than 3,200 stores in the Mexico, where competitors including Fomento Economico Mexicano SAB and Coppel SA have also been in expansion mode in a market where shoppers still flock to physical stores

Made in Mexico

Caride noted that 83% of products sold in the company's Mexican stores are made in Mexico. That should limit the impact of any tariffs Sheinbaum applies to goods imported from the U.S.

Walmex will open two distribution centers in the central region of Bajío and the state of Tlaxcala, the company said. Both will have robotics and artificial intelligence components to make them more efficient, Caride said. There are 21 other Walmex distribution centers in the country.

With a market value of \$49 billion, Walmex is one of Mexico's largest companies and employers. It has a local staff of more than 200,000 people. Last year, its sales rose 8.1%, while its net income grew by 4.3% from 2023.

Walmex executives, including President and CEO of Walmart International Kathryn McLay, were among the first to meet Sheinbaum in June of last year following her election. She was inaugurated in October.

In December, Mexican antitrust

commission Cofece slapped a symbolic fine of less than \$5 million on Walmex following a four-year probe that found the company violated antitrust rules. The fine is being contested by Walmex.

Walmex's announcement comes

on the same week that Coke bottler Arca Continental SAB disclosed it was investing a record \$895 million in 2025, with half of that amount going into its Mexican operation. Another quarter will be used for its U.S. business.



A Walmart store in Mexico City.



UPS Hopes to Grow Health Care Unit Into \$20 Billion Logistics Goliath by '26

By Cailley LaPara
Bloomberg News

UPS Inc. has been quietly building a health care empire to offset stagnating revenue in its core

package delivery business.

Specialized logistics services, unlike standard brown-box delivery, have appealing profit margins. A customer who needs injectable medicines shipped overnight in a refrigerated box is willing to pay a

hefty premium.

"You're maybe getting \$300 on that shipment at the same cost of delivering, say, a J. Crew box of socks," said Anthony de Ruijter, an analyst at global research firm Third Bridge.

UPS Healthcare was a \$10 bil-

lion business at the end of 2023. accounting for about one-tenth of total revenue. The company aims to double that number by 2026 with the help of acquisitions and new business ventures.

UPS' Supply Chain Solutions business unit ranks No. 5 on the Transport Topics Top 100 list of the largest logistics providers in North America.

For its latest endeavor, UPS is renting out about 100,000 square feet of custom laboratory space near its main



air cargo hub in Louisville, Ky. Construction was completed at the end of 2024, and medical companies already have locked up all the available space for the next 10-plus years. By setting up shop directly on UPS property, they'll be able to process test results within a matter of hours. The facility because at although a compatible. ity, known as Labport, soon will be bustling with technicians preparing samples, scientists peering under microscopes and computers churning out data to treat faraway patients.

That doesn't sound like a par-

cel company. In fact, the business is so unusual that it's ditching the trademark brown that has made UPS delivery drivers, trucks and cargo planes recognizable around the world for the last century. UPS Healthcare employees will wear navy blue instead.

"We're not going to stay in our box," UPS Healthcare President John Bolla said. "We can do something different, and we can do something to deliver faster for patients."

Health care is a panacea of sorts for the broader UPS brand, whose core business is growing less profitable by the day. Cash-strapped Ameri-cans have been shunning next-day delivery in favor of less lucrative ground shipping, and higher-margin business-to-business deliveries have dropped off. Premium services are a way to stem the bleeding. UPS has said the operating margin for its health care business is in the high teens, compared with 10% for the overall business in 2023.

"It is critical for the long-term future of UPS," said John Haber, a strategist at Transportation Insight Holding Co. who worked for UPS for almost a decade. "They're putting a lot of their eggs in this basket.

CEO Carol Tomé sees health care as a highly specialized component of the UPS system. Shipping blood tests or flu shots requires close location monitoring, temperature control and occasionally intercepting packages that have had a mishap, none of which a network transporting 22 million packages a day is designed to handle.

The company built a health care campus near its Louisville head-quarters in the mid-2000s, followed by specialized distribution centers across the globe. A formal business unit was carved out in 2019. That timing turned out to be fortuitous since the pandemic and COVID vaccine rollout led to a surge in demand for "cold chain" solutions that preserve temperature-sensitive products in transit.

Tomé wants UPS to become the No. 1 complex health care logistics provider in the world. So far, the business is still under the radar for many on Wall Street.



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Scan to see the future





UPS Healthcare was a \$10 billion business in 2023. Its goal is to double that by 2026 through acquisitions and new business.

health care revenue, too. FedEx Corp. signed health care deals tied to more than \$500 million in revenue in fiscal 2024 and expects to gain U.S. market share this year. It also opened a cooling facility dedicated to medical storage and transport in the Netherlands in July. Germany's DHL Group said in February 2024

that it's investing \$200 million in new U.S. warehouses and technology to serve health care and life sciences customers.

The health care logistics market is expected to more than double in value from 2023 to 2032, approaching nearly \$200 billion, according to Global Market Insights. That growth is being driven by an aging population, rising rates of chronic disease and an increasing number of medicines that require refrigeration, such as the hugely popular

Ozempic and Zepbound shots used

to treat weight loss and diabetes.
"It's a perfect storm," said Dan Gagnon, vice president of global strategy and acquisition integration at UPS Healthcare.

Gagnon doesn't expect health care to be a windfall for profit margins because of the high cost of equipment, infrastructure and labor. Importantly, it's a stable business with sticky customers. The company also has found that health care clients wind up buying more ancillary services than customers in other sectors.

Labport will be buzzing with activity soon. But it will take time before executives know whether the gamble on health care is paying off as promised. Until then, they will be stocking up on navy blue smocks and coaxing investors to get behind the endeavor. Because if it works, it just might change the future of UPS.

"What's most important is setting ambitious targets, which we've done," said Bolla. "There's a big market still to gain."

Labport could change that. It's bigger than two football fields and comes with a conference room, pantry areas and offices. There also is an attached 182,000-square-foot warehouse where companies can lease space to store and ship their products.

Massive windows are a prominent feature of the main building, both to contrast the drabness often associated with medical offices and to show off the facility's bells and whistles. Visitors will have a clear view into the "command center" where some 15 to 20 UPS employees will track, monitor and manage shipments on numerous computer screens.

 $\bar{\text{HealthTrackRx}}$ is one of the first few customers. The molecular diagnostics company consolidated its lab operations to Louisville in 2022 to be near UPS, which transports about 90% of its test samples. Every day, specimens are collected from clinics around the country and packed onto planes bound for Kentucky, where they are unloaded and taken to a lab that is staffed overnight to get results to physicians by the next morning.

Condensing operations around UPS has helped HealthTrackRx bring down the prices of its tests to about a quarter of what they were before the pandemic, said CEO Martin Price.

"The business has scaled faster than we would've expected," he said.

The new Labport space will double HealthTrackRx's footprint in Louisville, and the company plans to staff about 200 workers there. Price said that could open up more opportuni-ties, including using UPS services to assemble testing kits, a process currently done by different vendors.

UPS' Bolla said it is very likely that the company will open more health care hubs since the first leases were snapped up so quickly. Potential locations include an expansion in Louisville, or new sites near other freight hubs, such as Cologne, Germany.
"We've had great success with

this first experiment with Labport," Bolla said. "We're absolutely considering other places."

UPS has bought several cold chain transportation and other health care logistics companies in the past couple of years, mostly in Europe. Its services now include everything from clinical trial logistics to transportation of radiopharmaceuticals.

More acquisitions are necessary if UPS is going to reach its revenue targets by 2026, according to Third Bridge's de Ruijter. The volume growth in health care logistics isn't rapid enough for the company to double sales, he said. "They're not going to do it organically.

Other companies are going after



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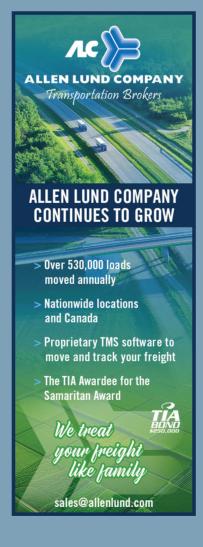
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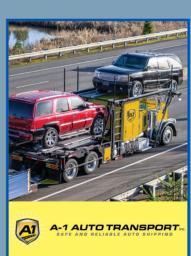
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