



4Q | 2025

Executive Summary

Frank Lonegro

Chief Executive Officer

RESULTS

Dollars in Millions (except per share amounts)

Metric	4Q 2025	4Q 2024	Chg.
Revenue	\$ 1,174.5	\$ 1,209.3	(2.9%)
Operating Income	\$ 29.6	\$ 57.8	(48.8%)
Earnings per Share	\$ 0.70	\$ 1.31	(46.6%)

HIGHLIGHTS

4Q revenue performance

Strong performance in our services hauled by unsided/platform equipment

Overall truck revenue per load that outperformed pre-pandemic historical trends

Operating income and EPS

Negatively impacted by challenging insurance and claims environment (discrete insurance items of \$0.49 per share); and additional Metro impairment (\$0.05 per share)

Strong balance sheet

Continuing to return meaningful capital to stockholders

Investing through the cycle

Supporting our network of entrepreneurs with continued investment in trailing equipment and technology, including AI



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AI Strategy

Jim Applegate

Chief Corporate Sales, Strategy and
Specialized Freight Officer

AI For The Landstar Network of Entrepreneurs

In-flight AI Efforts

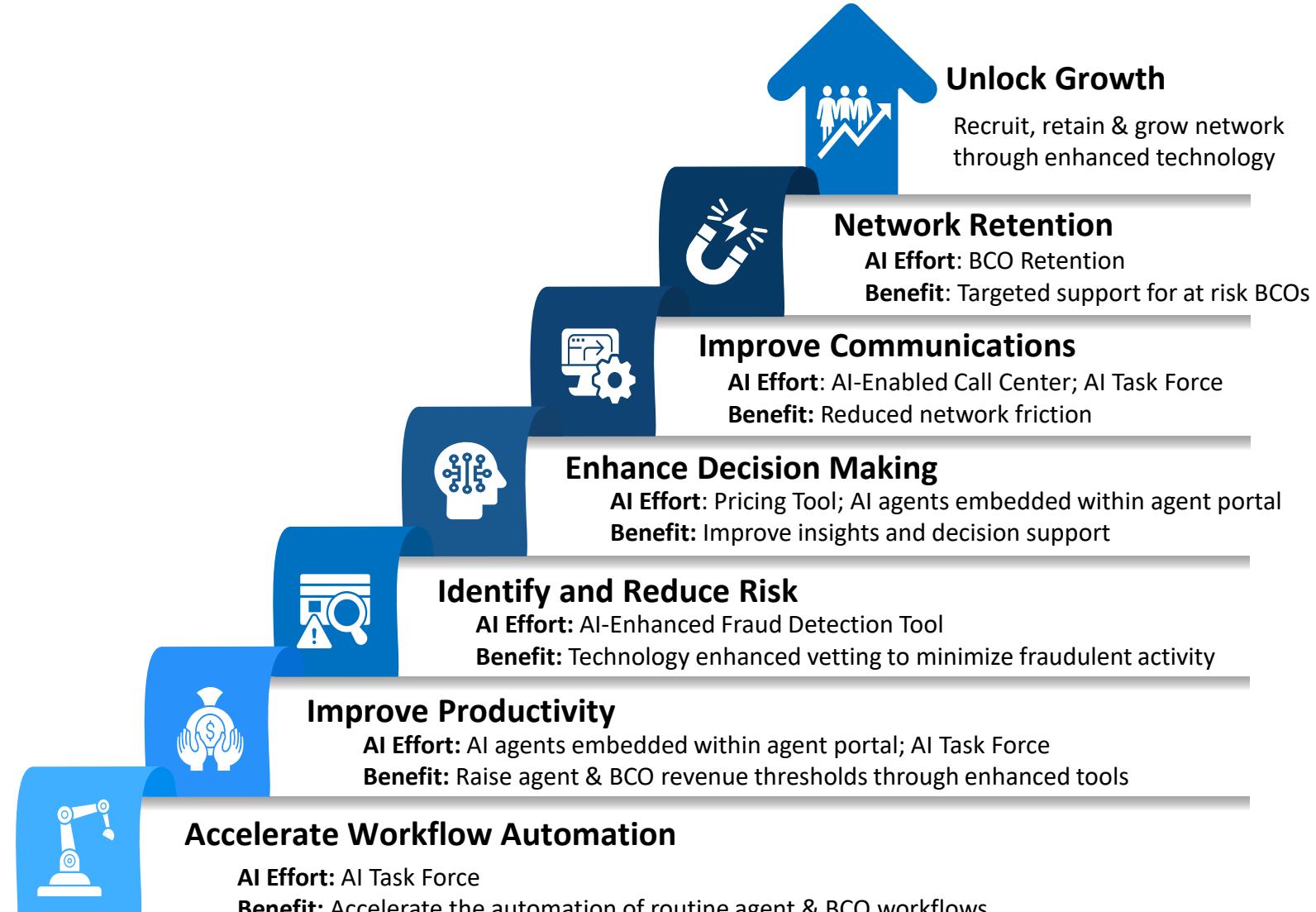


Improve productivity and unlock Agent & BCO growth

Attract & retain Agents & BCOs

Strengthen reputation as the leader in Safety, Security and Service

AI related projects account for half of Landstar's 2026 IT capital budget



AI For Landstar Corporate

In-flight AI Efforts



- Improve the experience for all Landstar Network stakeholders
- Optimize the deployment of resources
- Minimize risk and reduce friction throughout the Landstar Network





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Network and Capacity

Frank Lonegro

Chief Executive Officer

Landstar Network and 4Q Truckload Operating Results



LANDSTAR NETWORK

Agents
~960

Customers
20,000+

Capacity
70,000+

Employees*
~1,300

* Excluding LSTR Metro



4Q RESULTS

\$1.08B

Truck Revenue

473K

Truck Loadings

\$2,280

Truck Revenue per Load

457

Million \$ Agents**

8,514

BCO Trucks

62,790

Carriers

17,400+

Trailers

0.59

DOT Accidents
per Million Miles***

** Based on 2025 fiscal year *** Based on 2025 fiscal year; See definition of DOT Accidents within the Appendix

Truck Capacity

All information is provided as of the end of the applicable period



AVAILABLE TRUCK CAPACITY PROVIDERS

Type of Capacity	Dec 27, 2025	Dec 28, 2024
BCO Independent Contractors	7,712	8,082
Truck Brokerage Carriers		
Approved and Active ⁽¹⁾	36,852	43,718
Other Approved	25,938	26,527
Total Truck Brokerage Carriers	62,790	70,245
<i>Total Available Truck Capacity Providers</i>	70,502	78,327
Trucks Provided by BCO Independent Contractors	8,514	8,843

(1) Active refers to truck brokerage carriers who hauled freight for Landstar in the 180-day period immediately preceding the period end.

Note: Fuel surcharges billed to customers on freight hauled by BCO Independent Contractors, which are paid 100% to the BCO and not included in either revenue or the cost of purchased transportation, were \$228.9 million and \$252.6 million in the 2025 and 2024 fiscal year periods, respectively, and \$59.4 million and \$ 55.4 million in the 2025 and 2024 fourth quarters, respectively.



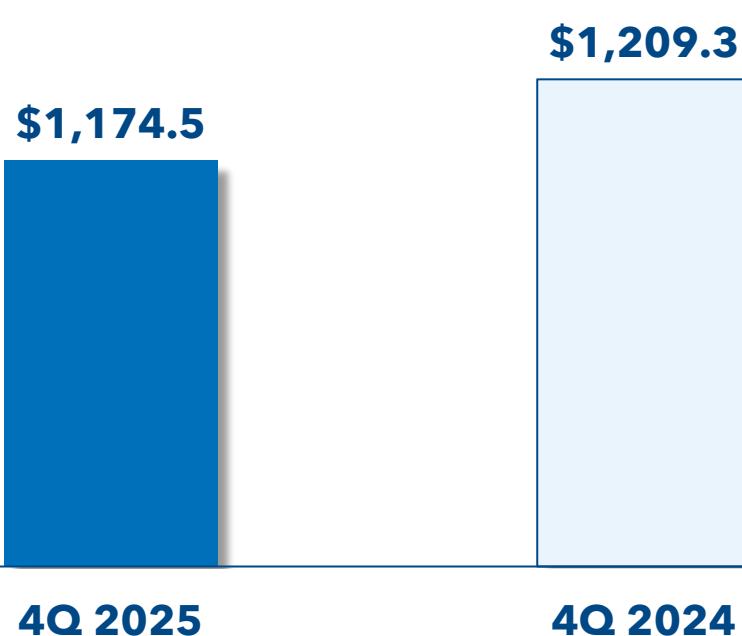
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Financial Results

Jim Todd

Chief Financial Officer

RESULTS



VARIANCE

Revenue Source	Rate ⁽¹⁾	Vol. ⁽²⁾	Chg.
Truck	0.5%	(0.8%)	(0.2%)
Rail Intermodal	6.9%	22.3%	30.7%
Ocean/Air	(26.3%)	(18.9%)	(40.2%)
Insurance Premiums	N/A	N/A	(4.4%)
Total Revenue	—	—	(2.9%)

(1) Percentage change in rate is calculated on a revenue per load basis.

(2) Percentage change in volume is calculated on the number of loads hauled.

Revenue Variances

by Industry Served with Revenue Share Indicated

Amounts in Percent



Transportation logistics revenue down 3% Y-O-Y

Revenue Share		Market Segment	Y-O-Y Change in Revenue
4Q 2025	4Q 2024		
27.8	27.4	Consumer Durables	(2)
16.1	13.7	Machinery	14
9.6	10.1	Automotive	(7)
9.4	9.4	Building Products	(3)
7.4	6.5	AA&E, Hazmat	10
7.3	7.0	Electrical	1
4.8	5.0	Metals	(8)
3.3	3.0	Energy	6
2.0	2.3	Substitute Line Haul	(15)
12.3	15.6	Other	(22)

Gross Profit ⁽¹⁾ and Variable Contribution ⁽²⁾

with Associated Margins

Dollars in Millions

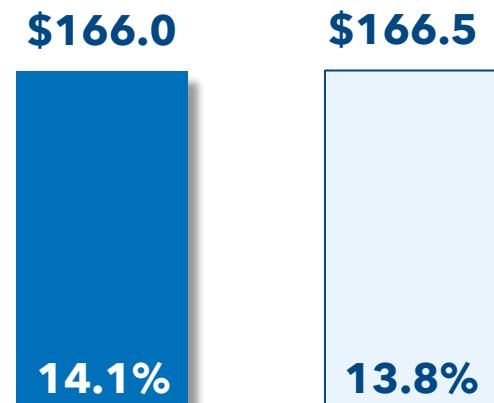


RESULTS

Gross Profit



Variable Contribution



4Q 2025

4Q 2024

4Q 2025

4Q 2024

CHANGE IN VC MARGIN

Amounts in %

4Q

2024

13.8

Revenue - Variable

0.2

Change in Mix/Other

0.2

Revenue - Fixed ⁽³⁾

(0.1)

2025

14.1

(1) Gross profit equals revenue less the cost of purchased transportation, commissions to agents and other costs of revenue. Gross profit margin equals gross profit divided by revenue.

(2) Variable contribution (VC) equals revenue less the cost of purchased transportation and commissions to agents. Variable contribution margin equals VC divided by revenue.

(3) Revenue on transactions where the Company's variable contribution margin was based on a contractually pre-determined percentage of revenue accounted for 44% and 42% of revenue in the 2025 and 2024 fourth quarters, respectively.

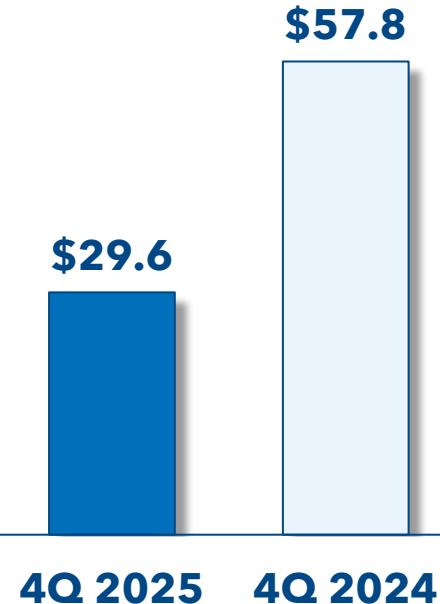
Operating Income

as a Percentage of Gross Profit and Variable Contribution
Dollars in Millions



RESULTS

Operating Income



Percentage of

Gross Profit

52.8%

34.5%

Variable Contribution

34.7%

17.8%

CHANGE IN PERCENTAGE

of Variable Contribution

Amounts in %

4Q

2024

34.7

Insurance and claims

(16.2)

Non-cash impairment charges

(1.2)

SG&A

(0.8)

Other operating costs

0.0

Depreciation and amortization

1.3

2025

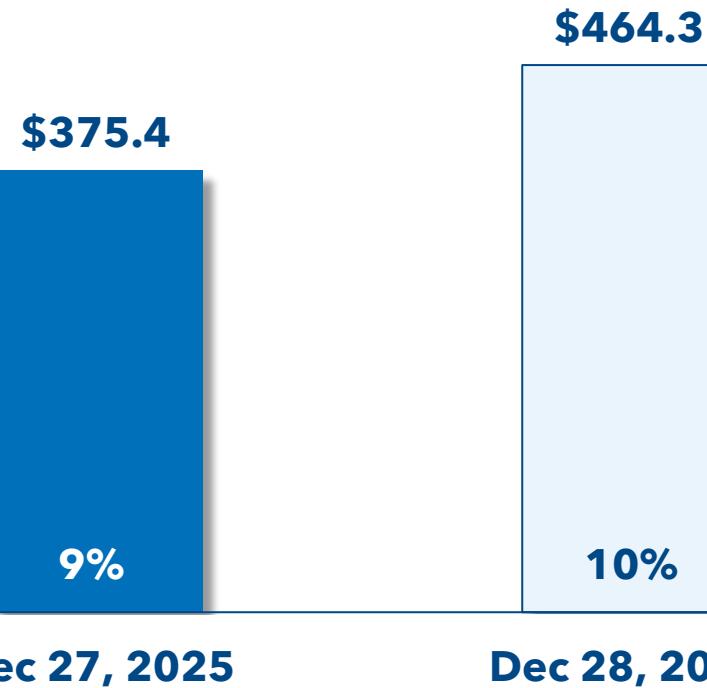
17.8

Key Balance Sheet and Cash Flow Statistics

Dollars in Millions



NET CASH⁽¹⁾ with Debt to Capital⁽²⁾ as of date indicated



SOURCES / USES OF CASH

Year-to-date as of date indicated

Cash Flow Type	4Q 2025	4Q 2024
Cash flow from operations	\$ 224.9	\$ 286.6
Capital expenditures	\$ 9.9	\$ 31.0
Free cash flow ⁽³⁾	\$ 215.0	\$ 255.6
Share repurchases	\$ 179.9	\$ 81.4
Dividends paid	\$ 124.8	\$ 120.5

RETURNS

Trailing 12 months as of date indicated

Return Type	Dec 27, 2025	Dec 28, 2024
Equity	13%	20%
Invested Capital	12%	18%
Assets	7%	11%

(1) Net cash is defined as cash and cash equivalents of \$396.7 million plus short term investments of \$55.5 million less outstanding debt of \$76.8 million as of December 27, 2025. As of December 28, 2024, net cash was cash and cash equivalents of \$515.0 million plus short term investments of \$51.6 million less outstanding debt of \$102.3 million.

(2) Capital is defined as total debt plus total shareholders' equity.

(3) Free cash flow is defined as cash flow from operations less cash capital expenditures.



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Closing Remarks

Frank Lonegro

Chief Executive Officer

⇒ **Current Market Update** - January 2026 business activity:

- **Truck Loads:** January approximately 1% below January 2025
 - Essentially in line with typical December to January month-to-month historical trends
- **Truck Revenue per Load:** January approximately 4% above January 2025
 - Modestly above typical December to January month-to-month historical trends

⇒ **Historical Trends** - Pre-pandemic historical seasonality patterns would normally yield:

- **Truck Revenue:** Mid-single digit to high-single digit decrease from 4Q to 1Q
- **Truck Loads:** 4% decline 4Q to 1Q
- **Truck Revenue per Load:** 4% decline 4Q to 1Q



4Q | 2025

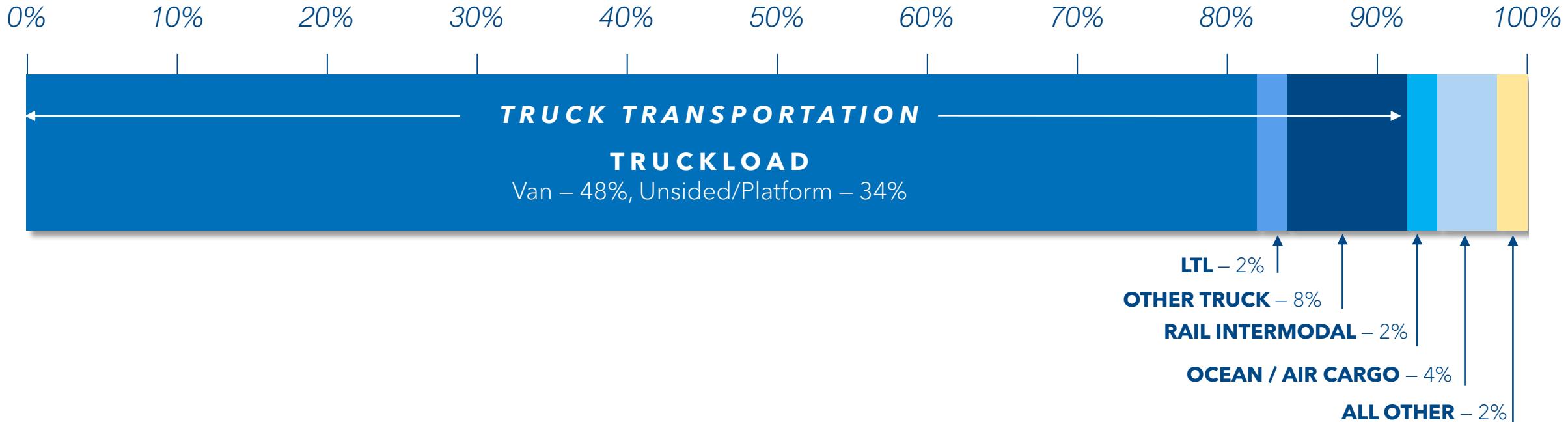
Appendix

Revenue Breakdown by Service Type



PERCENTAGE OF REVENUE 4Q 2025

by Service Type



CHANGE IN SHARE SINCE 4Q 2024

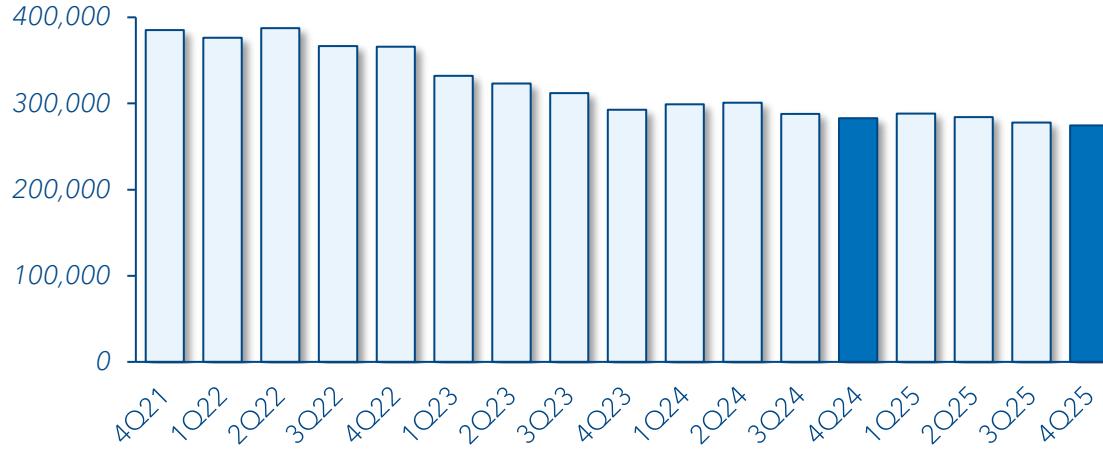
Van Equipment	Unsided/ Platform Equipment	LTL	Other Truck Transportation	Rail Intermodal	Ocean/ Air cargo	All Other
49% ↘ 48%	30% ↘ 34%	2% ↘ 2%	8% ↘ 8%	2% ↘ 2%	7% ↘ 4%	2% ↘ 2%

Truckload Loadings and Revenue per Truckload Trends

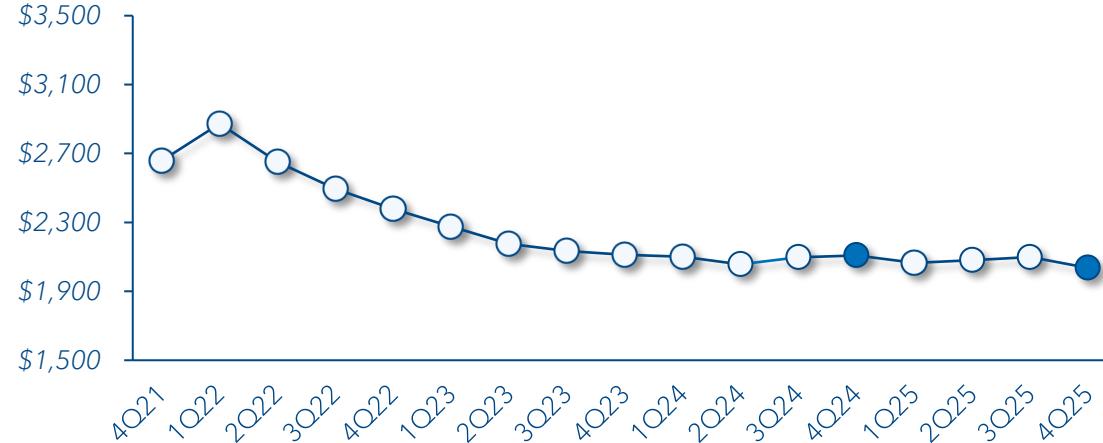


VAN

NUMBER OF LOADS

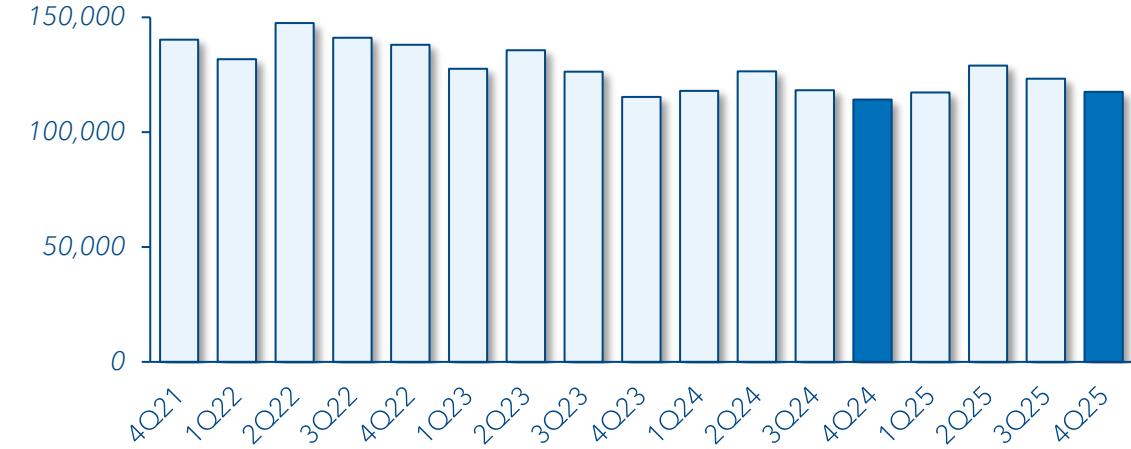


REVENUE PER LOAD

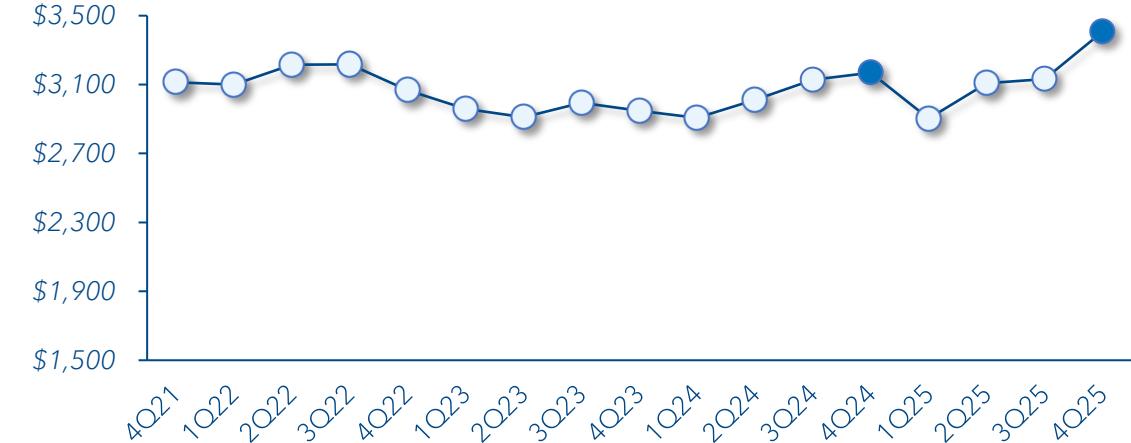


UNSIDED / PLATFORM

NUMBER OF LOADS



REVENUE PER LOAD



Revenue - Fiscal Year

Dollars in Millions



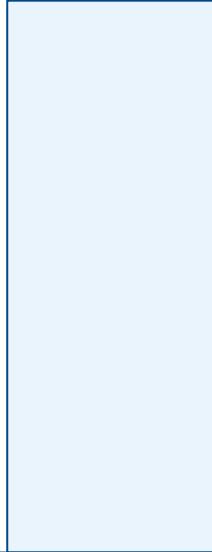
RESULTS

\$4,743.8



2025

\$4,819.2



2024

VARIANCE

Revenue Source	Rate ⁽¹⁾	Vol. ⁽²⁾	Chg.
Truck	0.6%	(0.9%)	(0.2%)
Rail Intermodal	(3.5%)	7.2%	3.4%
Ocean/Air	(7.8%)	(9.6%)	(16.7%)
Insurance Premiums	N/A	N/A	(7.3%)
Total Revenue	—	—	(1.6%)

(1) Percentage change in rate is calculated on a revenue per load basis.

(2) Percentage change in volume is calculated on the number of loads hauled.

Gross Profit and Variable Contribution - Fiscal Year

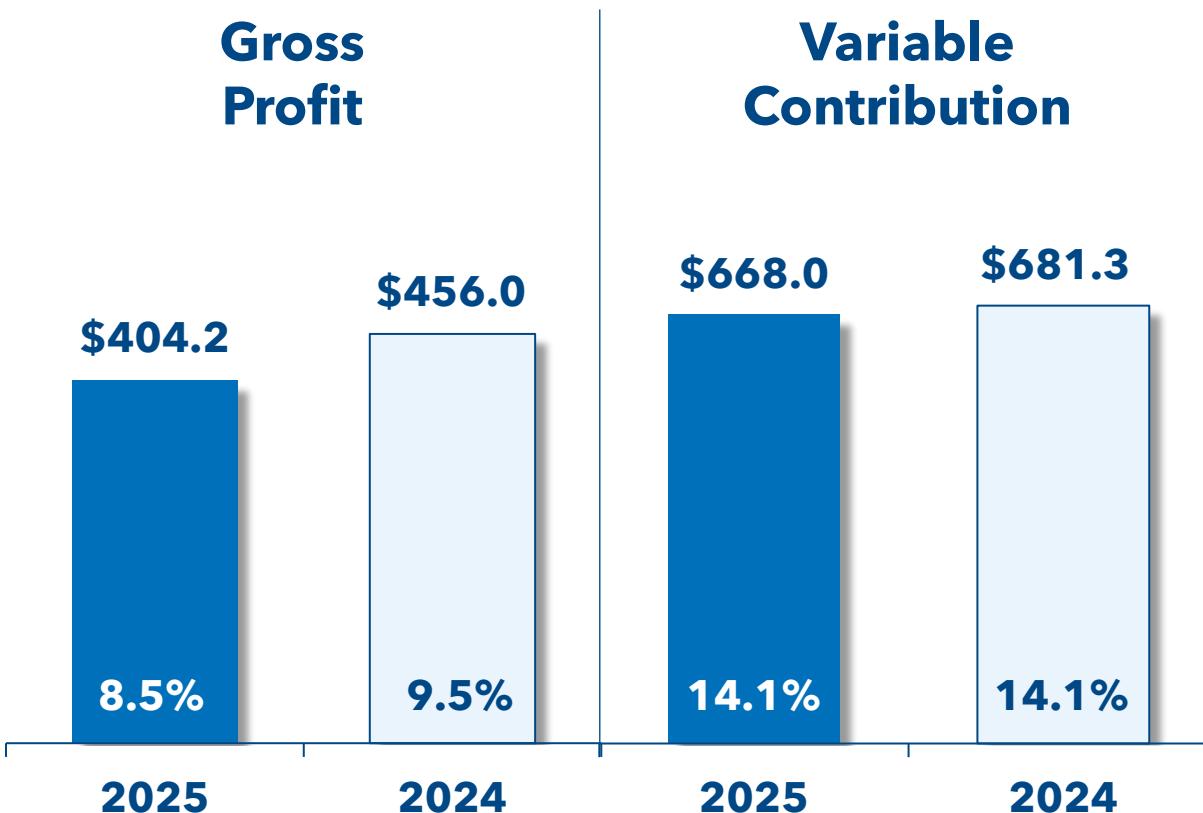
with Associated Margins

Dollars in Millions

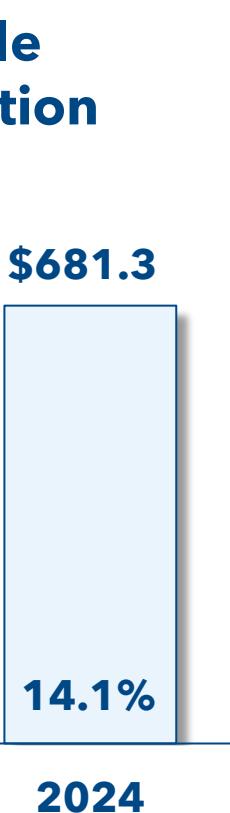


RESULTS

Gross Profit



Variable Contribution



CHANGE IN VC MARGIN

Amounts in %

2024

Revenue - Fixed ⁽¹⁾

Revenue - Variable

Change in Mix/Other

2025

2025

14.1

0.0

0.0

0.0

14.1

(1) Revenue on transactions where the Company's variable contribution margin was based on a contractually pre-determined percentage of revenue accounted for 43% of revenue in both the 2025 and 2024 fiscal year periods.

Operating Income - Fiscal Year

as a Percentage of Gross Profit and Variable Contribution
Dollars in Millions



RESULTS

Operating Income

\$248.9

\$151.6

2025

2024

Gross Profit

37.5%

54.6%

2025

2024

Percentage of Variable Contribution

22.7%

36.5%

2025

2024

CHANGE IN PERCENTAGE

of Variable Contribution

Amounts in %

2025

2024

36.5

Insurance and claims

(7.3)

Non-cash impairment charges

(4.8)

SG&A

(2.5)

Other operating costs

(0.6)

Depreciation and amortization

1.4

2025

22.7

Reconciliation of Gross Profit to Variable Contribution

Dollars in Thousands



	Fiscal Years Ended		Fiscal Quarters Ended	
	Dec 27, 2025	Dec 28, 2024	Dec 27, 2025	Dec 28, 2024
Revenue	\$ 4,743,760	\$ 4,819,245	\$ 1,174,469	\$ 1,209,330
Costs of revenue:				
Purchased transportation	3,688,343	3,745,241	912,582	945,857
Commissions to agents	387,397	392,751	95,868	96,950
Variable costs of revenue	4,075,740	4,137,992	1,008,450	1,042,807
Trailing equipment depreciation	27,195	27,950	6,366	7,186
Information technology costs (1)	13,675	22,744	2,747	4,629
Insurance-related costs (2)	161,370	115,764	56,748	30,642
Other operating costs	61,586	58,781	14,590	14,643
Other costs of revenue	263,826	225,239	80,451	57,100
Total costs of revenue	4,339,566	4,363,231	1,088,901	1,099,907
Gross profit	\$ 404,194	\$ 456,014	\$ 85,568	\$ 109,423
Gross profit margin	8.5%	9.5%	7.3%	9.0%
Plus: other costs of revenue	263,826	225,239	80,451	57,100
Variable contribution	\$ 668,020	\$ 681,253	\$ 166,019	\$ 166,523
Variable contribution margin	14.1%	14.1%	14.1%	13.8%

(1) Includes costs of revenue incurred related to internally developed software including ASC 350-40 amortization, implementation costs, hosting costs and other support costs utilized to support the Company's independent commission sales agents, third party capacity providers, and customers, included as a portion of depreciation and amortization and of selling, general and administrative in the Company's Consolidated Statements of Income.

(2) Primarily includes (i) insurance premiums paid for commercial auto liability, general liability, cargo and other lines of coverage related to the transportation of freight; (ii) the related cost of claims incurred under those programs; and (iii) brokerage commissions and other fees incurred relating to the administration of insurance programs available to BCO Independent Contractors that are reinsured by the Company, which are included in selling, general and administrative in the Company's Consolidated Statements of Income.

Free Cash Flow with Stock Purchases and Dividends

Dollars and Shares in Millions

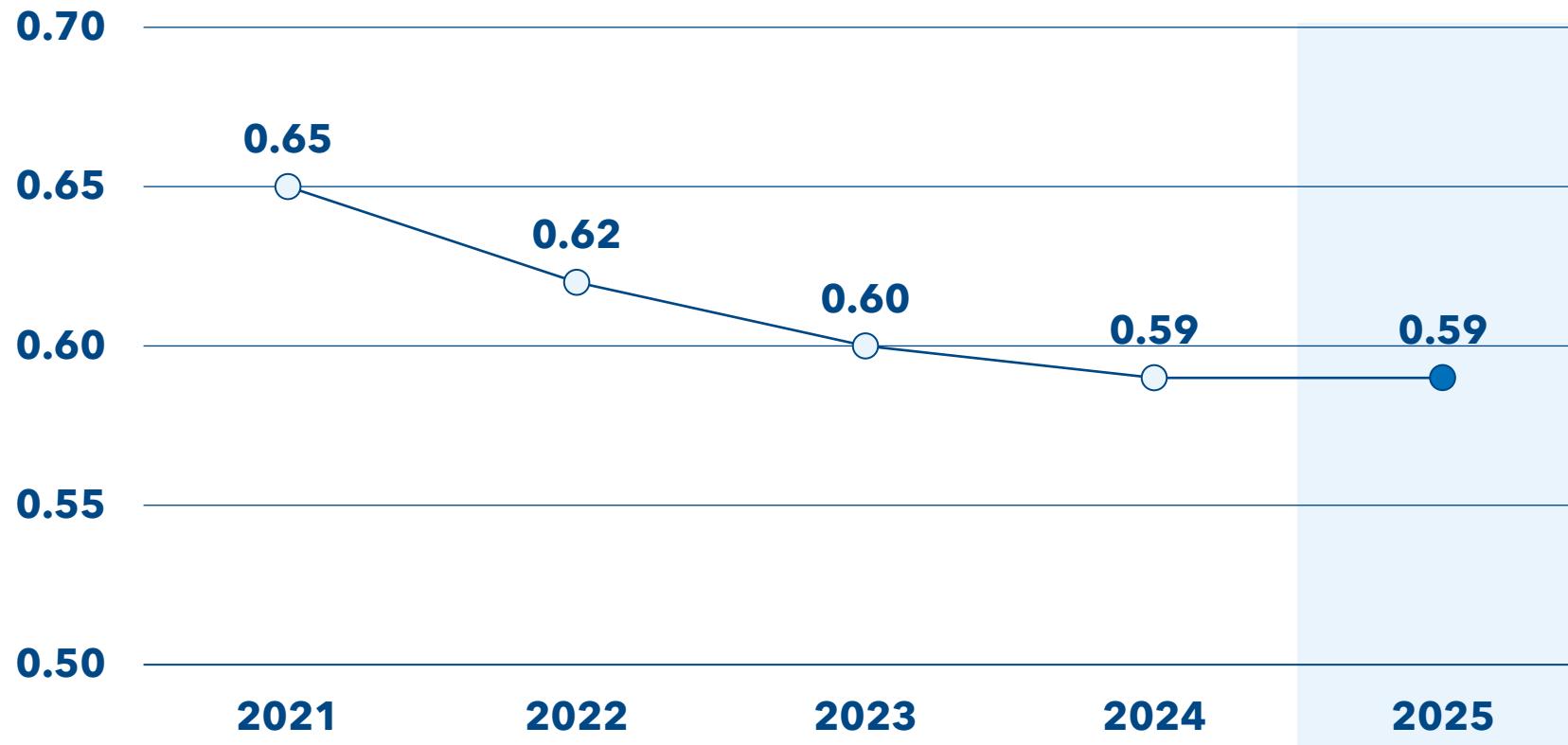


5 - YEAR SUMMARY

Cash Flow Item	2021	2022	2023	2024	2025
Cash flow from operations	\$ 277	\$ 623	\$ 394	\$ 287	\$ 225
Cash capital expenditures	\$ 24	\$ 26	\$ 26	\$ 31	\$ 10
Free cash flow	\$ 253	\$ 597	\$ 368	\$ 256	\$ 215
Share repurchases	\$ 123	\$ 286	\$ 54	\$ 81	\$ 180
Dividends paid	\$ 112	\$ 116	\$ 117	\$ 120	\$ 125
Common share count ⁽¹⁾	37.7	35.9	35.7	35.3	34.1

(1) Common share count as of the end of the applicable period.

5 - YEAR SUMMARY



(1) A "DOT Accident" is defined, consistent with U.S. 49 CFR 390.5T, as an occurrence involving a commercial motor vehicle operating on a highway in interstate or intrastate commerce that results in a fatality, a bodily injury to a person who, as a result of the injury, immediately receives medical treatment away from the scene of the accident, or one or more motor vehicles incurring disabling damage as a result of the accident, requiring the motor vehicle(s) to be transported away from the scene by a tow truck or by other motor vehicle, but does not include an occurrence involving only boarding and alighting from a stationary motor vehicle or an occurrence involving only the loading or unloading of cargo.

LANDSTAR



Landstar System, Inc.

4Q | 2025

Earnings Conference Call

