

Armstrong & Associates Releases New Report: 'Reshaping: Third-Party Logistics in a Decade of Structural Change'

New report tracks the U.S. 3PL market at \$323.4 billion in 2025 - up 5.0% gross and 5.1% net - with International Transportation Management leading all segments

BROOKFIELD, WI, UNITED STATES, June 11, 2026 /EINPresswire.com/ -- Armstrong & Associates, Inc. (A&A), an internationally recognized leader in Third-Party Logistics (3PL) market research, consulting, and M&A advisory services, today released Reshaping: Third-Party Logistics in a Decade of Structural Change, A&A's comprehensive annual analysis of the U.S. and global 3PL markets, including updated Top 50 U.S.-Based 3PLs and Top 50 Global 3PLs rankings for 2026.

According to A&A, U.S. 3PL net revenues grew 5.1% to \$138.2 billion in 2025, a meaningful acceleration from 2024's 1.8% increase. Gross revenues grew 5.0% to \$323.4 billion, up sharply from 2.8% growth in 2024, confirming that the freight recession that began in late 2022 is coming to an end. A&A projects continued growth across all four segments through 2026 and 2027.

ITM was 2025's fastest-growing 3PL segment, with net revenue growth of 11.0% to \$30.4 billion, driving a 35.4% gross profit margin. Within ITM, the divergence between top forwarders was stark: Expeditors grew 4.4% in gross revenue to \$11.1 billion and 7.4% in net revenue to \$3.7 billion, while C.H. Robinson's Global Forwarding gross revenue dropped 18.8% to \$3.1 billion and net revenue fell 7.6% to \$741.9 million. Individual freight forwarders' books are being reshaped

2025 U.S. 3PL Market Growth by Segment

Segment	2025 Gross Revenue (\$B)	Gross YoY %	2025 Net Revenue (\$B)	Net YoY %
International Transportation Management (ITM)	\$85.9	+7.7%	\$30.4	+11.0%
Domestic Transportation Management (DTM)	\$128.3	+4.5%	\$19.6	+3.0%
Value-Added Warehousing & Distribution (VAWD)	\$72.7	+4.4%	\$56.1	+4.4%
Dedicated Contract Carriage (DCC)	\$32.0	+1.6%	\$32.0	+2.5%
Total U.S. 3PL Market*	\$318.9	+5.0%	\$138.2	+5.1%

**Total 2025 gross revenue (turnover) for the 3PL market in the U.S. is estimated at \$323.4 billion. \$4.5 billion is included for the contract logistics software segment.*

A&A's Top 10 U.S.-Based 3PLs – 2026

Ranked by 2025 Gross Logistics Revenue/Turnover

Rank	3PL	Gross Revenue (\$M)
1	Amazon.com*	\$172,162
2	C.H. Robinson	\$14,768
3	GXO Logistics	\$13,178
4	J.B. Hunt Transport Services	\$11,284
5	Expeditors	\$11,069
6	UPS Supply Chain Solutions	\$8,771
7	Kuehne + Nagel (North America)	\$8,447
8	Ryder Supply Chain Solutions	\$7,802
9	Total Quality Logistics	\$7,433
10	DSV (North America)	\$7,250

**Amazon's reported revenue is from its Third-Party Seller Services segment; A&A estimates the majority is from 3PL*

by tariff exposure, customer mix, and lane decisions.

Summary of Key Findings in the Report

- The U.S. 3PL market reached \$323.4 billion in gross revenue (turnover) and \$138.2 billion in net revenue in 2025, up 5.0% and 5.1% YoY, respectively.
- International Transportation Management (ITM) was the fastest-growing segment at +7.7% gross / +11.0% net, reflecting importer frontloading and shifting tariff dynamics.
- The freight recession is ending through capacity reduction rather than demand rebound, with operating-authority revocations exceeding new entries throughout 2024 and 2025.
- The DTM segment is undergoing a structural rotation toward a new compliance technology stack — Carrier Compliance & Onboarding, Predictive Performance / Fraud Screening, Visibility / Exception Management with Compliance Signals, and TMS systems integrating compliance data — driven by high-profile cargo theft and double-brokering cases.
- Warehousing demand is bifurcating — big-box (500,000+ sq ft) facilities are competing with data center tenants for the same industrial land.
- 3PL M&A activity remained meaningful through March 31, 2026, with multiple transactions over \$100 million reshaping the Top 50 Global 3PLs ranking.

A&A's Top 10 Global 3PLs – 2026
Ranked by 2025 Gross Logistics Revenue/Turnover

Rank	3PL	Gross Revenue (\$M)
1	Amazon*	\$172,162
2	DSV	\$37,379
3	DHL Supply Chain & Global Forwarding	\$35,538
4	Kuehne + Nagel	\$33,836
5	CEVA Logistics	\$18,300
6	NIPPON EXPRESS	\$17,199
7	Maersk Logistics	\$15,103
8	C.H. Robinson	\$14,768
9	Sinotrans	\$13,580
10	GXO Logistics	\$13,178

*Amazon's reported revenue is from its Third-Party Seller Services segment; A&A estimates the majority is from 3PL

“Reshaping: Third-Party Logistics in a Decade of Structural Change” is available for purchase at [Market Research Reports – Armstrong & Associates](#). The report is also included as a standard download in all four tiers of [A&A's Expert Information Service \(EIS\) subscription](#).

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