Acquisitions Powered by Code©

Black Belt
Transportation Consulting

BBTC concatenates its advanced certified Black Belt Six Sigma business process experience, 25+ years of C-level transportation management and acquisition integration experience, along with computer programming capabilities to automate the complete acquisition process. This saves sellers and buyers a significant amount of evaluation time and greatly enhances deal multiples and structures.

Financial Analysis

- **Quality of Earnings** – high level quality of earnings analysis compares 24-month shipment detail with financial records to initially determine any significant variances

- **TTM (trailing 12 month) Consolidation** – consolidates the line-item detail of 12 Income Statement files into one with TTM and current fiscal year calculations, along with EBITDA and trend graphics

- **Proforma Model** – generates a combination of line-item detail for 3-yrs. and current year Income Statements with TTM, TTM with normalized expenses, EBITDA calculations, and Forecasting

- **LOI and NPV Deal Analysis** – customized scenarios and graphics reflecting Valuation. ROI, RR, and NPV. A strong negotiation tool.
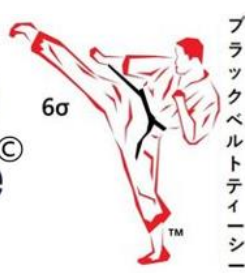
Black Belt TC
January
(Fiscal Year Start Month)

	2020 Fiscal Year		2021 Fiscal Year		2022 Fiscal Year		2022 Fiscal Year			Normalized Revenue/Expenses Trailing 12 Months		
	Actual	% of Rev	Actual	% of Rev	Actual	% of Rev	Actual Thru Dec	% of Rev	EOFY Extrapolated	Jan Thru Dec Actual	% of Rev	Jan Thru Dec Adjusted
Revenue												
TRUCKING INCOME	30,625,380	99.93%	50,556,840	99.99%	47,030,316	99.50%	47,030,994	99.60%	47,030,994	47,030,994	99.60%	47,030,994
Total Revenue	30,647,259	100.00%	50,562,212	100.00%	47,265,281	100.00%	47,221,631	100.00%	47,221,631	47,221,631	100.00%	47,221,631
Direct Cost												
COMMISSIONS	850,861	2.78%	1,217,599	2.41%	1,984,487	4.20%	1,984,487	4.20%	1,984,487	1,984,487	4.20%	1,984,487
TRIP EXPENSE	26,403,681	86.15%	44,168,054	87.35%	37,340,559	79.00%	37,340,557	79.08%	37,340,557	37,340,557	79.08%	37,340,557
Total Direct Cost	27,254,542	88.93%	45,385,653	89.76%	40,538,751	85.77%	40,538,751	85.85%	40,538,751	40,538,751	85.85%	40,538,751
Gross Margin:	3,392,717	11.07%	5,176,559	10.24%	6,726,530	14.23%	6,682,880	14.15%	6,682,880	6,682,880	14.15%	6,682,880
Gross Margin %:	0	0.00%	0	0.00%	0	0.00%	0	14.15%	0	0	14.15%	0
General and Administrative Expenses												
ADVERTISING	12,911	0.04%	17,946	0.04%	46,685	0.10%	46,685	0.10%	46,685	46,685	0.10%	46,685
AUTO	30,628	0.10%	869	0.00%	77	0.00%	77	0.00%	77	77	0.00%	77
COMMUNICATIONS	81,679	0.27%	101,522	0.20%	111,714	0.24%	111,713	0.24%	111,713	111,713	0.24%	111,713
CONTRIBUTIONS	4,854	0.02%	6,755	0.01%	3,581	0.01%	3,580	0.01%	3,580	3,580	0.01%	3,580
DUES\ FEES	29,566	0.10%	83,031	0.16%	49,279	0.10%	49,277	0.10%	49,277	49,277	0.10%	49,277
Total General and Administrative Expen	2,005,754	6.54%	2,874,468	5.69%	3,407,679	7.21%	3,407,683	7.22%	3,407,683	3,407,683	7.22%	3,157,683
Depreciation Expense	0	0.00%	0	0.00%	25,457	0.05%	25,459	0.05%	25,459	25,459	0.05%	25,459
Amortization Expense	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0	0.00%	0
Interest Expense	0	0.00%	82,286	0.16%	189,070	0.40%	144,743	0.31%	144,743	144,743	0.31%	144,743
Tax Expense	3,609	0.01%	1,319	0.00%	550,000	1.16%	550,000	1.16%	550,000	550,000	1.16%	550,000
Total Expenses	2,009,363	6.56%	2,958,073	5.85%	4,172,206	8.83%	4,127,885	8.74%	4,127,885	4,127,885	8.74%	3,877,885
Net Profit	1,383,354	4.51%	2,218,486	4.39%	2,554,324	5.40%	2,554,995	5.41%	2,554,995	2,554,995	5.41%	2,804,995
EBITDA	1,386,963	4.53%	2,302,092	4.55%	3,318,851	7.02%	3,275,197	6.94%	3,275,197	3,275,197	6.94%	3,525,197

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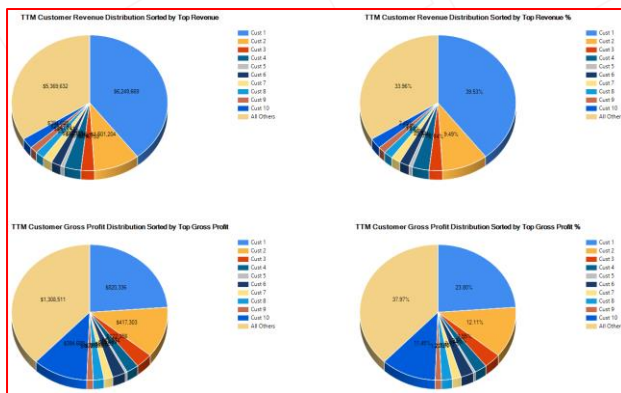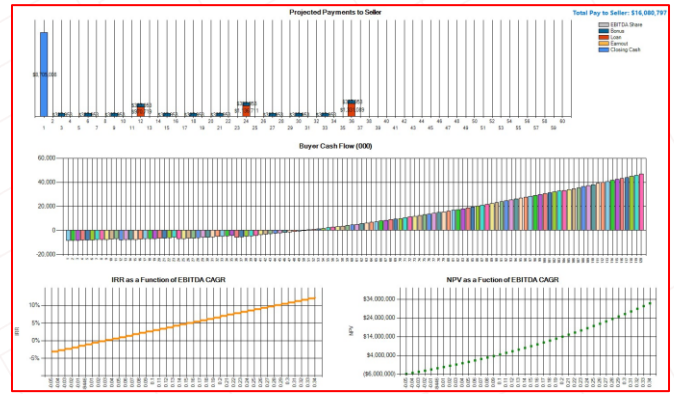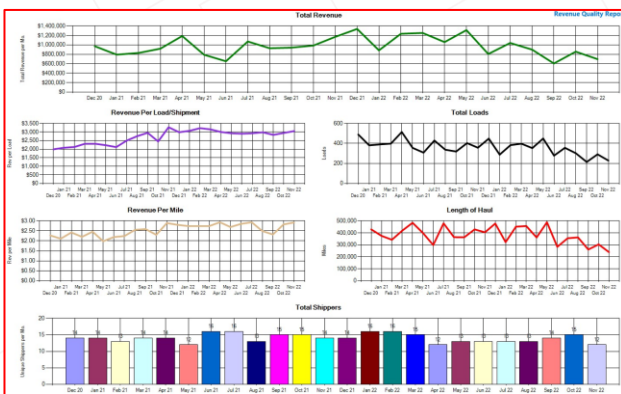## Business Analytics

Converts T24M shipment detail into live system graphics for meetings and Zoom calls along with a consolidated 10-tab workbook to provide buyers with 24-month financial, operational, customer (names redacted), and sales (names redacted) data. The software utilizes 24-month rolling graphics, distribution charts, histograms, descriptive statistics, conditional ranking, correlation analysis, Fourier Analysis, GRC Nonlinear, Simplex LP, Evolutionary Solver; compiled by VB.net and VBA code.
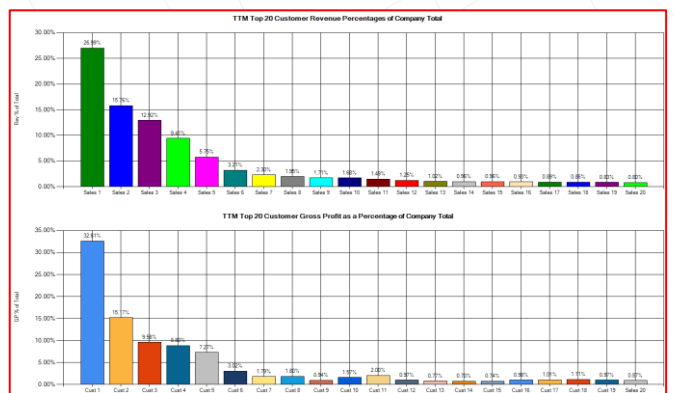
Acquisition Seller to Buyer Matching

Sellers are matched to 100+ well-vetted strategic buyers based on the primary categories of Business Analytics, culture, leadership skillsets, geographic presence, and revenue/EBITDA size. On average, ten buyers are introduced to each seller.

Dynamic Marketing Brief

Watch your business characteristics, financial, operations, customer, and sales data come to life within 24-month trend charts, diversification pie charts, and conditional ranking visuals

Points of Differentiation

Black Belt TC ™

- **BBTC** was built by a CEO with an entire career in asset-based trucking, asset-lite fleet management, and non-asset brokerage transportation. The last 25+ years were in C-Level positions that included acquisitions and their integration into businesses the CEO was managing, with a special highlight during this period in an integral role as Senior Vice President of Acquisitions at Echo Global Logistics.

- **BBTC** concatenates its C-Level transportation management experience with MBA, Black Belt Six Sigma certification, and computer programming skills to drive value

- **BBTC** represents only sellers in the acquisition process where it can provide the most value. BBTC is unique in the industry with its CEO getting intimately involved in the entire process from introductions, negotiation of value and structure, LOI review, due diligence management, legal document review, and post-acquisition integration.

- **BBTC** is highly touted in the industry which is displayed in all the testimonials it has posted on its website – www. blackbelttc.com/testimonials

- **BBTC** has a database of 125+ well-vetted strategic buyers ranging from publicly held, large privately held ($3b+), small privately held, and private equity (intensely filtered)

- **BBTC's** unique Acquisitions Powered by Code computer program generates dynamic Marketing Briefs, Financial Consolidation tools, Business Analytics , and matches sellers to buyers. All save time and drive positive deal multiples and structures

- **BBTC** is so confident in its capability to provide value that it works on a pure contingency basis and requires exclusivity only with buyers it introduces to sellers. Zero up-front fees (typically $40k+), and no LOI fee (typically $75k+).