

Use Keyboard Arrow Buttons (down = forward, up = back)

Black Belt

Transportation Consulting

Project Basai Sho



ブ
ラ
ツ
ク
ベ
ル
ト
テ
イ
ー
シ
ー

Black Belt TC Business Analysis

Document Prepared By : J. Michael Bloss – Chief Executive Officer

MBA, 6σ Certified Black Belt

The information in the e-mail message this file was attached to, the information contained within this file, or any link contained within the original email or this file, is intended only for the person or entity to whom or which it is directed and may contain confidential, proprietary and/or privileged material. Any unauthorized review, use, disclosure, dissemination or copying of such information is prohibited. In viewing this file, you are acknowledging the terms of the Black Belt TC "MUTUAL CONFIDENTIALITY, NON-SOLICITATION AND INDEMNITY AGREEMENT" that you or a representative of your company has signed. If you are not the intended recipient of this e-mail, or the employee or agent responsible for delivering this message to the intended recipient, please notify the sender immediately and delete the original message, all copies and any material acquired therefrom.



We all die. The goal isn't to
live forever, the goal is to
create something that will.

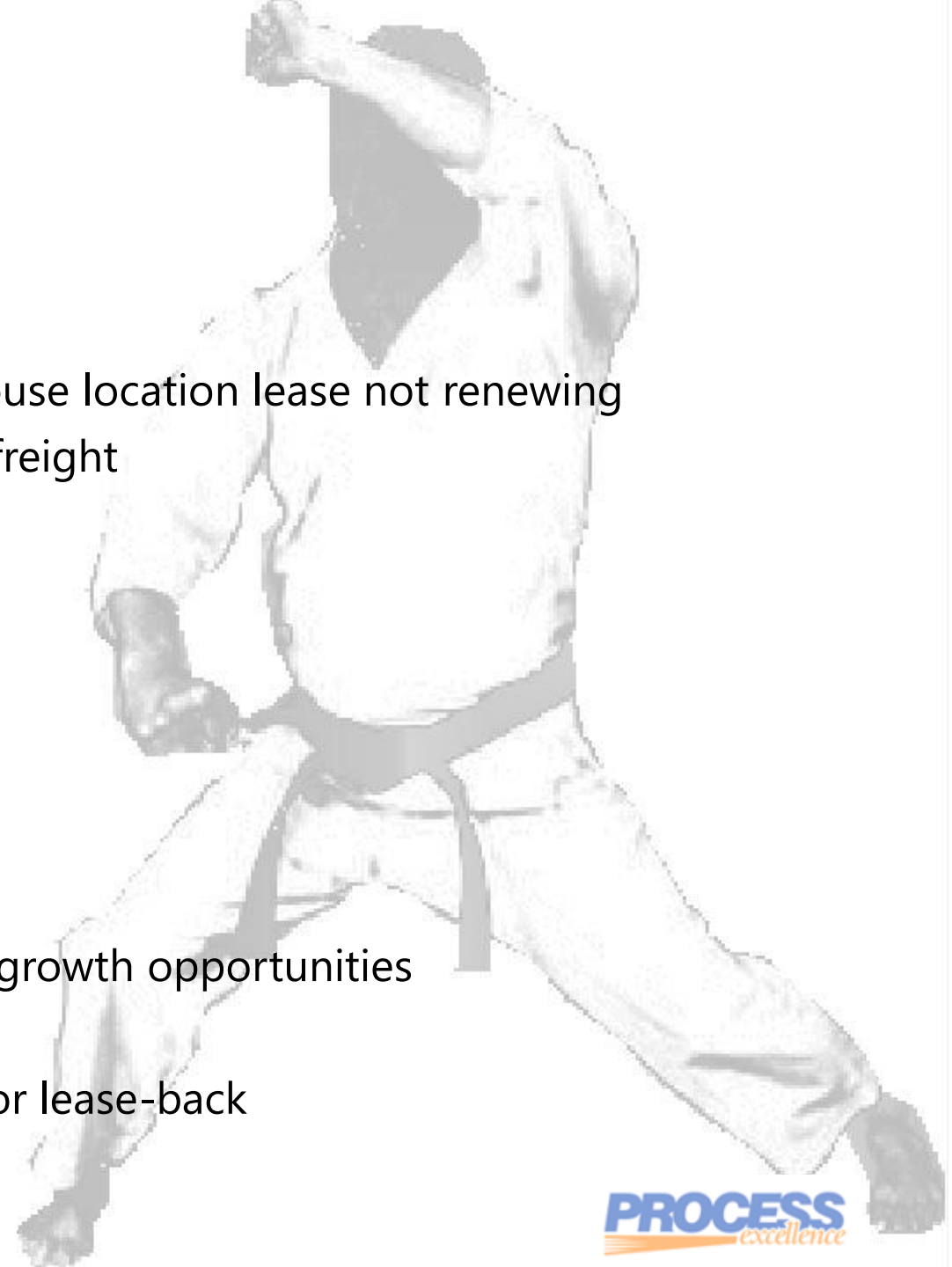
Acquisitions
Powered by Code



General Information

Non-Asset Brokerage Division

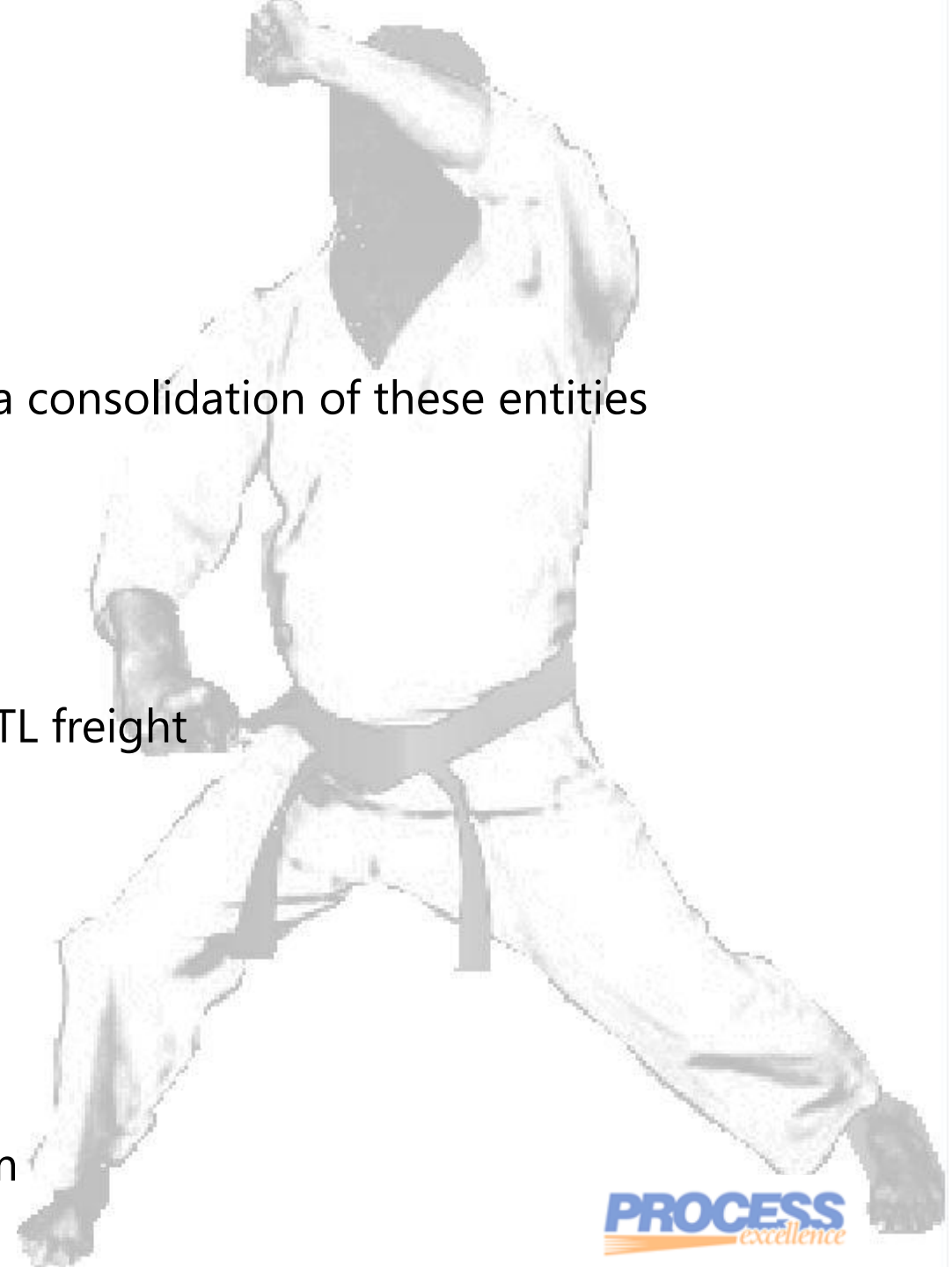
- Business Formation Date – April 2017
- Legal Structure – S-Corp.
- Offices – 2 locations – primary 5k sq. ft.; Chicago warehouse location lease not renewing
- Business Type – non-asset brokerage specializing in LTL freight
- Leadership Team – 5
- Employees – 26
- Employee Agreements – Non-disclosure
- Sales – 6
 - Salary plus incentives based on sales volume
- Leadership Team Desires – willing to remain long-term
- TMS – Logistically
- Customer Base – blue chip with significant diversity and growth opportunities
- Legal – no issues current or past
- Building – 1 owned by the Properties company; will sell or lease-back
- Primary markets – upper Midwest



General Information

Asset Division

- Business Formation Date – November 1979
- Legal Structure – S-Corp.
- Business Structure – financial data provided contains a consolidation of these entities
 - Transportation
 - Leasing
 - Terminals
 - Holding
- Offices – 14 locations based in the Midwest
- Business Type – Asset based trucking specializing in LTL freight
- Leadership Team – 4; President and 3 Vice Presidents
- Employees – 807
 - Drivers – 439
- Sales – 19
 - Salary plus incentives based on sales volume
- Employee Agreements – Non-disclosure
- Leadership Team Desires – willing to remain long-term



General Information

Asset Division

- TMS – McLeod
- Customer Base – blue chip with significant diversity and growth opportunities
- Legal – current minor employee claims only
- Buildings – 8 owned by family members – will sell or lease-back; 9 owned by outside parties – will lease to new Buyer
- Primary markets – upper Midwest



Non-Asset Brokerage

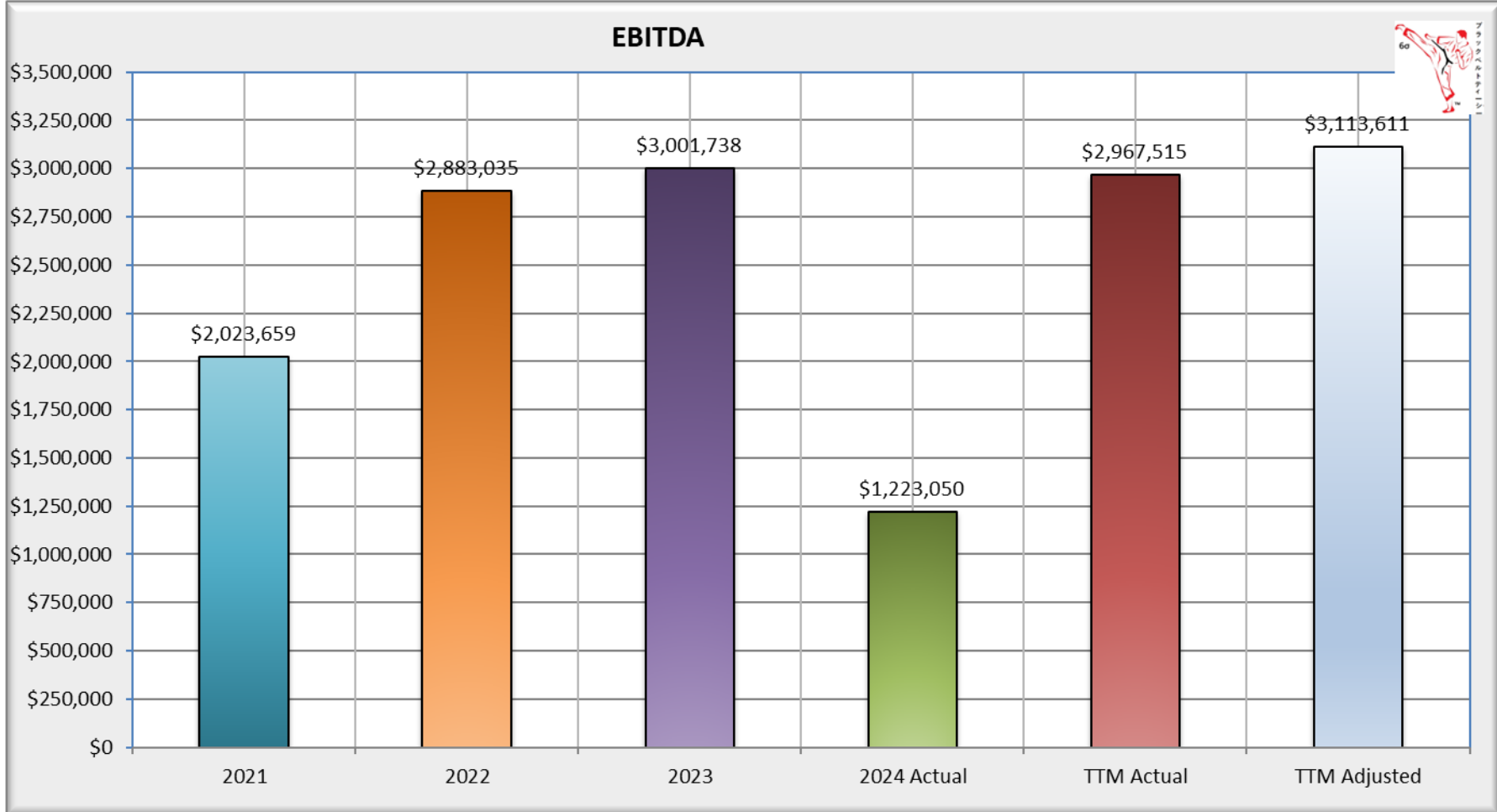
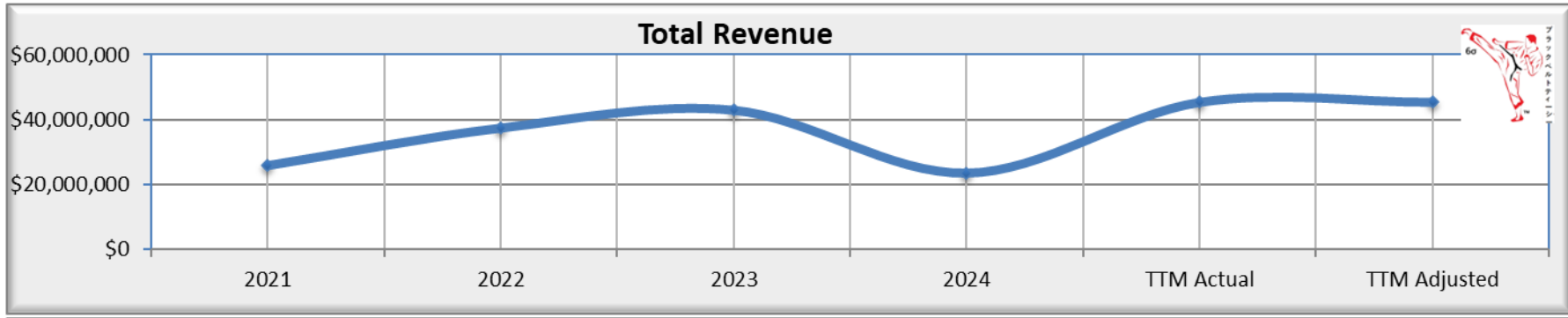
January

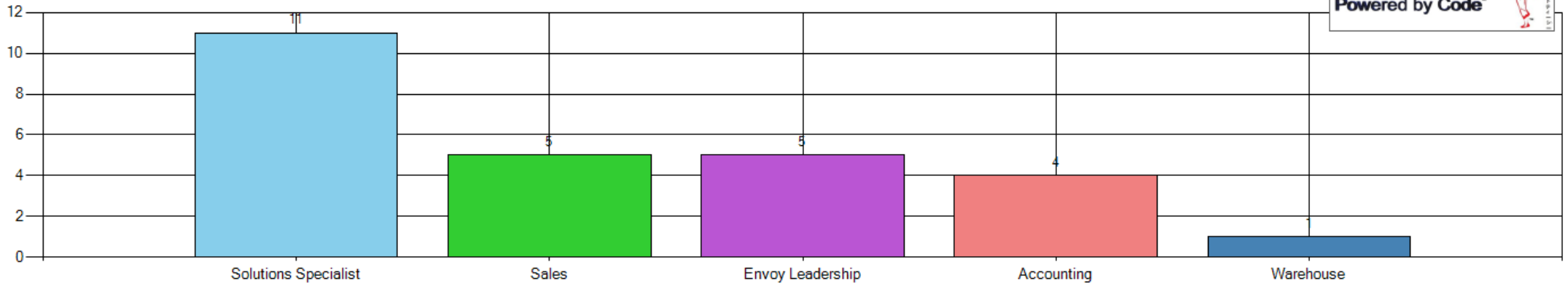
(Fiscal Year Start Month)



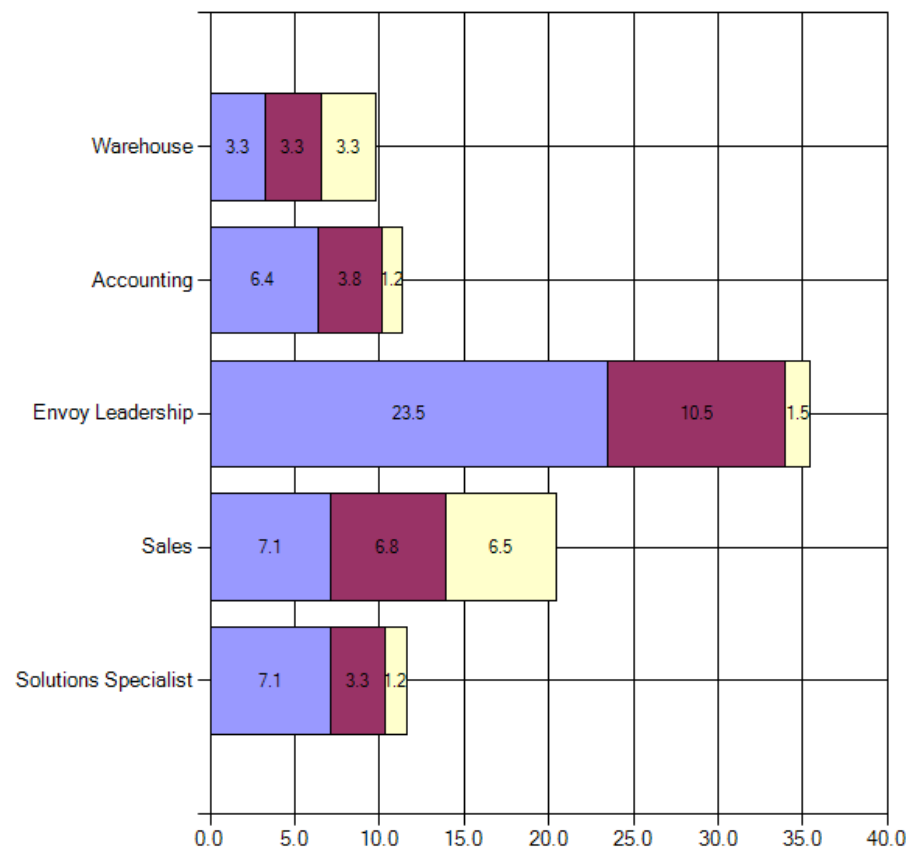
	2021 Fiscal Year		2022 Fiscal Year		2023 Fiscal Year		2024 Fiscal Year			Normalized Revenue/Expenses		
										Trailing 12 Months		
	Actual	% of Rev	Actual	% of Rev	Actual	% of Rev	Actual Thru Jun	% of Rev	EOFY Extrapolated	Jul Thru Jun Actual	% of Rev	Jul Thru Jun Normalized
Revenue												
Total Revenue	25,770,740	100.00%	37,361,283	100.00%	42,906,719	100.00%	23,449,144	100.00%	46,898,288	45,327,441	100.00%	45,327,441
Direct Cost												
Total Direct Cost	21,707,501	84.23%	30,797,067	82.43%	34,533,903	80.49%	19,383,656	82.66%	38,767,313	36,718,823	81.01%	36,718,823
Gross Margin %:	0	0.00%	0	0.00%	0	0.00%	0	17.34%	0	0	18.99%	0
General and Administrative Expenses												
Total General and Administrative Expenses	1,851,076	7.18%	3,139,708	8.40%	4,861,394	11.33%	2,630,692	11.22%	5,261,385	5,181,090	11.11%	5,034,994
Depreciation Expense	17,010	0.07%	31,922	0.09%	38,571	0.09%	18,056	0.08%	36,113	36,004	0.08%	36,004
Amortization Expense	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0	0.00%	0
Interest Expense	0	0.00%	287	0.00%	109	0.00%	0	0.00%	0	109	0.00%	109
Tax Expense	168,242	0.65%	231,476	0.62%	38,108	0.09%	261,968	1.12%	523,935	69,889	0.15%	69,889
Total Expenses	2,036,328	7.90%	3,403,392	9.11%	4,938,182	11.51%	2,910,716	12.41%	5,821,433	5,287,092	11.34%	5,140,996
Other Income												
Total Other Income	115,080	0.45%	-8,074	-0.02%	-7,468	-0.02%	52	0.00%	105	-1,073	0.00%	-1,073
Other Expense												
Total Other Expense	303,584	1.18%	533,400	1.43%	502,216	1.17%	211,798	0.90%	423,596	458,939	1.01%	458,939
Net Profit	1,838,407	7.13%	2,619,351	7.01%	2,924,950	6.82%	943,026	4.02%	1,886,052	2,861,513	6.64%	3,007,609
EBITDA	2,023,659	7.85%	2,883,035	7.72%	3,001,738	7.00%	1,223,050	5.22%	2,446,100	2,967,515	6.87%	3,113,611

Please note that normalization of expenses is taken only within the TTM timeframe which may cause previous years to appear lower

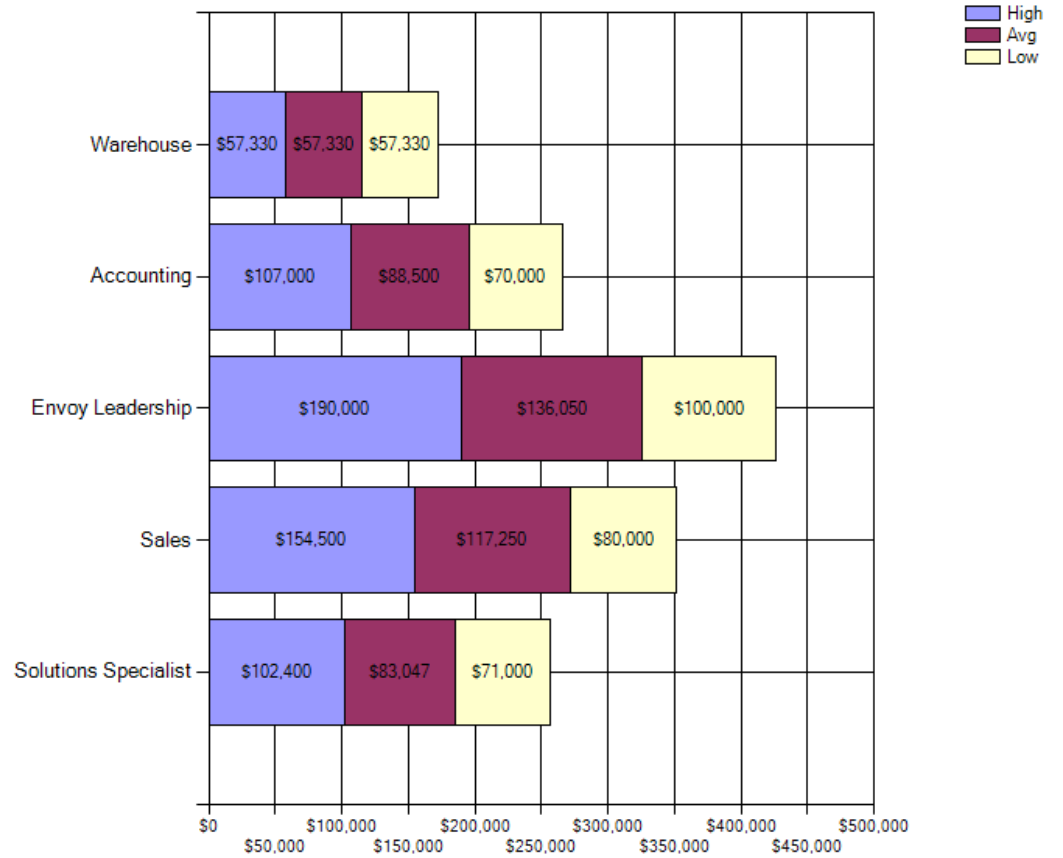




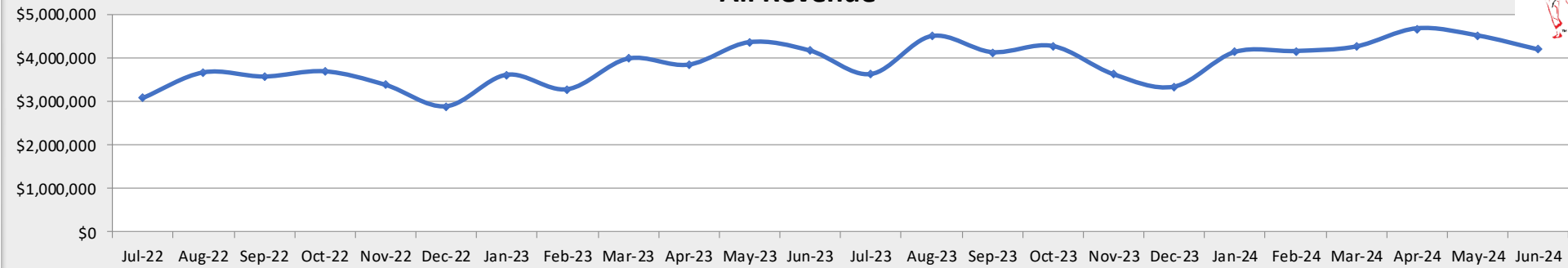
Department Tenure in Years (min 1 yr)



Department Total Compensation (min 1 yr)

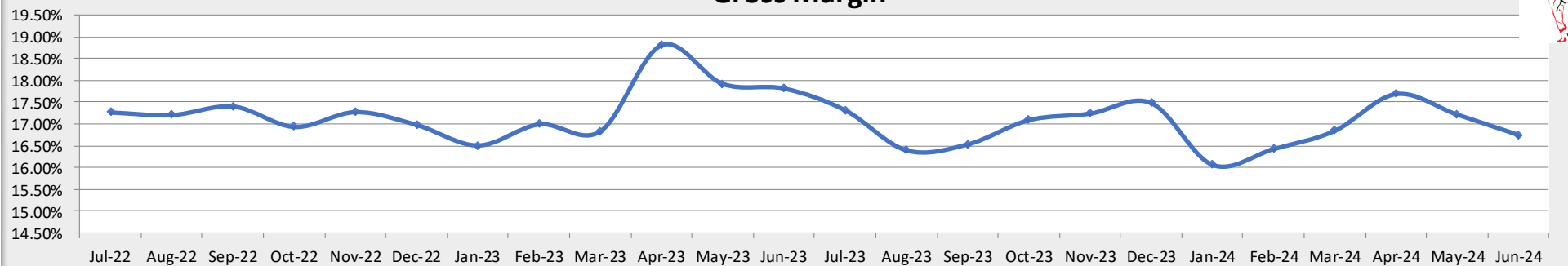


All Revenue



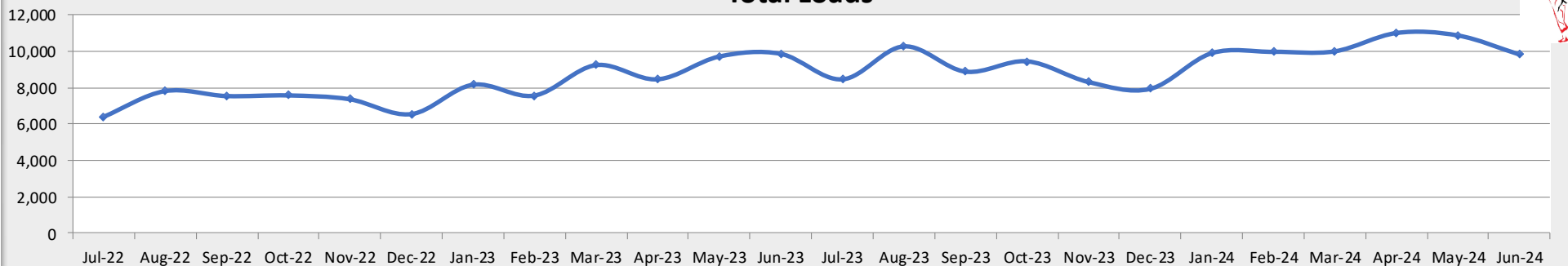
Jul-22	\$3,077,061	Jul-23	\$3,625,978
Aug-22	\$3,663,759	Aug-23	\$4,491,696
Sep-22	\$3,570,017	Sep-23	\$4,127,171
Oct-22	\$3,689,128	Oct-23	\$4,266,286
Nov-22	\$3,382,070	Nov-23	\$3,623,727
Dec-22	\$2,891,964	Dec-23	\$3,339,126
Jan-23	\$3,610,637	Jan-24	\$4,128,999
Feb-23	\$3,280,542	Feb-24	\$4,152,509
Mar-23	\$3,979,131	Mar-24	\$4,255,016
Apr-23	\$3,841,618	Apr-24	\$4,669,582
May-23	\$4,353,857	May-24	\$4,508,078
Jun-23	\$4,161,586	Jun-24	\$4,188,683

Gross Margin



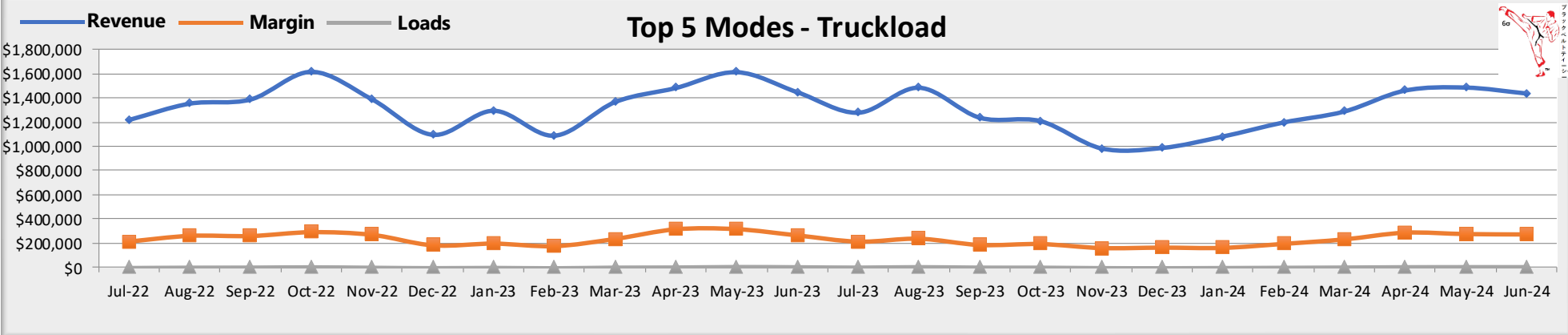
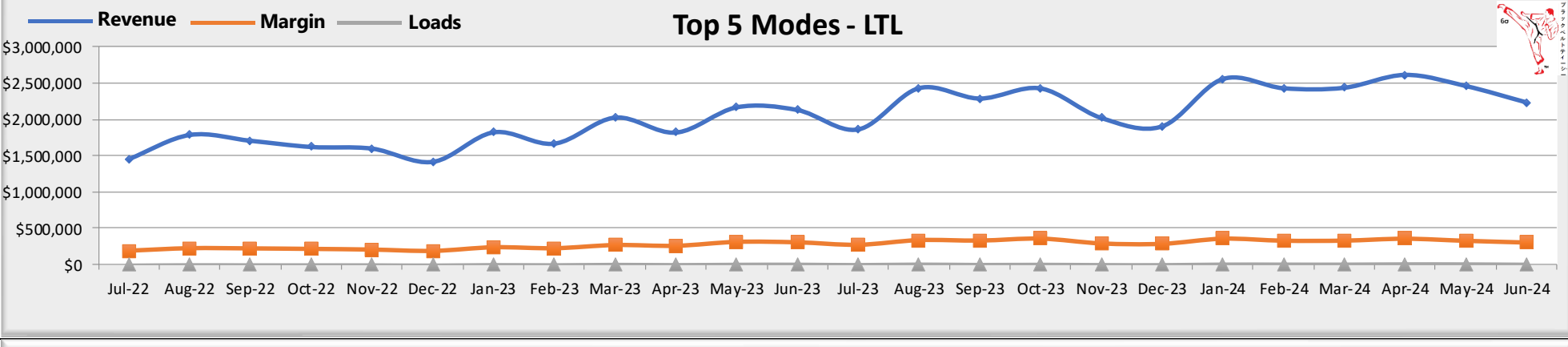
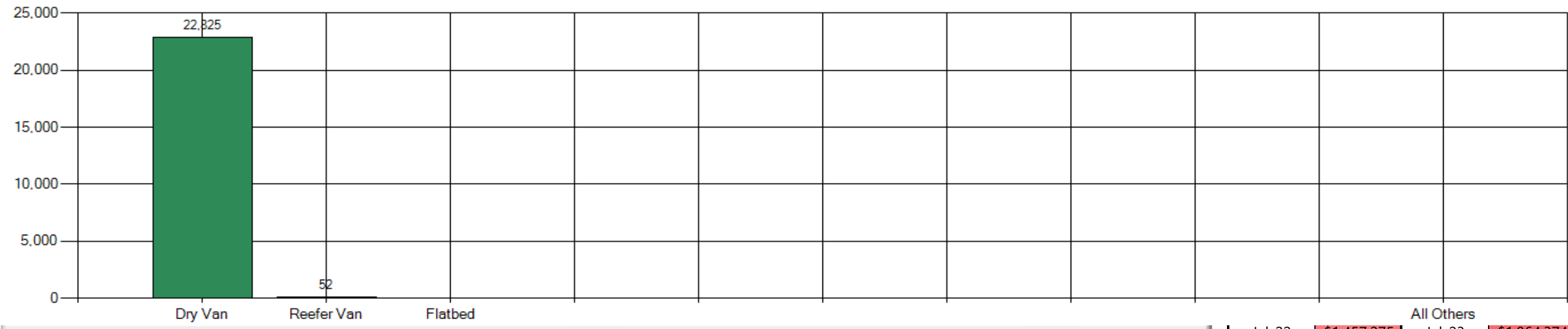
Jul-22	17.26%	Jul-23	17.31%
Aug-22	17.20%	Aug-23	16.39%
Sep-22	17.40%	Sep-23	16.52%
Oct-22	16.93%	Oct-23	17.08%
Nov-22	17.27%	Nov-23	17.23%
Dec-22	16.97%	Dec-23	17.48%
Jan-23	16.50%	Jan-24	16.05%
Feb-23	16.99%	Feb-24	16.42%
Mar-23	16.83%	Mar-24	16.84%
Apr-23	18.81%	Apr-24	17.68%
May-23	17.92%	May-24	17.21%
Jun-23	17.81%	Jun-24	16.74%

Total Loads

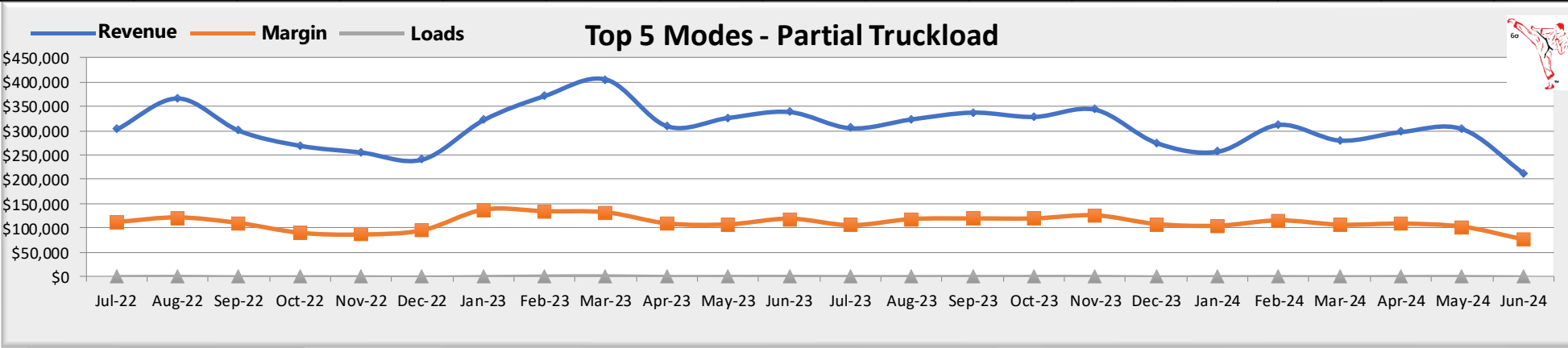


Jul-22	6,396	Jul-23	8,463
Aug-22	7,817	Aug-23	10,276
Sep-22	7,548	Sep-23	8,888
Oct-22	7,583	Oct-23	9,456
Nov-22	7,374	Nov-23	8,316
Dec-22	6,555	Dec-23	7,941
Jan-23	8,167	Jan-24	9,903
Feb-23	7,573	Feb-24	9,976
Mar-23	9,246	Mar-24	10,004
Apr-23	8,466	Apr-24	11,010
May-23	9,715	May-24	10,873
Jun-23	9,866	Jun-24	9,826

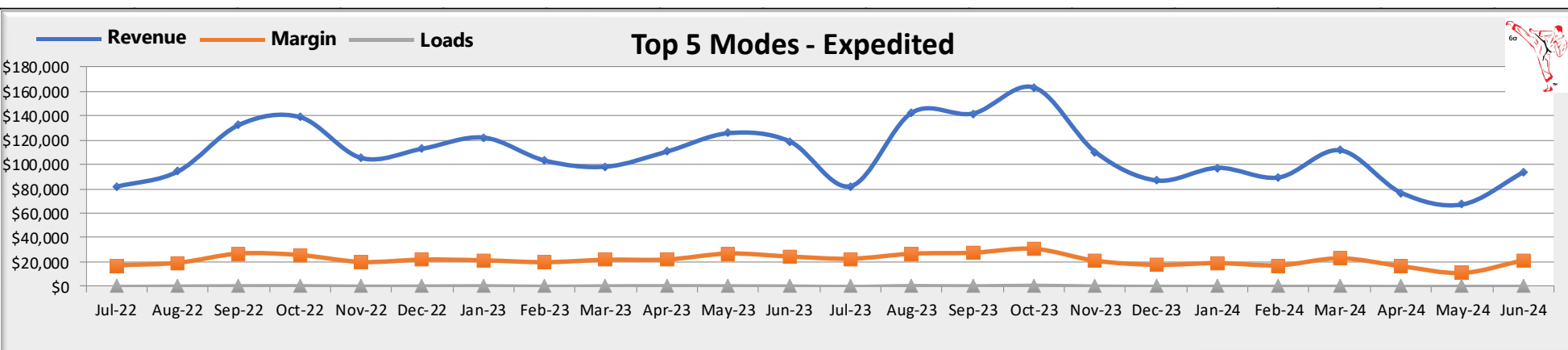
TTM Top Ten Modes by Load



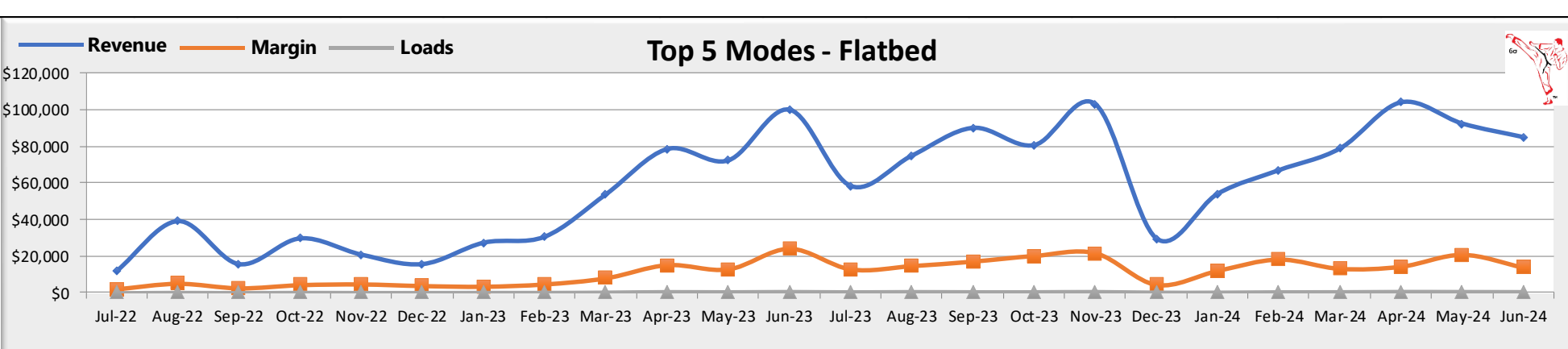
	All Others	
Jul-22	\$1,457,275	Jul-23 \$1,864,374
Aug-22	\$1,788,677	Aug-23 \$2,432,232
Sep-22	\$1,708,015	Sep-23 \$2,289,575
Oct-22	\$1,622,904	Oct-23 \$2,428,907
Nov-22	\$1,600,300	Nov-23 \$2,022,331
Dec-22	\$1,418,237	Dec-23 \$1,905,862
Jan-23	\$1,824,742	Jan-24 \$2,558,107
Feb-23	\$1,668,776	Feb-24 \$2,431,082
Mar-23	\$2,027,497	Mar-24 \$2,437,889
Apr-23	\$1,821,072	Apr-24 \$2,615,130
May-23	\$2,168,640	May-24 \$2,461,955
Jun-23	\$2,131,461	Jun-24 \$2,235,976
Jul-22	\$1,218,262	Jul-23 \$1,278,384
Aug-22	\$1,354,297	Aug-23 \$1,486,737
Sep-22	\$1,388,684	Sep-23 \$1,236,879
Oct-22	\$1,619,077	Oct-23 \$1,208,431
Nov-22	\$1,389,412	Nov-23 \$981,514
Dec-22	\$1,094,351	Dec-23 \$984,615
Jan-23	\$1,294,927	Jan-24 \$1,080,038
Feb-23	\$1,087,169	Feb-24 \$1,197,370
Mar-23	\$1,367,531	Mar-24 \$1,288,322
Apr-23	\$1,484,349	Apr-24 \$1,462,866
May-23	\$1,615,972	May-24 \$1,487,922
Jun-23	\$1,448,686	Jun-24 \$1,438,653



Jul-22	\$303,269	Jul-23	\$305,847
Aug-22	\$367,007	Aug-23	\$324,140
Sep-22	\$300,625	Sep-23	\$338,014
Oct-22	\$269,841	Oct-23	\$329,149
Nov-22	\$256,135	Nov-23	\$343,836
Dec-22	\$241,654	Dec-23	\$275,571
Jan-23	\$322,669	Jan-24	\$257,789
Feb-23	\$372,150	Feb-24	\$312,760
Mar-23	\$405,838	Mar-24	\$280,665
Apr-23	\$309,902	Apr-24	\$298,047
May-23	\$327,108	May-24	\$303,947
Jun-23	\$339,135	Jun-24	\$213,215

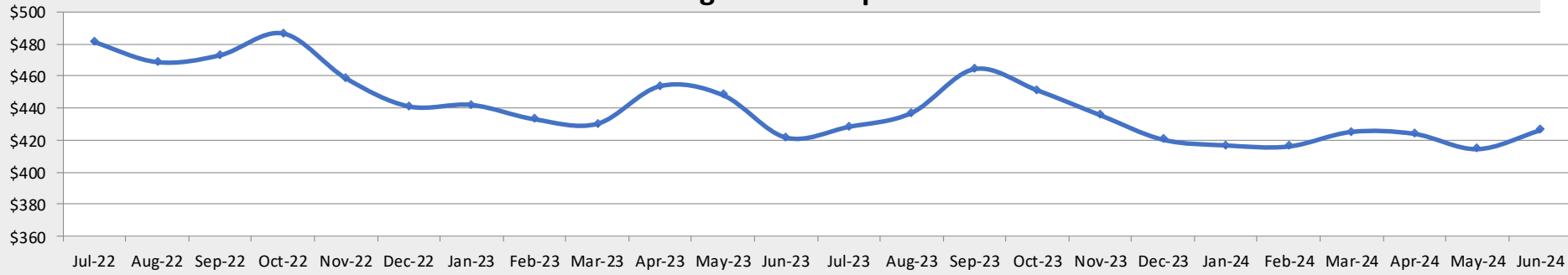


Jul-22	\$81,676	Jul-23	\$82,088
Aug-22	\$94,166	Aug-23	\$142,533
Sep-22	\$132,494	Sep-23	\$141,787
Oct-22	\$138,766	Oct-23	\$163,142
Nov-22	\$105,203	Nov-23	\$110,121
Dec-22	\$112,910	Dec-23	\$86,766
Jan-23	\$122,026	Jan-24	\$97,166
Feb-23	\$103,102	Feb-24	\$89,278
Mar-23	\$98,109	Mar-24	\$111,575
Apr-23	\$110,606	Apr-24	\$76,653
May-23	\$125,640	May-24	\$67,074
Jun-23	\$118,938	Jun-24	\$93,646



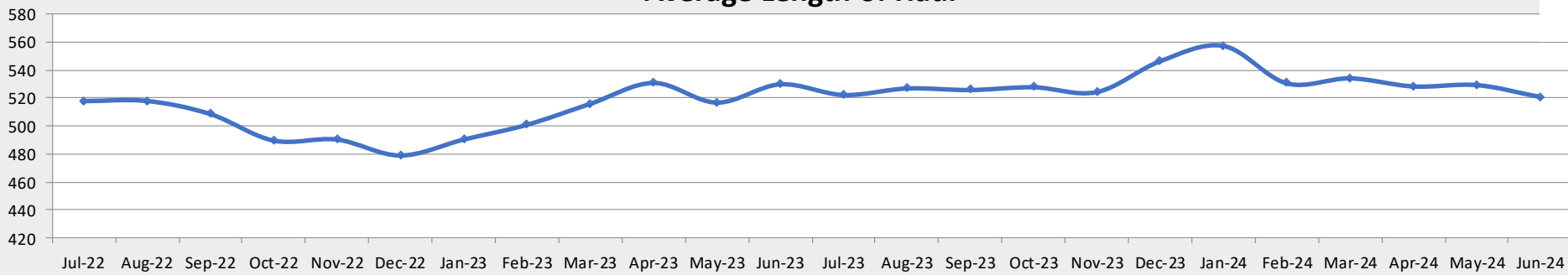
Jul-22	\$11,725	Jul-23	\$58,175
Aug-22	\$38,956	Aug-23	\$74,807
Sep-22	\$15,400	Sep-23	\$89,990
Oct-22	\$29,515	Oct-23	\$80,550
Nov-22	\$20,605	Nov-23	\$102,936
Dec-22	\$15,455	Dec-23	\$29,435
Jan-23	\$27,165	Jan-24	\$53,947
Feb-23	\$30,460	Feb-24	\$66,835
Mar-23	\$53,694	Mar-24	\$78,745
Apr-23	\$78,428	Apr-24	\$104,003
May-23	\$72,200	May-24	\$92,330
Jun-23	\$99,940	Jun-24	\$84,905

Average Revenue per Load



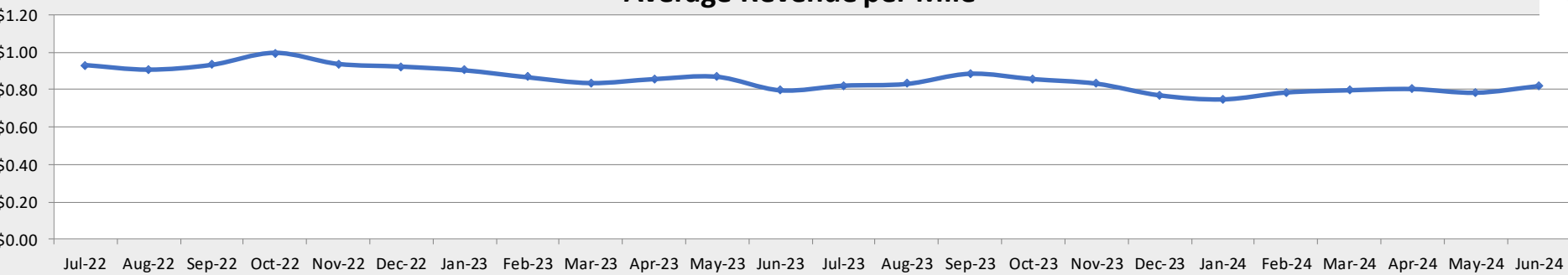
Jul-22	\$481	Jul-23	\$428
Aug-22	\$469	Aug-23	\$437
Sep-22	\$473	Sep-23	\$464
Oct-22	\$486	Oct-23	\$451
Nov-22	\$459	Nov-23	\$436
Dec-22	\$441	Dec-23	\$420
Jan-23	\$442	Jan-24	\$417
Feb-23	\$433	Feb-24	\$416
Mar-23	\$430	Mar-24	\$425
Apr-23	\$454	Apr-24	\$424
May-23	\$448	May-24	\$415
Jun-23	\$422	Jun-24	\$426

Average Length of Haul



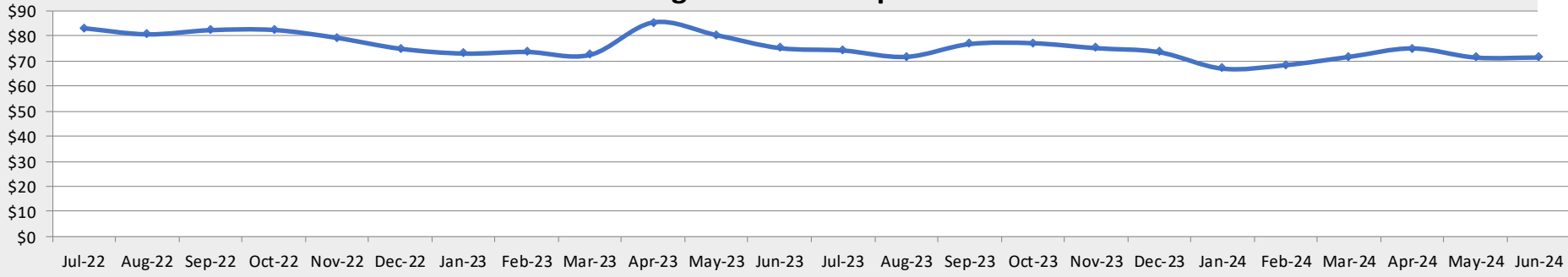
Jul-22	518	Jul-23	522
Aug-22	518	Aug-23	527
Sep-22	509	Sep-23	526
Oct-22	490	Oct-23	528
Nov-22	490	Nov-23	524
Dec-22	479	Dec-23	546
Jan-23	490	Jan-24	557
Feb-23	501	Feb-24	530
Mar-23	516	Mar-24	534
Apr-23	531	Apr-24	528
May-23	517	May-24	529
Jun-23	530	Jun-24	521

Average Revenue per Mile



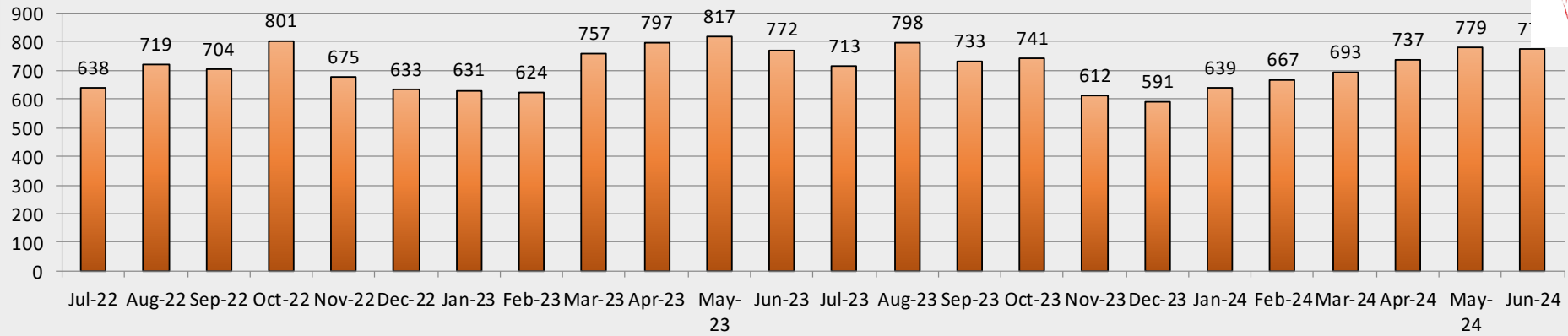
Jul-22	\$0.93	Jul-23	\$0.82
Aug-22	\$0.91	Aug-23	\$0.83
Sep-22	\$0.93	Sep-23	\$0.88
Oct-22	\$0.99	Oct-23	\$0.86
Nov-22	\$0.94	Nov-23	\$0.83
Dec-22	\$0.92	Dec-23	\$0.77
Jan-23	\$0.90	Jan-24	\$0.75
Feb-23	\$0.86	Feb-24	\$0.78
Mar-23	\$0.83	Mar-24	\$0.80
Apr-23	\$0.86	Apr-24	\$0.80
May-23	\$0.87	May-24	\$0.78
Jun-23	\$0.80	Jun-24	\$0.82

Average Gross Profit per Load



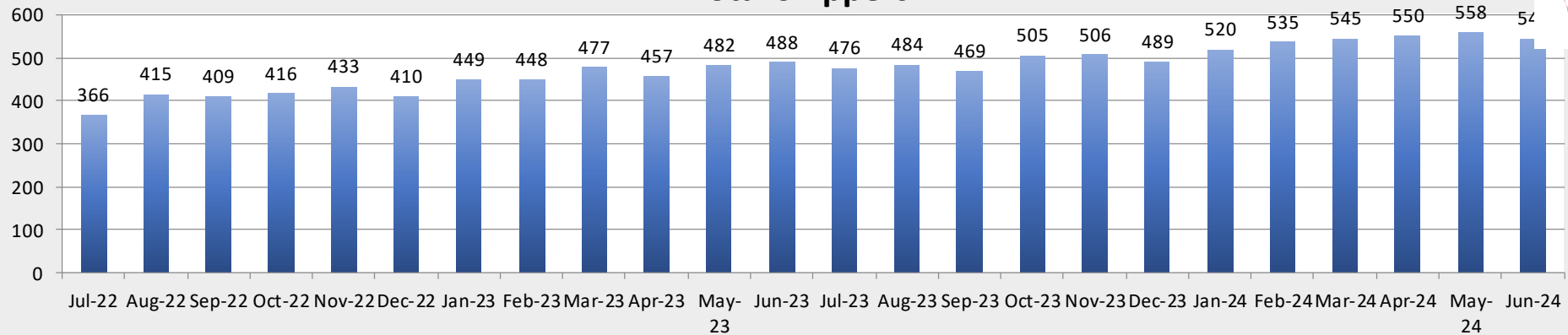
Jul-22	\$83	Jul-23	\$74
Aug-22	\$81	Aug-23	\$72
Sep-22	\$82	Sep-23	\$77
Oct-22	\$82	Oct-23	\$77
Nov-22	\$79	Nov-23	\$75
Dec-22	\$75	Dec-23	\$73
Jan-23	\$73	Jan-24	\$67
Feb-23	\$74	Feb-24	\$68
Mar-23	\$72	Mar-24	\$72
Apr-23	\$85	Apr-24	\$75
May-23	\$80	May-24	\$71
Jun-23	\$75	Jun-24	\$71

Total Carriers



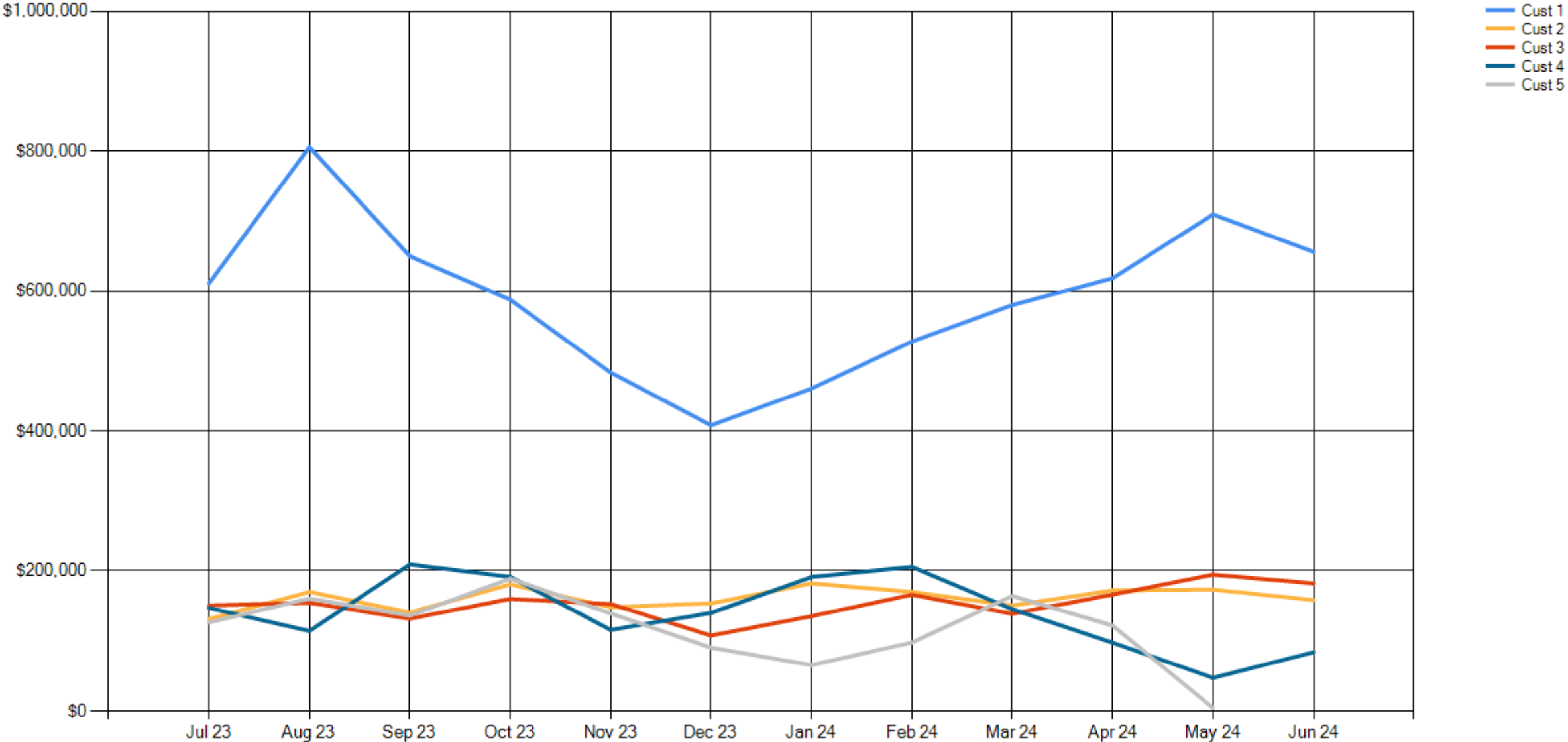
Jul-22	638	Jul-23	713
Aug-22	719	Aug-23	798
Sep-22	704	Sep-23	733
Oct-22	801	Oct-23	741
Nov-22	675	Nov-23	612
Dec-22	633	Dec-23	591
Jan-23	631	Jan-24	639
Feb-23	624	Feb-24	667
Mar-23	757	Mar-24	693
Apr-23	797	Apr-24	737
May-23	817	May-24	779
Jun-23	772	Jun-24	774

Total Shippers

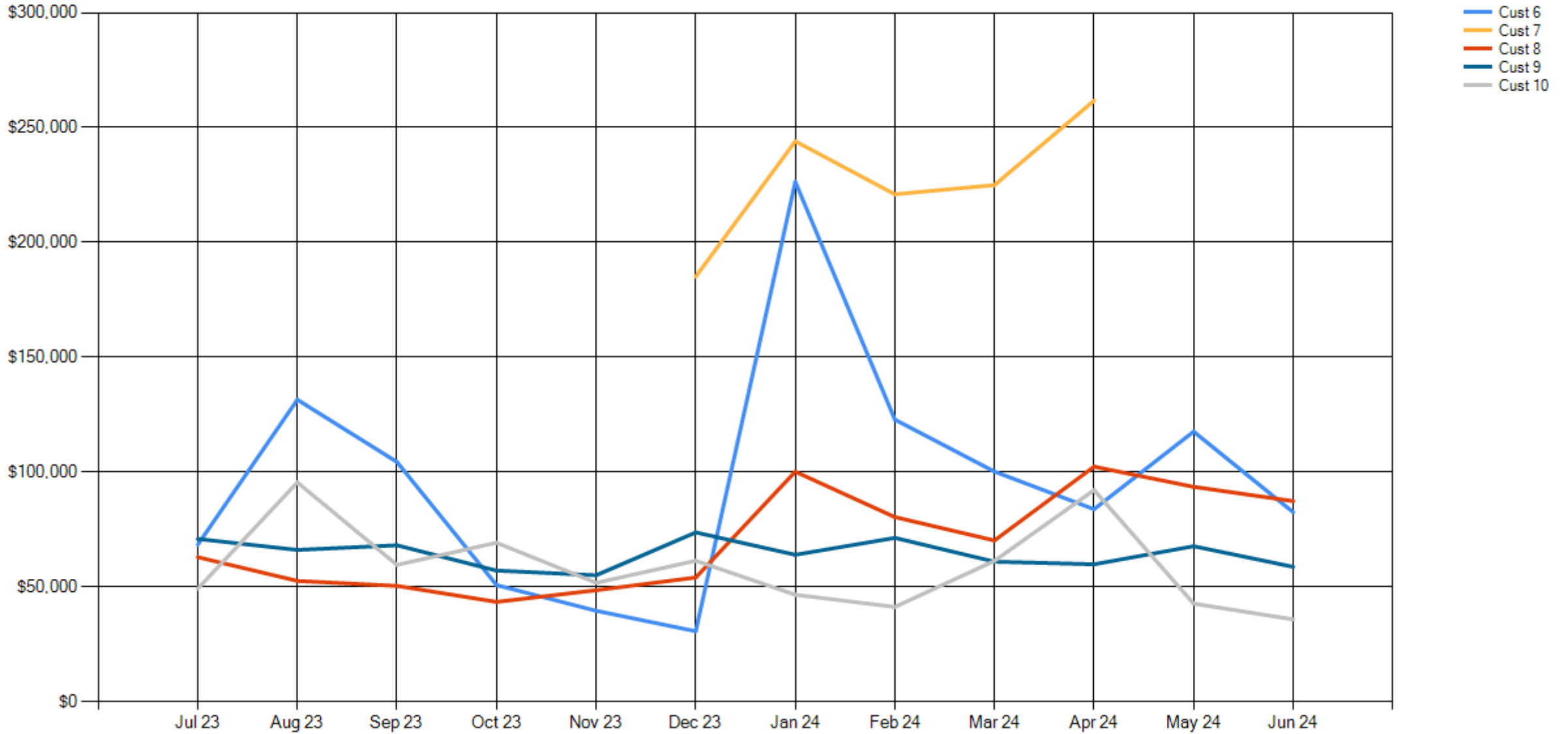


Jul-22	366	Jul-23	476
Aug-22	415	Aug-23	484
Sep-22	409	Sep-23	469
Oct-22	416	Oct-23	505
Nov-22	433	Nov-23	506
Dec-22	410	Dec-23	489
Jan-23	449	Jan-24	520
Feb-23	448	Feb-24	535
Mar-23	477	Mar-24	545
Apr-23	457	Apr-24	550
May-23	482	May-24	558
Jun-23	488	Jun-24	545

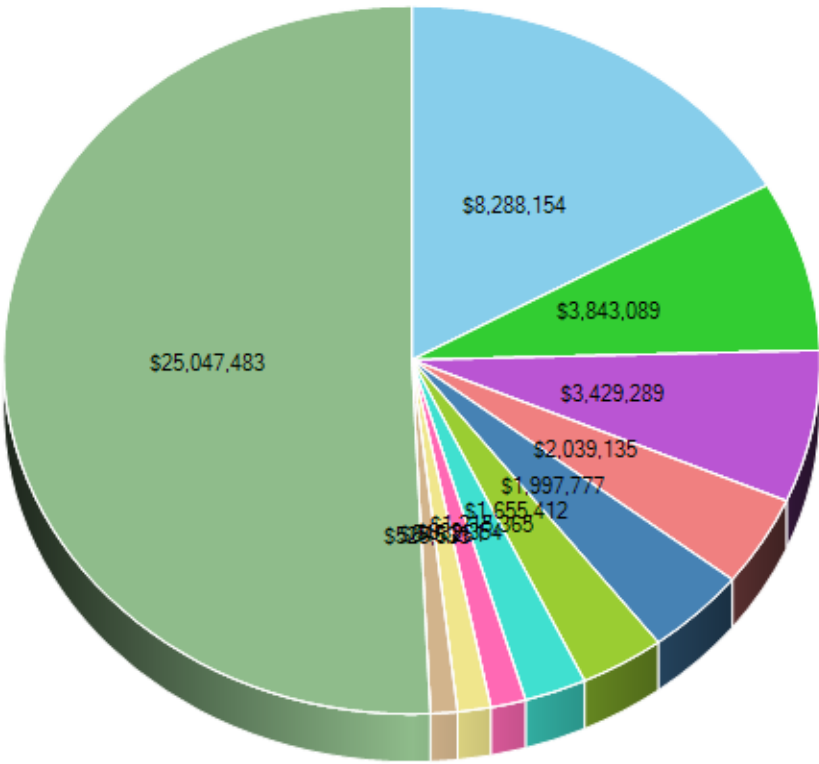
TTM Top 1 to 5 Customers - Revenue



TTM Top 6 to 10 Customers - Revenue

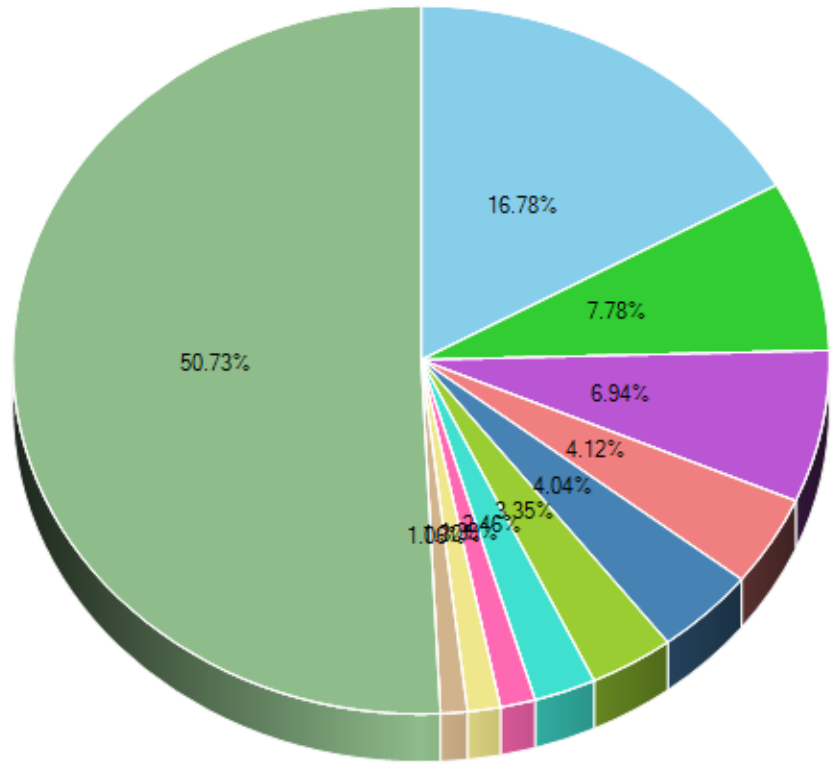


Top Ten Total Carrier Revenue - 12 mo



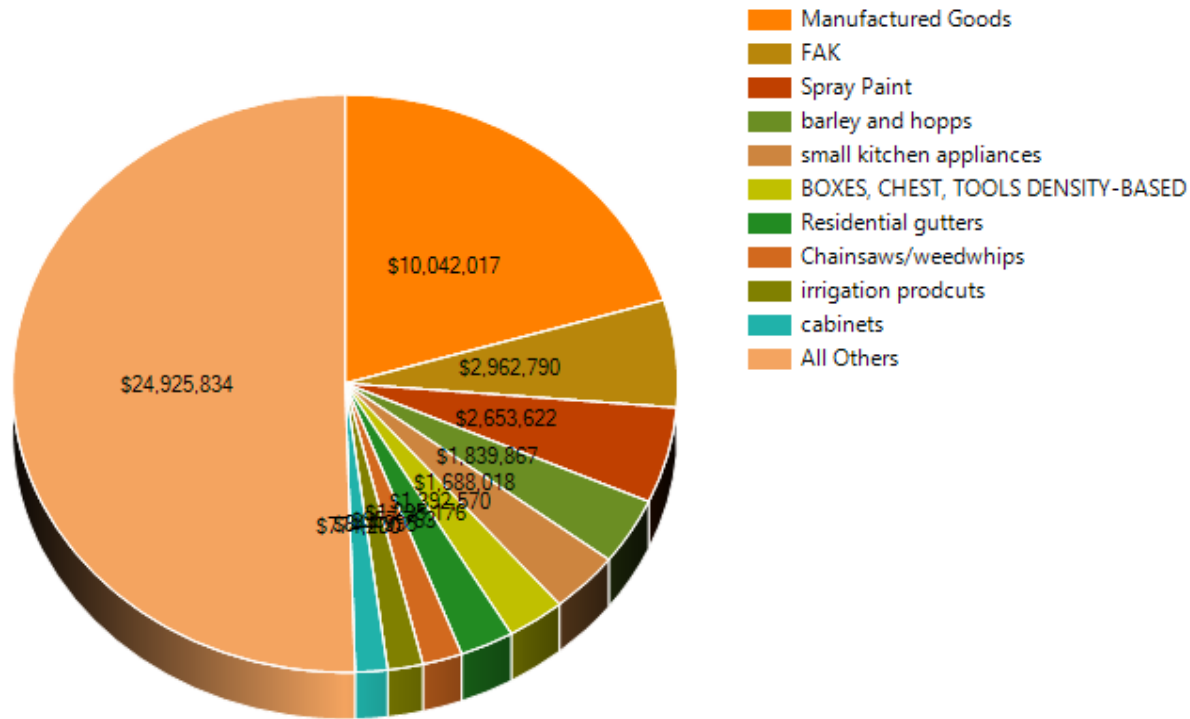
- Carrier 1
- Carrier 2
- Carrier 3
- Carrier 4
- Carrier 5
- Carrier 6
- Carrier 7
- Carrier 8
- Carrier 9
- Carrier 10
- All Others

Top Ten Total Carrier Revenue % - 12 mo

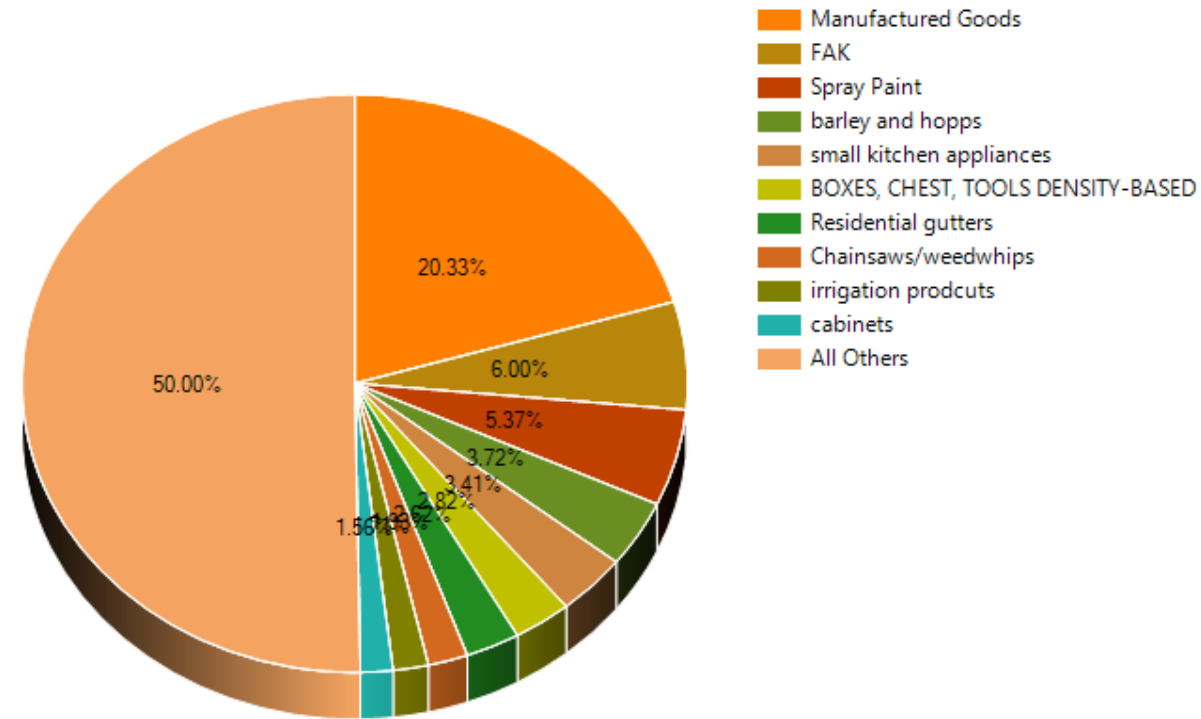


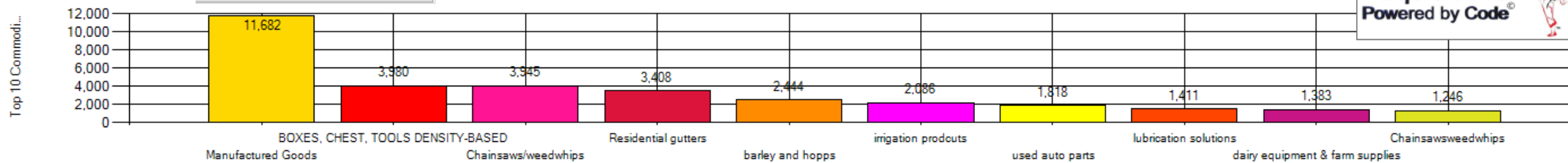
- Carrier 1
- Carrier 2
- Carrier 3
- Carrier 4
- Carrier 5
- Carrier 6
- Carrier 7
- Carrier 8
- Carrier 9
- Carrier 10
- All Others

TTM Commodity Revenue Distribution

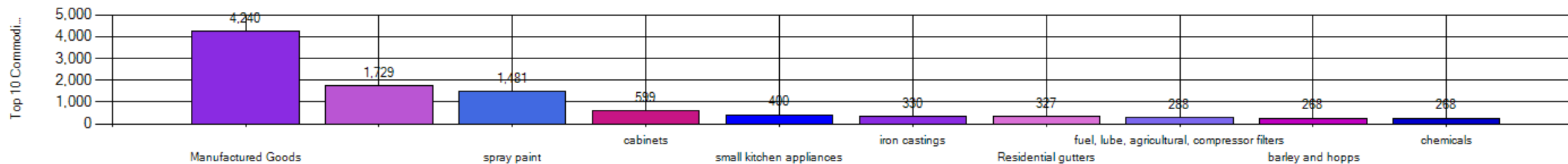


TTM Commodity Revenue Distribution %

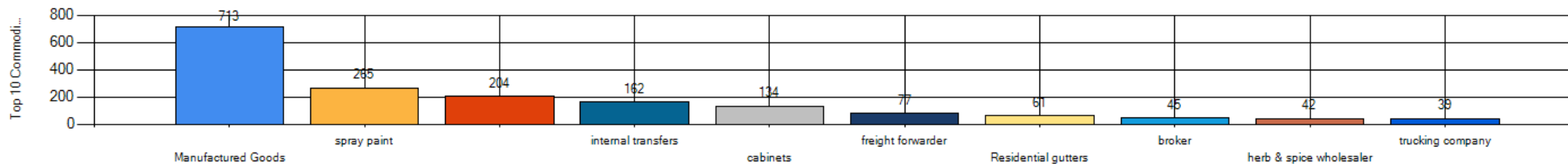




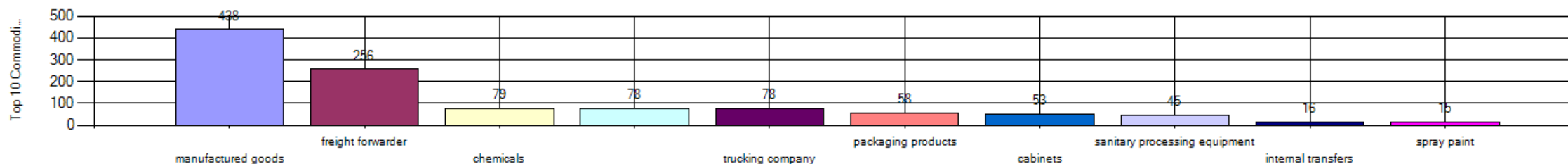
Truckload Mode - Top 10 Commodities



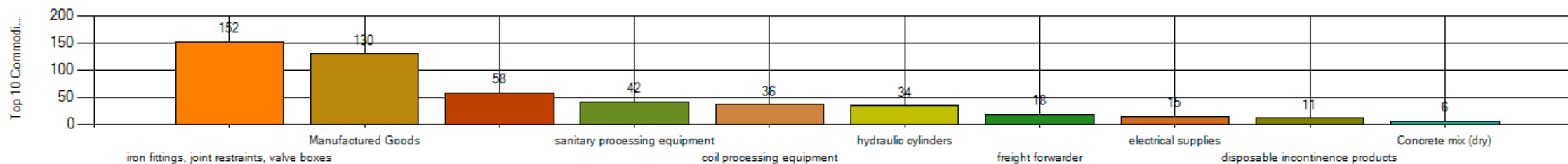
Partial Truckload Mode - Top 10 Commodities



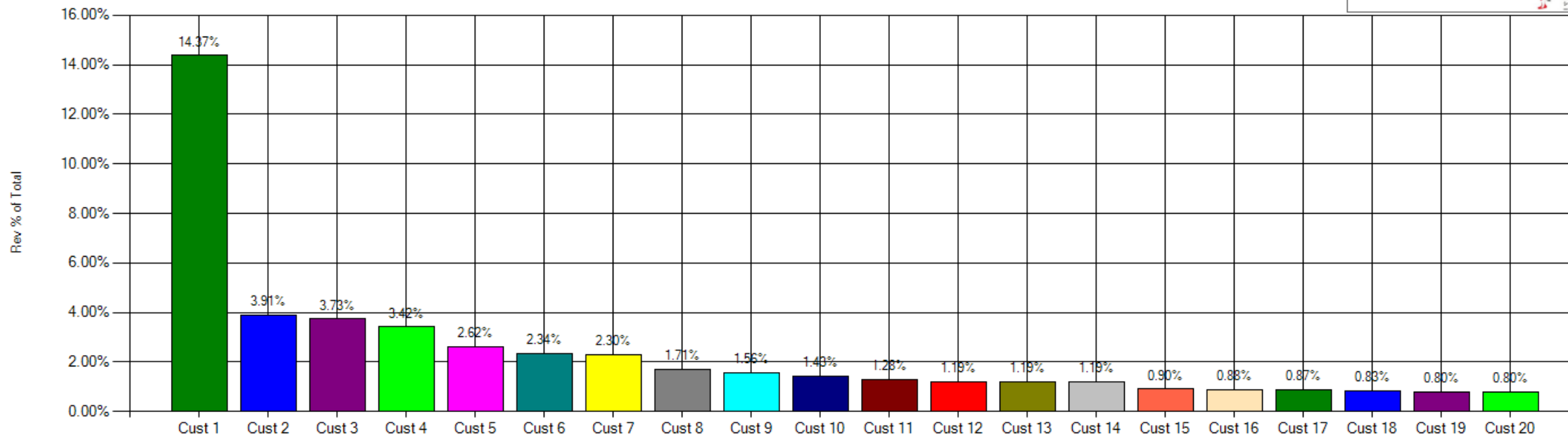
Expedited Mode - Top 10 Commodities



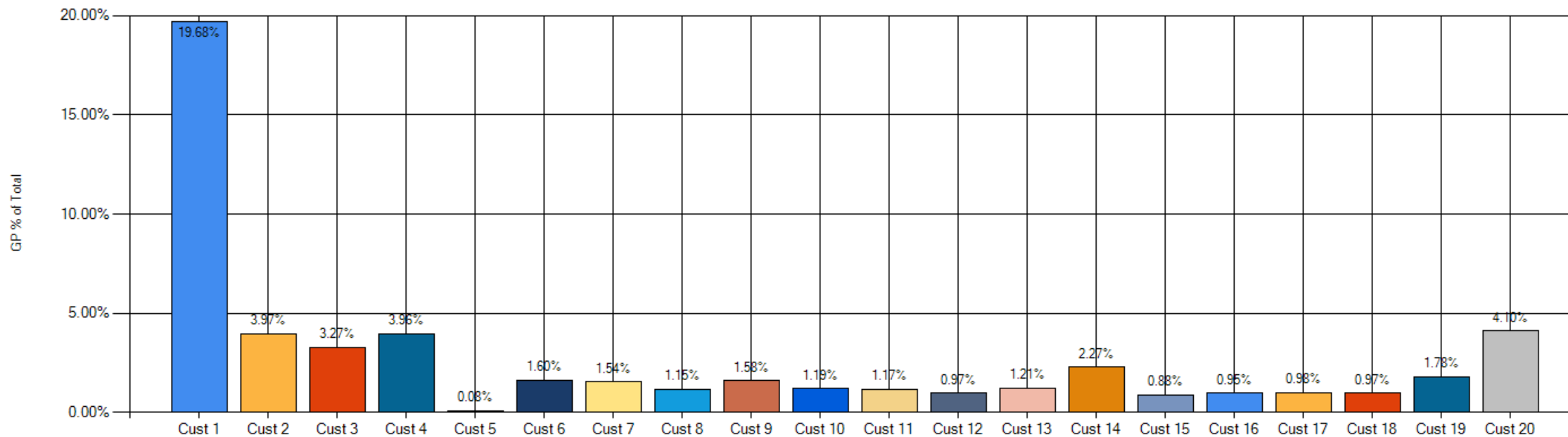
Flatbed Mode - Top 10 Commodities



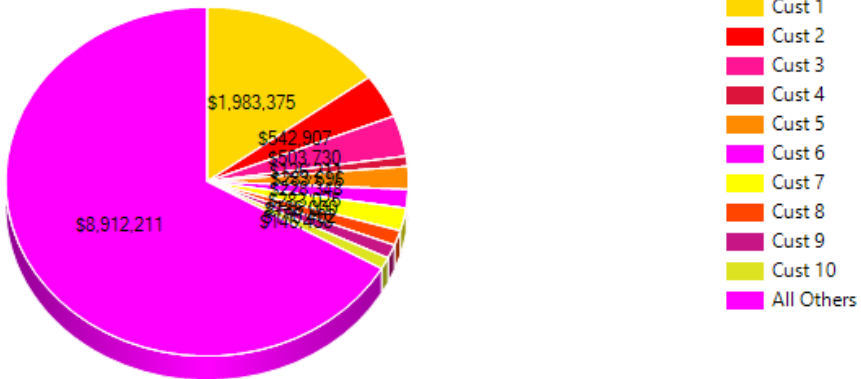
TTM Top 20 Customer Revenue Percentages of Company Total



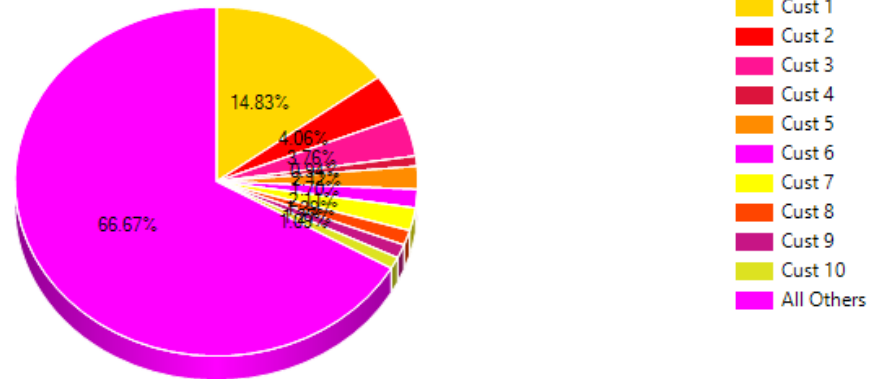
TTM Top 20 Customer Gross Profit as a Percentage of Company Total



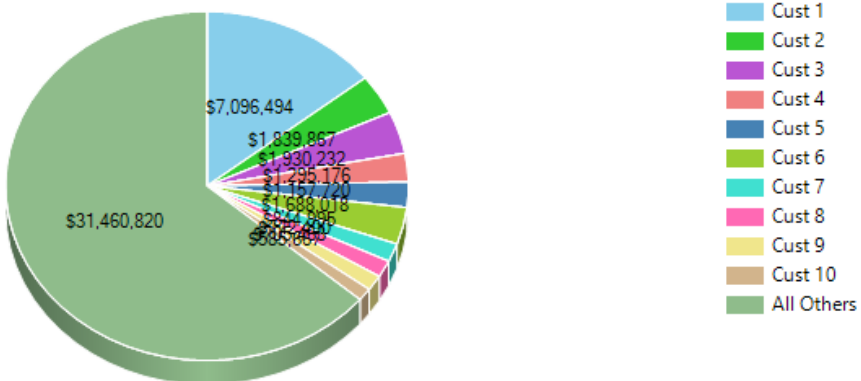
Current T3M Customer Revenue Distribution Sorted by Top Revenue



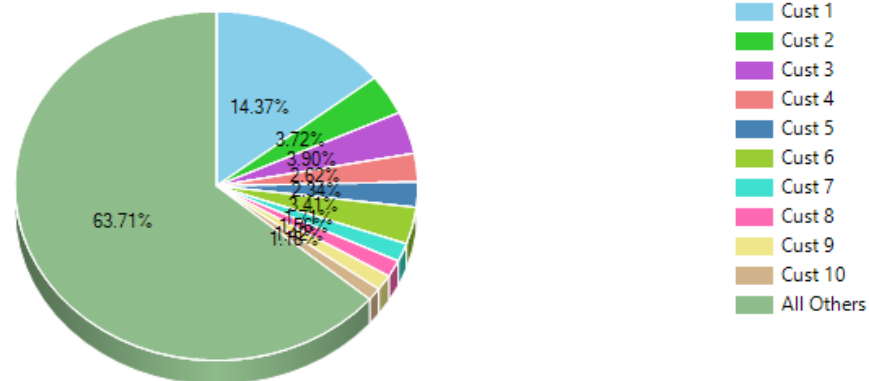
Current T3M Customer Revenue Distribution Sorted by Top Revenue %



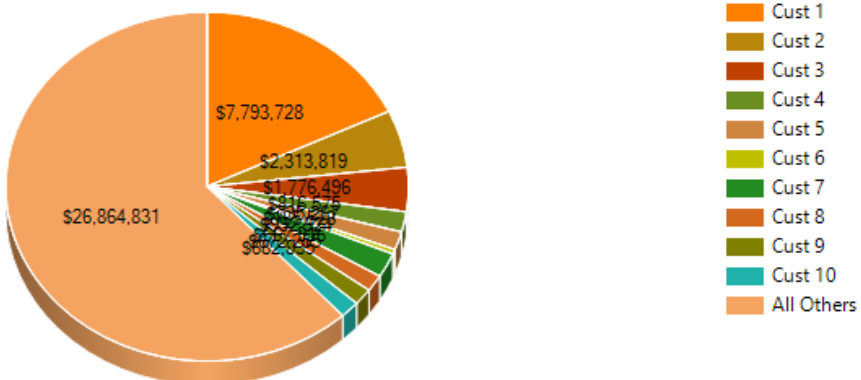
Current T12M Customer Revenue Distribution Sorted by Top Revenue



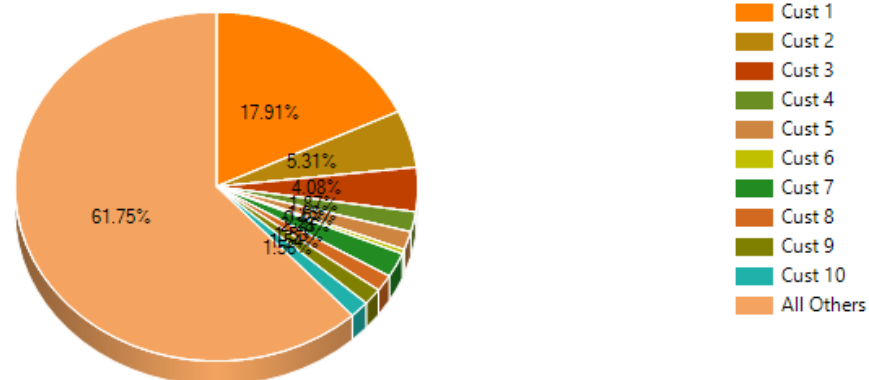
Current T12M Customer Revenue Distribution Sorted by Top Revenue %



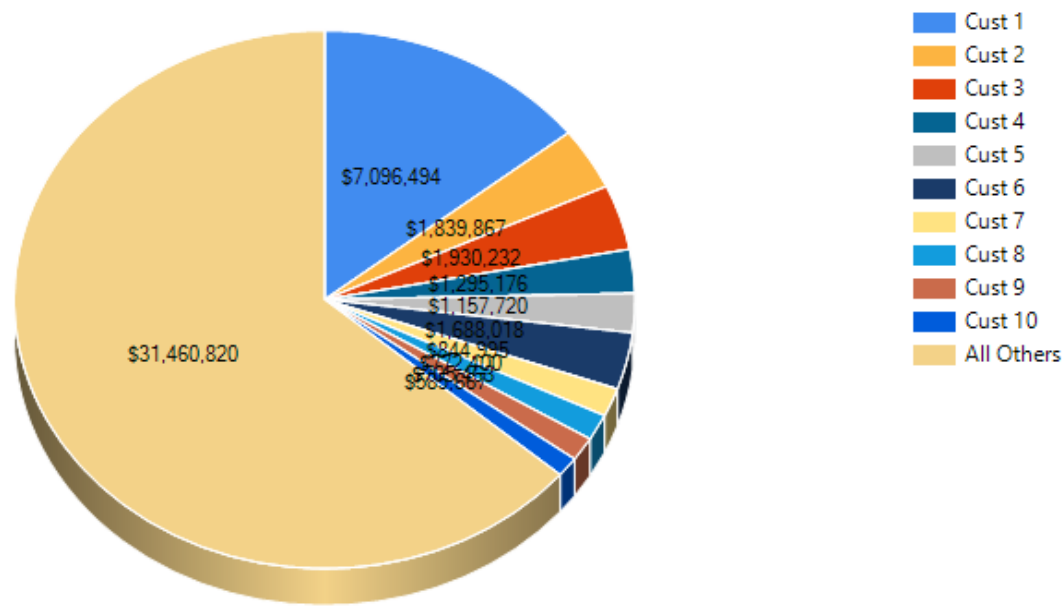
Previous T12M Customer Revenue Distribution Sorted by Top Revenue



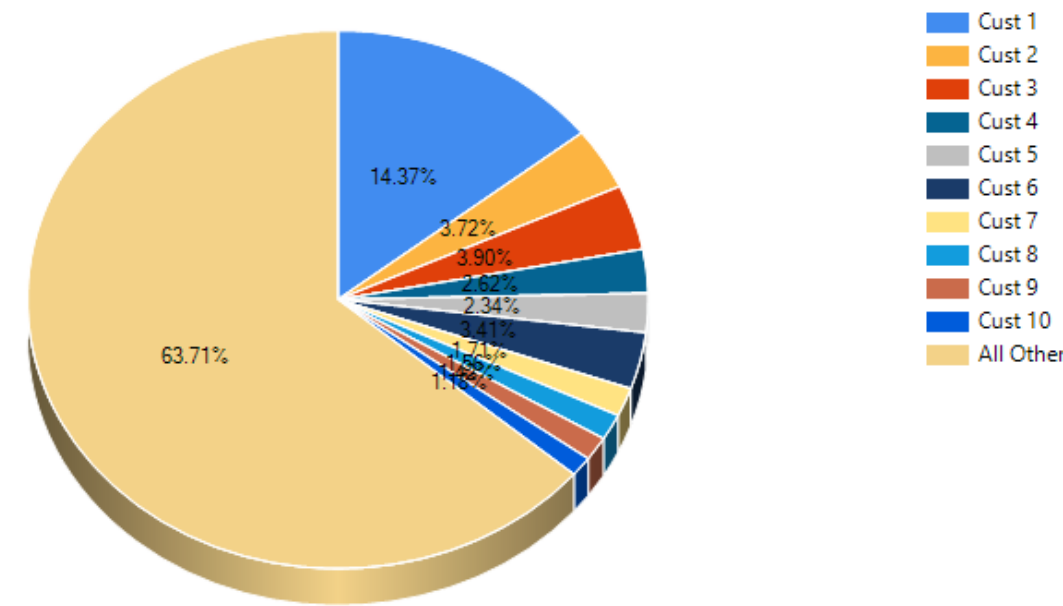
Previous T12M Customer Revenue Distribution Sorted by Top Revenue %



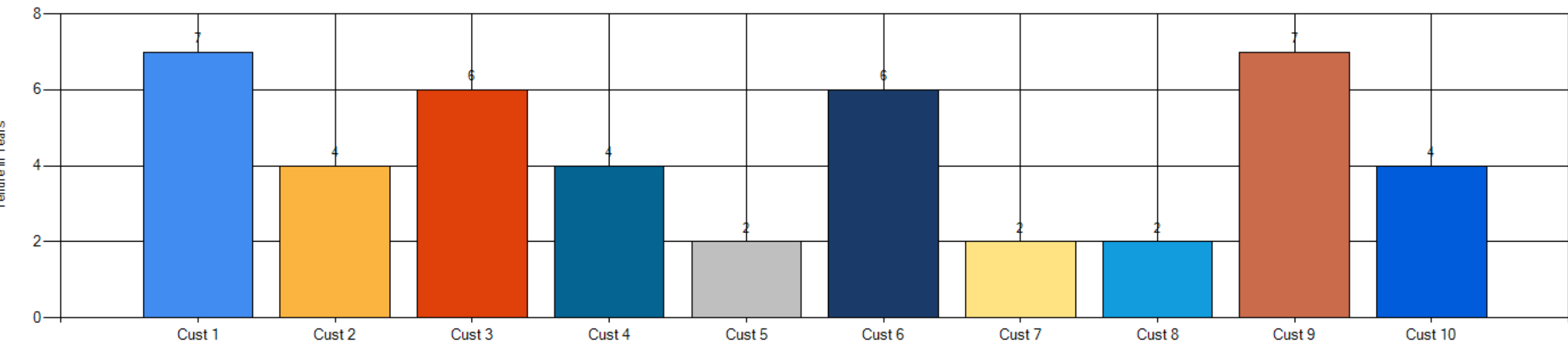
Current TTM Customer Revenue Distribution Sorted by Top Revenue



Current TTM Customer Revenue Distribution Sorted by Top Revenue %

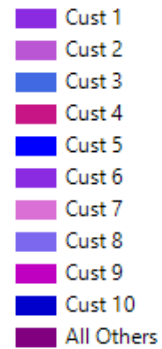
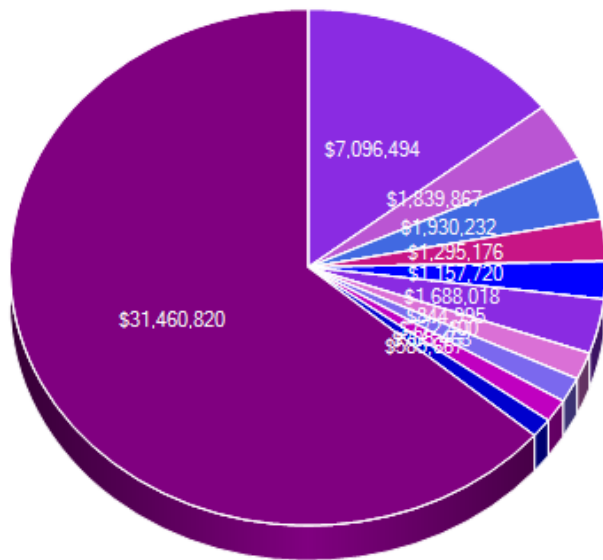


Top Ten Revenue Customer Tenure

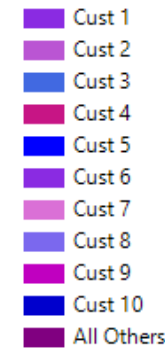
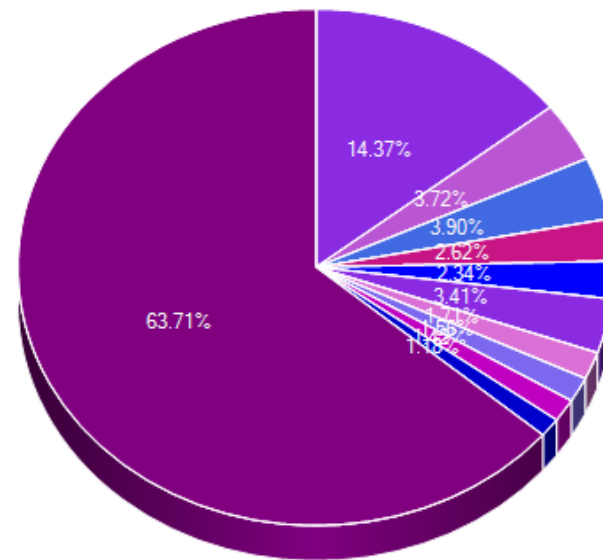


Tenure Avg:

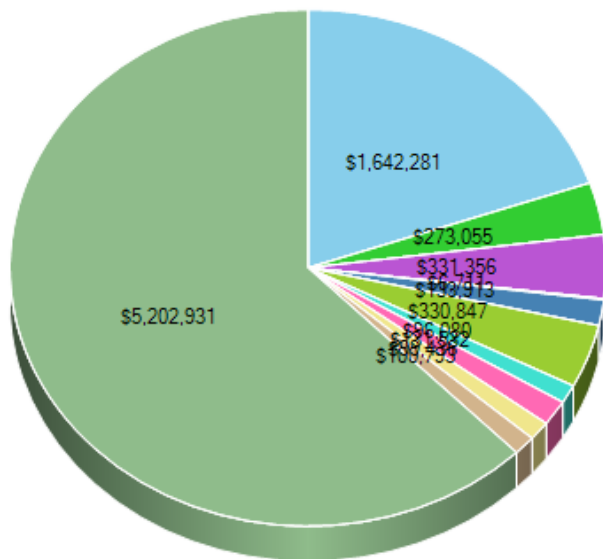
TTM Customer Revenue Distribution Sorted by Top Revenue



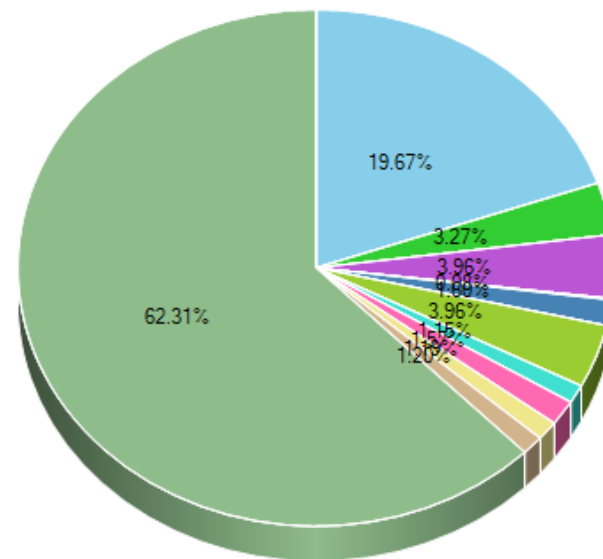
TTM Customer Revenue Distribution Sorted by Top Revenue %



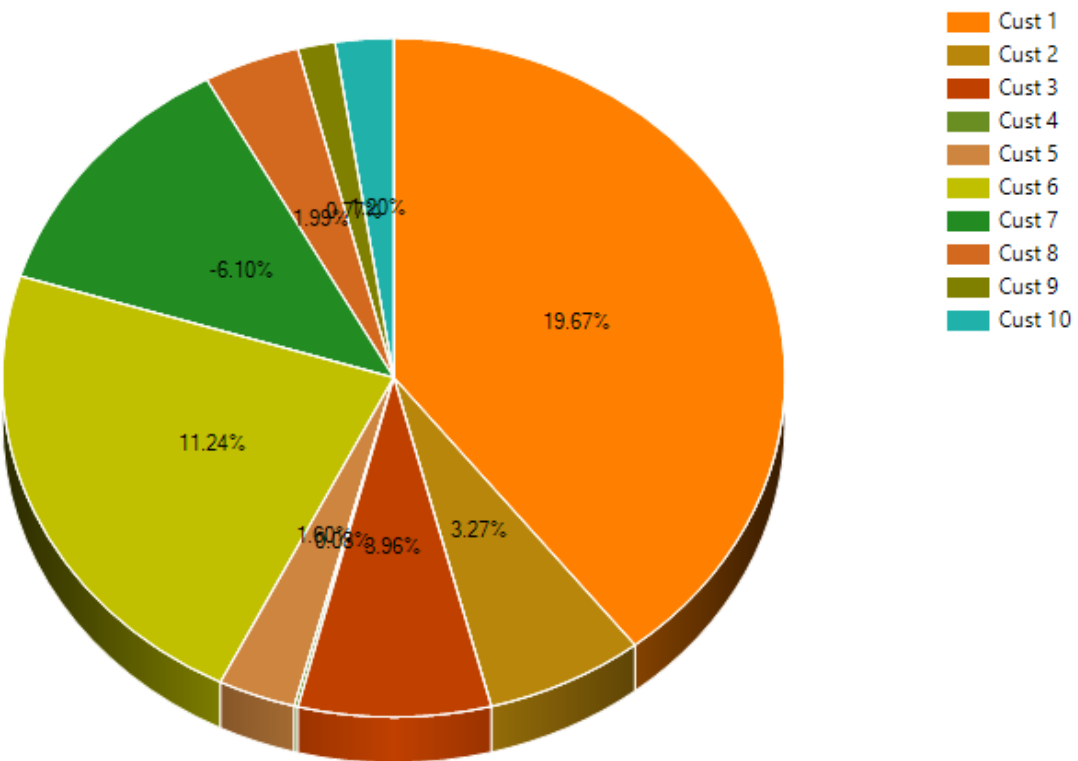
TTM Customer Gross Profit Distribution Sorted by Top Gross Profit



TTM Customer Gross Profit Distribution Sorted by Top Gross Profit %

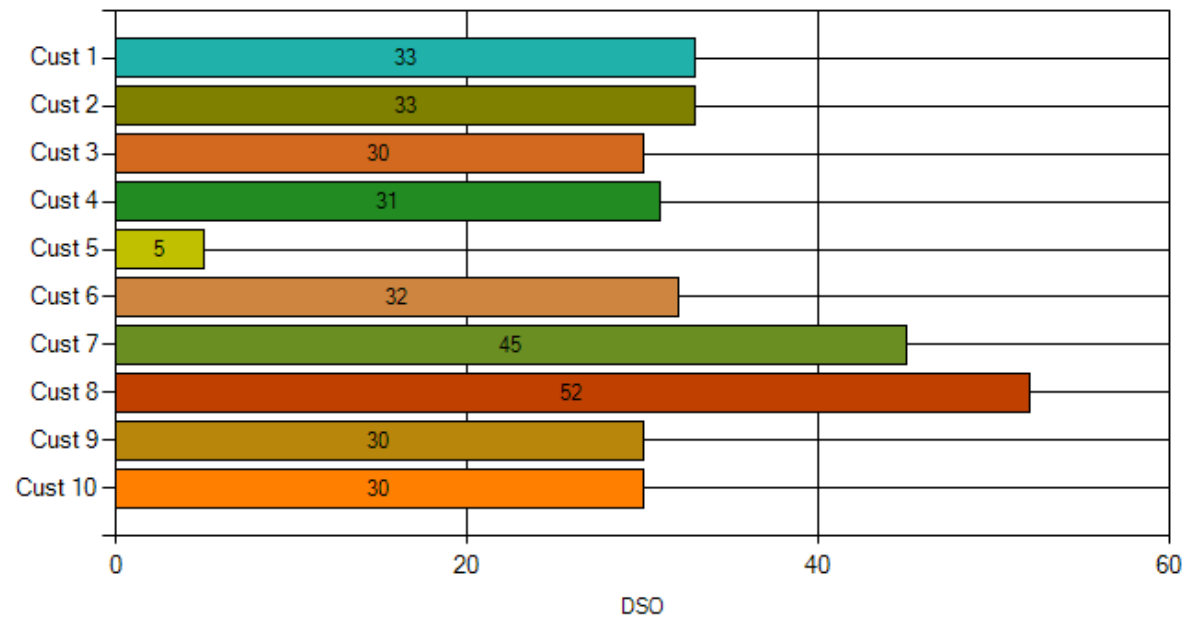


TTM Customer Gross Profit Distribution Sorted by Top Revenue



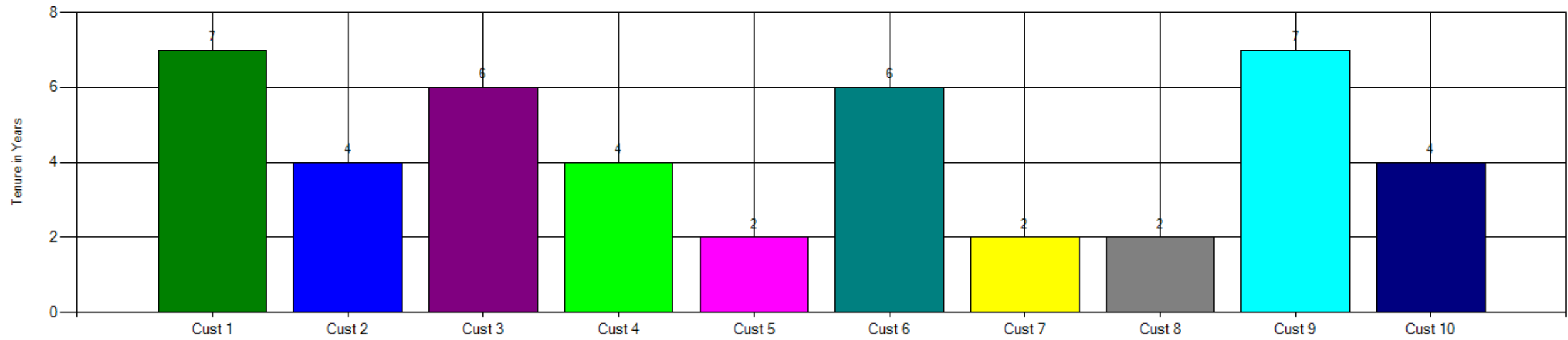
Top Ten Customer DSO

Weighted DSO: 30.08



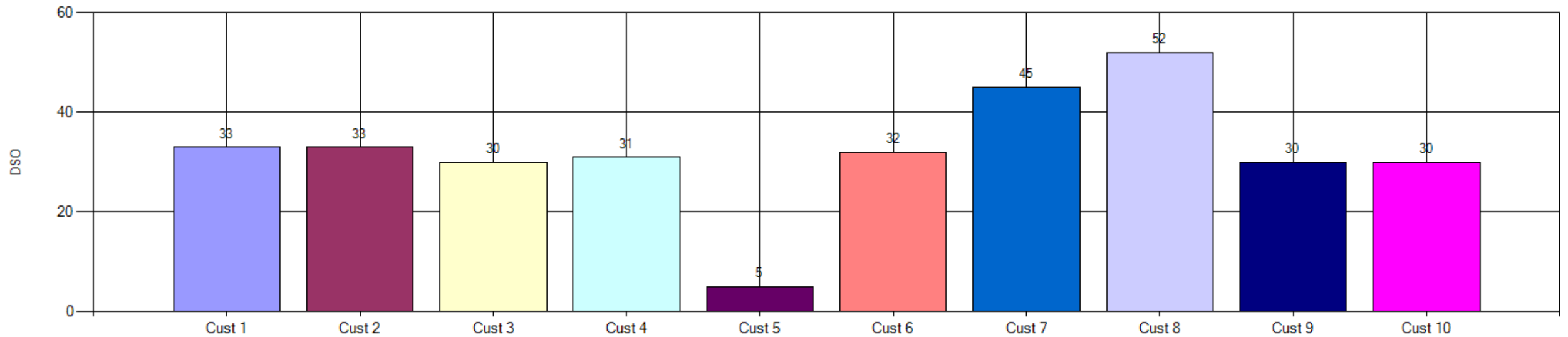
Top Ten Revenue Customer Tenure

Tenure Avg: 4.4

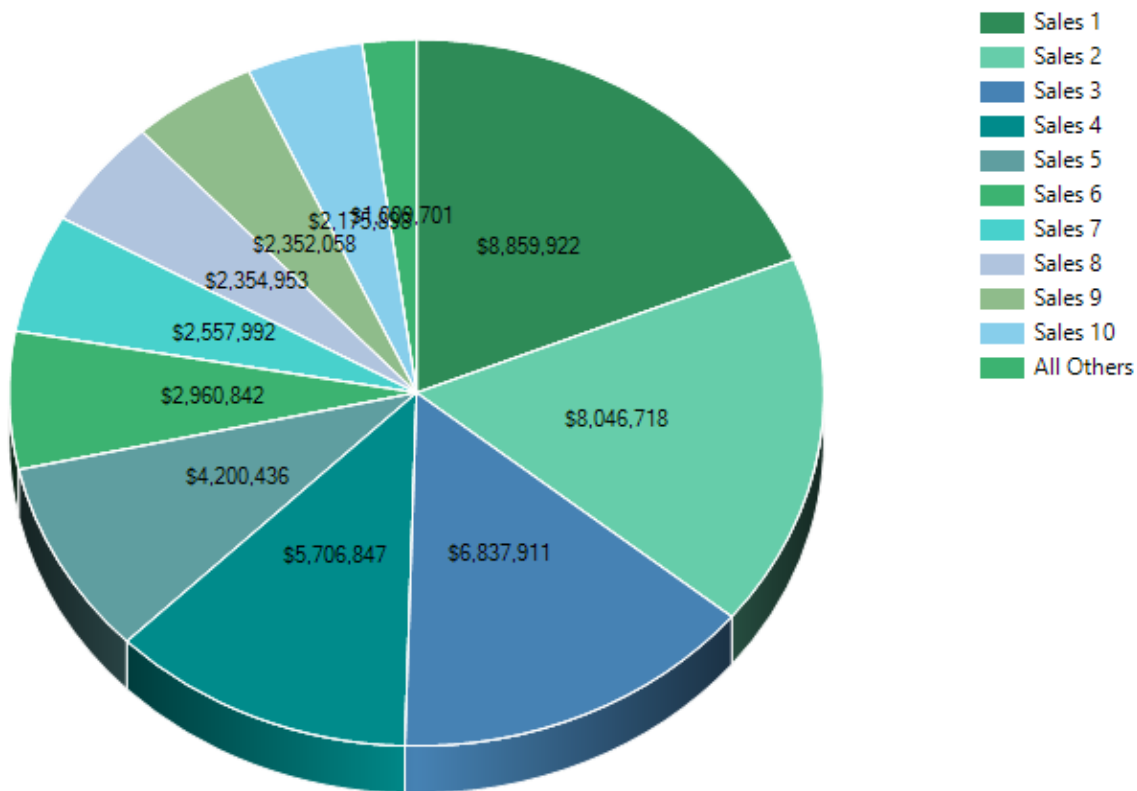


Top Ten Revenue Customer DSO

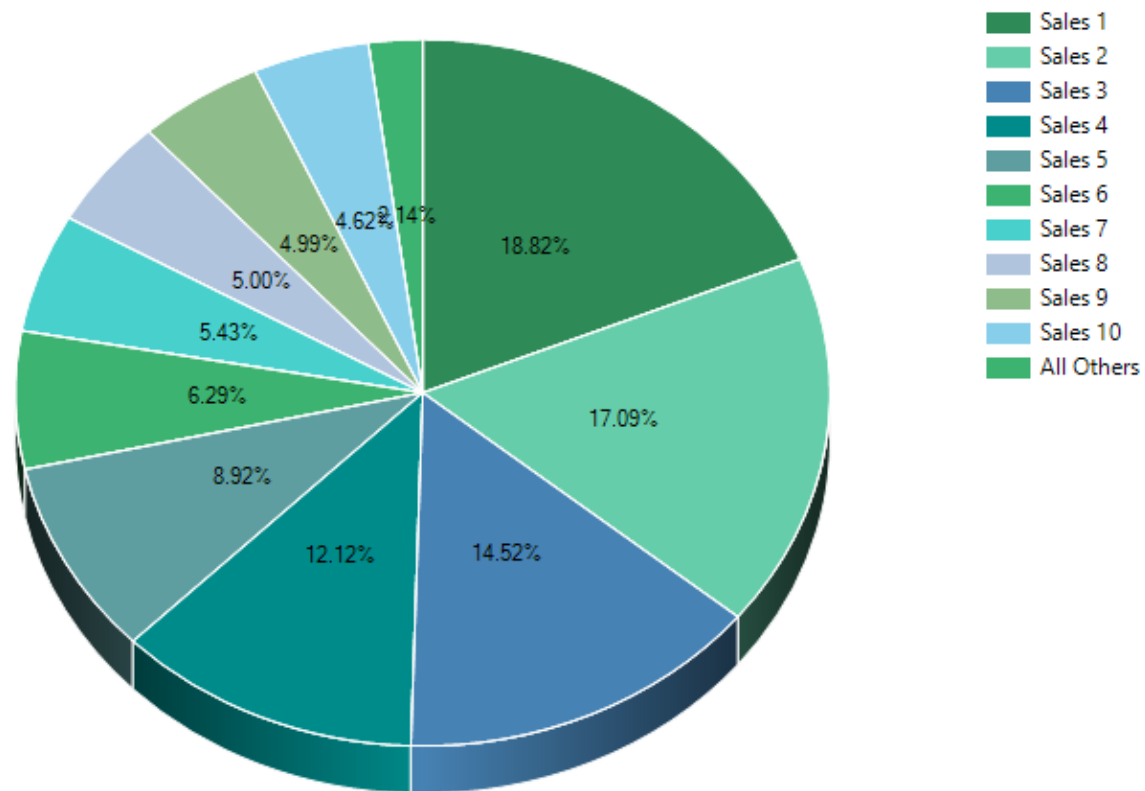
Weighted DSO: 30.08



TTM Sales Gross Profit Distribution Sorted by Top Gross Profit



TTM Sales Gross Profit Distribution Sorted by Top Gross Profit %



Load Origin/Dest Pairings (Top 400 Filter Applied)

Load OD Pairings for 114,931 Shipments in the Last 12 Months

Min

Minimum Load Filter Applied: 400

	AL	AZ	AR	CA	CO	FL	GA	IA	IL	IN	KS	KY	MA	MD	MI	MN	MO	MS	MT	NC	ND	NE	NJ	NY	OH	OK	OR	PA	SC	SD	TN	TX	UT	VA	WA	WI	WV	Totals	
WI	351	465	239	1,762	603	1,146	841	1,740	5,236	1,148	419	735	367	309	2,081	3,439	1,143	297	169	929	367	484	423	887	1,582	412	352	1,149	361	358	618	2,032	315	465	544	22,625	177	58,880	
IL	62	64	95	347	37	153	114	385	2,716	651	124	111	65	82	630	680	724	37	64	136	29	92	81	141	416	71	57	219	95	90	133	395	40	153	31	4,358	42	14,040	
MO	20	15	67	125	39	63	67	130	1,575	223	1,545	28	10	11	99	90	3,044	14	8	39	6	791	12	63	64	94	19	64	47	14	74	188	15	31	26	433	14	9,325	
IN	1	2	1	4	4	6	6	67	1,765	82	12	4	1	53	737	403			5	143	1	10	5	51	3	2	13	4	136	3	16		1	1	1,915	126	5,597		
MN	5	11	5	51	33	18	9	164	254	51	28	21	17	6	76	547	98		3	23	19	12	78	15	78	10	7	25	8	129	39	60	4	10	6	1,791	3	3,846	
OH	3	2	1	25	12	28	16	36	396	62	3	4	24	19	103	100	89		3	12	1	6	49	28	77	2	1	31	14	18	12	26	2	8	7	1,346	431	3,030	
MI	10	12	4	21	3	18	26	64	236	45	33	6	2	6	395	72	33	3	3	27	1	6	5	10	53	3	4	20	41	9	15	23	5	3	8	1,222	56	2,532	
PA	2	6		8	9	97	55	26	128	16	19	7	92	53	53	24	37	81		146			120	73	94	3	1	171	21	5	43	22		47	2	616	27	2,338	
TX	3	11	11	3	10	17	20	32	114	6	26	7			35	54	48	7	6	10		5		3	24	18			15	8	13	262	13	5	2	714		1,528	
KS	7	2	8	7	6	8	10	31	99	13	88	1	4	2	18	14	911	2		4		36	10	11	7	9	2	6	4	1	12	44	1	10	2	101	4	1,508	
CA	1	130	2	125	3		1	32	75	5	5		1	10	59	13	4						2	1		3	4		17	1	97	5		11	690	1	1,327		
IA	14	9	2	5	4	6	4	447	58	5	14	2	6	3	20	56	27	2	2	3		60	2	8	8		4	1	6	10	4	21	4	3	11	473	1	1,322	
GA	40		1	2	1	22	28	13	172	6	16	17	6	6	35	20	49	1		29		6	26	2	11	2	4	5	41	2	20	26		8	1	318	9	950	
NC			1	12	1	6	22	12	65	10	2	6	4	1	38	16	9	2		82			17	1	8	1	1	17	15	2	8	13		14	1	349	3	748	
NJ		8	2	11	1	9	2	9	59	9	7	1	6	8	7	28	41	1		4	1	4	21	5	2	1	2	20	1		2	8	3	2		396		688	
SC	11	1		3		1	17	6	50	14		6	10	3	21	9	12	1		64			24	2	1	1		12	152	1	9	10		6		187	2	637	
WV				1		36	14		15	1		9			4		21			20			11	21	9			33	9		5	13	2			342	2	568	
TN				3		1		12	81	2	1	1			22	17	10	1		13			10	1				9	14		3	1		1		265		469	
MS		36		176	21				12	4	8				7	8	12	1		1					1		6	9	1	3	4	2	10		19		54		415
NY		5			1	1	2	10	39	2	2	1	2	4	17	18	19			3			5	6	5		1	3	3	3		1		1		253		413	
TTL	537	875	444	2,955	894	1,671	1,277	3,289	13,599	2,376	2,382	976	629	568	3,845	6,095	6,879	465	424	1,577	570	1,534	942	1,313	2,544	635	474	1,865	870	832	1,034	3,361	435	784	787	40,538	1,143	114,931	

Revenue Origin/Dest Pairings

(Top \$400,000 Filter Applied)

Revenue OD Pairings for \$49,375,430 in the Last 12 Months

Minimum Load Filter Applied: 400000

	AZ	CA	CO	FL	GA	IA	IL	IN	KS	KY	MA	MI	MN	MO	NC	NE	NJ	NY	OH	OR	PA	SC	TN	TX	VA	WA	WI	WV	Totals	
WI	287,991	1,126,775	604,918	824,468	441,479	444,727	1,232,655	325,752	170,357	336,935	211,093	712,818	745,388	450,956	439,403	154,396	217,969	505,976	648,735	446,620	595,010	251,281	266,821	1,432,143	213,617	558,762	3,505,091	191,423	20,264,797	
IL	58,233	402,726	26,140	245,895	77,543	114,734	1,408,248	347,519	60,894	58,166	70,974	373,221	310,173	358,412	66,377	66,012	49,237	102,426	253,156	77,570	236,041	55,220	83,213	346,274	103,276	24,678	951,534	63,680	7,108,334	
MO	24,082	168,488	22,714	36,558	32,486	30,349	341,932	40,733	450,746	11,666	8,058	43,657	30,545	589,911	50,480	173,887	19,885	39,095	30,330	20,302	58,897	28,790	51,632	119,721	24,543	35,401	161,933	13,655	2,935,393	
IN	1,520	7,388	2,121	8,688	4,371	25,267	469,724	30,229	8,638	1,052		14,537	317,237	153,965	964	124	20,057	813	34,498		9,650	545	2,050	11,731	302	523	702,658	252,333	2,252,496	
OH	3,588	31,181	8,432	29,607	16,401	10,188	275,887	39,738	1,410	3,379	38,914	35,382	40,462	49,680	4,402	4,153	56,965	7,955	37,308	764	20,396	4,006	10,708	23,767	3,514	6,583	754,366	522,607	2,106,957	
PA	4,002	14,833	8,247	237,225	68,980	16,210	63,337	21,532	27,391	4,571	109,687	23,152	11,365	14,983	86,228		103,332	62,725	50,777	1,531	74,979	8,087	66,109	28,310	30,903	2,082	269,641	20,323	1,809,117	
MN	5,314	57,051	27,533	14,038	5,575	35,507	70,866	22,201	27,533	15,361	15,372	28,772	127,115	40,223	9,673	15,881	2,798	73,188	10,200	40,721	5,385	14,695	2,624	15,131	44,551	10,529	2,272	636,978	730	1,492,560
CA	172,016	79,403	5,227		450	9,926	91,023	8,397	4,814			3,654	52,285	9,500				2,718	221	4,682	13,247		250	332,695		4,753	531,630	4,720	1,389,111	
TX	10,282	3,977	22,600	19,306	11,989	18,001	65,349	11,710	21,700	9,817		21,113	42,205	34,711	4,851	2,124		727	38,209			5,546	13,153	187,031	11,965	1,787	344,627		1,031,224	
MI	4,034	11,005	3,788	7,831	7,770	12,016	104,249	19,052	2,153	1,328	449	70,192	56,882	12,316	7,262	1,569	4,080	5,939	13,088	1,434	16,983	7,952	3,978	17,314	1,341	3,983	426,715	101,314	966,261	
WV		2,575		107,611	26,504		18,672	1,399		11,809		2,126		35,489	25,472		14,643	31,459	6,769		30,688	11,185	7,444	31,143			449,642	1,895	826,118	
MS	58,208	249,364	25,860				3,374	3,618	3,536			2,352	1,864	4,974	850			415		7,726	26,153	158	2,964	1,921		21,232	25,496		498,955	
GA		626	1,830	12,470	6,651	3,513	71,387	6,720	5,059	6,313	7,258	10,553	7,466	52,203	11,183	1,685	64,352	722	8,279	882	2,446	10,692	7,616	7,783	3,075	230	121,381	16,332	472,763	
NJ	9,876	20,888	2,900	4,051	1,015	3,319	34,676	9,480	4,809	185	3,340	6,030	27,554	28,493	2,109	3,231	11,074	5,542	1,063	1,465	11,526	192	3,800	9,287	1,675		196,999		426,566	
IA	7,388	1,908	4,352	2,128	5,613	47,090	19,212	1,448	2,901	479	3,515	5,320	22,496	6,580	1,074	41,185	596	3,226	6,292	1,437	3,610	3,989	1,742	13,380	997	4,462	184,207	1,924	417,245	
MT			5,971	455		693	3,324					373	2,110	8,330			4,905						201				28,581	334,200	412,782	
TTL	828,662	2,432,978	824,992	1,600,789	733,559	818,614	4,839,338	919,472	822,161	474,542	485,696	1,445,728	1,884,392	2,234,273	772,891	471,152	773,807	822,151	1,238,892	592,318	1,188,202	430,033	560,926	2,742,709	428,659	709,194	11,151,443	1,790,768	49,375,430	

Gross Margin Origin/Dest Pairings (Partial View)

Gross Margin OD Pairings for 114,931 loads in the Last 12 Months

	AL	AK	AZ	AR	CA	CO	CT	DE	FL	GA	HI	IA	ID	IL	IN	KS	KY	LA	MA	MD	ME	MI	MN	MO	MS	MT	NC	ND	NE	NH	NJ		
AB														11.51%																			
AK																																	
AL			16.5%		16.32%	26.81%			13.04%			12.28%		16.93%									13.41%	14.93%	10.57%			16%		15.25%	13.48%		
AR	5.03%									11.11%		12.83%		10.14%			12.28%					10.82%	25.7%	10.91%							21.23%		
AZ	5.81%		27.39%	11.09%	21.45%					13.04%			9.09%	15.82%									12.66%	9.97%		9.91%							
BAC																																	
BC														12.28%											6.13%								
CA	6.82%		17.09%	19.53%	20.52%	13.92%				-13.58%		16.98%	16.11%	8.22%	23.14%	14.13%		9.91%				20.18%	16.14%	14.53%	15.43%								
CO			11.49%	5.71%	17.76%	12.57%						16.98%	13.01%	19.09%		12.62%	13.89%		9.91%				19.75%	20.16%		15.23%	20.63%		13.04%		13.04%		
COA																																	
CT			10.16%			24.25%	16.67%					17.79%	15.25%	14.92%							15.5%		10.65%	21.81%			39.15%				7.69%		
CZE														18.02%																			
DC																																	
DE														4.46%									%										
DON																																	
FL	18.25%		16.22%		14.4%		9.91%	18.18%	23.71%	14.18%		12.69%		13.47%	6.44%	9.91%	10.77%	6.33%	12.6%			9.89%	13.87%	15.19%			10.62%		9.91%	9.91%			
GA	13.56%			12.28%	28.13%	17.76%	9.91%		15.8%	15.37%		5.37%		17.33%	39.39%	10.42%	11.74%	13.95%	60.88%	11.77%		12.75%	11.21%	27.18%	28.57%		19.35%		11.95%	18.37%			
GER														12.28%																			
HI																																	
IA	11.42%		11.3%	9.91%	4.7%	9.96%	10.25%		3.2%	7.21%		11.44%	-19.26%	15.54%	12.14%	13.06%	15.54%		2.71%	11.14%	9.91%	14.41%	14.02%	7.71%	11.48%	9.91%	10.69%		18.27%	11.26%			
ID			14.73%		14.11%								-33.71%	-2.64%									12.73%	100%	6.68%								
IL	15.17%		16.3%	12.85%	15%	16.69%	14.11%	13.61%	18.55%	19.02%	17.05%	16.6%	11.28%	55.41%	16.94%	14.08%	15.82%	9.66%	12.68%	15.82%	17.88%	15.01%	19.69%	12.84%	12.98%	11.38%	13.5%	15.69%	13.4%	21.03%	17.36%		
IN	9.91%		10.92%	21.05%	13.43%	12.72%	11.18%	15.69%	9.58%	7.9%		13.76%	9.91%	-26.31%	19.34%	9.75%	13.9%	9.59%		100%		12.9%	16.59%	14.8%			6.5%	15.25%	12.28%	18.04%			
JIA													2.81%	19.48%									16.8%	14.01%	37.48%			47.17%	4.35%		59.69%		
KS	8.69%		15.92%	12%	13.61%	13.12%	13.04%		19.31%	11.96%		12.83%	13.04%	13.11%	13.35%	9.04%	7.25%	3.75%	12.78%	12.33%		13.02%	13.67%	11.5%	10.9%		22.92%		13.53%	11.62%			
KY					9.91%		9.91%		10.68%	12.96%		12.28%		15.68%	14.42%		12.28%		11.9%	12.28%		11.99%	12.9%	13.49%	3.51%		12.28%				19.63%		
LA	9.91%								9.79%					18.6%			38.9%						21.27%	14.91%			5.08%						
MA					9.91%				12.67%			15.83%	12.65%	15.96%	12.38%				1.13%	2.13%		13.6%	14.86%	13.04%							33.33%		
MB												12.11%							12.28%														
MD	4.32%		13.79%						18.23%					11.18%		12.28%			24.69%	9.91%		12.6%	13.29%	13.24%			13.76%						
ME										9.91%				30.85%										6.65%	15.59%							28.41%	
MI	11.9%		12.56%	11.45%	14.8%	12.12%	12.98%	9.91%	15.93%	14.59%		17.69%	11.11%	18.6%	22.64%	15.65%		22%	9.23%	13.04%	25.28%		16.48%	24.68%	16.45%	10.16%	11.96%	18.84%	26.77%	17.18%	5.36%		
MN	10.92%		18.76%	12.27%	14.34%	12.85%	26.76%	13.04%	17.09%	13.74%		15.84%	15.1%	9.46%	13.57%	13.13%	20.98%	12.28%	8.34%	11.85%	17.33%	14.08%	18.09%	15.56%		10.08%	10.33%	14.22%	21.25%	9.29%	10.37%		
MO	12.02%	13.23%	15.67%	13.08%	18.48%	13.62%	11.71%	10.36%	14.53%	13.78%	18.33%	15.29%	13.42%	12.45%	13.57%	12.06%	16.17%	29.59%	22.13%	27.16%	12.98%	17.76%	17.62%	11.6%	12.29%	14.38%	20.41%	9.41%	12.94%	12.83%	12.89%		
MS			15.73%		20.32%	16.93%						21.91%		15.38%	16.9%	35.86%	19.9%						12.61%	12.82%	9.8%	16.03%		9.91%					
MT						14.15%			17.35%			12.28%		17.99%									8.1%	14.69%	39.98%		15.24%				21.51%		
NC				14.29%	15.38%	20%			6.73%	3.16%		16.98%		15.59%	18.57%	16.69%	27.63%		18.37%	18.64%		13.25%	13%	10.81%	19.33%		21.84%				18.41%		
ND						12.28%						16.67%					9.91%						13.97%		13.79%			9.91%					
NE			9.57%	22.73%			15.25%		11.83%	9.91%		12.42%		14.81%	10.57%	10.21%						12.29%	19.61%	12.13%						15.03%			
NH														16.59%																			
NIN			3.2%																		24.28%		14.28%	13.62%									
Ningbo			5.18%																														
NJ			31.1%	12.44%	22.02%	15.52%			11%	17.48%		14.5%	22.99%	10.92%	7.93%	13.95%	20.63%		-2.37%	20.86%		14.23%	17.12%	12.91%	13.04%		14.89%	13.04%	17.93%		12.72%		
NL																																	
NM						17.98%								13.69%																			
NV		9.91%	18.27%		13.93%	8.26%			4.81%			7.6%		4.3%		13.04%		13.04%				13.29%	3.9%	28.4%									
NY			36.85%			7.07%	9.91%		13.04%	9.91%		-3.12%		16.79%	11.57%	9.13%	13.04%		52.11%	11.74%		10.58%	14.66%	13.45%			15.74%				18.08%		
OH	12.02%		13.08%	23.36%	22.71%	18.27%	9.81%	9.91%	-0.8%	12.67%		12.99%		19.88%	20%	16.94%	15.22%	16.67%	13.23%	17.08%	16.54%	22.45%	17.06%	13.7%		10.71%	4.48%	10.2%	12.71%	9.91%	13.8%		

35,648 Distinct City OD Pairings In the Last 12 Months

Origin City	Orig ST	Destination City	Dest ST	Loads	Revenue	Cost	Miles	GP	GP %	Rev/Load	GP/Load	Rev/Mile	GP/Mile
Whitestown	IN	Northlake	IL	339	\$33,200	\$224,350	63,190	-\$191,150	-575.75%	\$97.94	-\$563.86	\$0.53	-\$3.03
Lesage	WV	Kenosha	WI	312	\$411,622	\$351,900	167,887	\$59,722	14.51%	\$1,319.30	\$191.42	\$2.45	\$0.36
Melrose Park	IL	Forest View	IL	268	\$88,310	\$75,555	3,806	\$12,755	14.44%	\$329.51	\$47.59	\$23.21	\$3.35
Reedsburg	WI	Menomonee Falls	WI	265	\$191,055	\$139,290	34,478	\$51,765	27.09%	\$720.96	\$195.34	\$5.54	\$1.50
Macedonia	OH	Martinsburg	WV	249	\$308,192	\$263,085	71,788	\$45,107	14.64%	\$1,237.72	\$181.15	\$4.29	\$0.63
Waukesha	WI	GREEN BAY	WI	194	\$18,776	\$16,869	25,564	\$1,907	10.16%	\$96.79	\$9.83	\$0.73	\$0.07
Lemont	IL	Plainfield	IN	186	\$157,495	\$127,028	35,358	\$30,467	19.34%	\$846.75	\$163.80	\$4.45	\$0.86
Lemont	IL	Brownstown	MI	182	\$187,300	\$160,560	55,590	\$26,740	14.28%	\$1,029.12	\$146.92	\$3.37	\$0.48
Appleton	WI	Watertown	WI	179	\$46,254	\$39,855	18,989	\$6,399	13.83%	\$258.40	\$35.75	\$2.44	\$0.34
Green Bay	WI	Madison	WI	176	\$50,175	\$43,365	25,101	\$6,810	13.57%	\$285.09	\$38.69	\$2.00	\$0.27
Whitewater	WI	Kenosha	WI	161	\$84,143	\$64,000	9,256	\$20,143	23.94%	\$522.63	\$125.11	\$9.09	\$2.18
Lenexa	KS	Springfield	MO	150	\$24,646	\$21,998	24,973	\$2,648	10.74%	\$164.31	\$17.65	\$0.99	\$0.11
Waunakee	WI	Kaukauna	WI	148	\$13,217	\$11,433	18,219	\$1,784	13.50%	\$89.31	\$12.05	\$0.73	\$0.10
Macedonia	OH	Pleasant Prairie	WI	146	\$152,291	\$118,340	59,330	\$33,951	22.29%	\$1,043.09	\$232.54	\$2.57	\$0.57
Fremont	OH	Lesage	WV	145	\$162,514	\$141,200	34,513	\$21,314	13.12%	\$1,120.79	\$146.99	\$4.71	\$0.62
Brooklyn Park	MN	Kenosha	WI	140	\$156,247	\$112,525	42,966	\$43,722	27.98%	\$1,116.05	\$312.30	\$3.64	\$1.02
Oak Creek	WI	Louisville	KY	137	\$57,812	\$49,314	53,191	\$8,498	14.70%	\$421.99	\$62.03	\$1.09	\$0.16
Cape Girardeau	MO	Wichita	KS	129	\$32,851	\$29,013	70,231	\$3,837	11.68%	\$254.66	\$29.75	\$0.47	\$0.05
Augusta	WI	Schofield	WI	125	\$23,343	\$15,784	12,600	\$7,560	32.38%	\$186.75	\$60.48	\$1.85	\$0.60
Green Bay	WI	La Crosse	WI	125	\$83,750	\$75,000	25,055	\$8,750	10.45%	\$670.00	\$70.00	\$3.34	\$0.35
Eau Claire	WI	Appleton	WI	123	\$15,952	\$13,386	25,186	\$2,566	16.09%	\$129.69	\$20.86	\$0.63	\$0.10
Minneapolis	MN	Rice Lake	WI	122	\$13,890	\$12,402	12,147	\$1,488	10.71%	\$113.85	\$12.20	\$1.14	\$0.12
Eau Claire	WI	Milwaukee	WI	117	\$15,232	\$13,493	29,276	\$1,739	11.41%	\$130.19	\$14.86	\$0.52	\$0.06
Fort Atkinson	WI	Fargo	ND	117	\$13,955	\$12,245	62,818	\$1,710	12.26%	\$119.28	\$14.62	\$0.22	\$0.03
Madison	WI	Green Bay	WI	115	\$37,651	\$33,194	16,319	\$4,457	11.84%	\$327.40	\$38.75	\$2.31	\$0.27
De Pere	WI	Brillion	WI	113	\$8,443	\$7,406	2,670	\$1,037	12.28%	\$74.72	\$9.18	\$3.16	\$0.39
Riverside	CA	Phoenix	AZ	113	\$146,820	\$122,125	35,249	\$24,695	16.82%	\$1,299.30	\$218.54	\$4.17	\$0.70
Kenosha	WI	Whitewater	WI	112	\$58,936	\$44,800	6,376	\$14,136	23.99%	\$526.21	\$126.21	\$9.24	\$2.22
Rothschild	WI	Winnipeg	MB	110	\$47,171	\$41,605	70,356	\$5,567	11.80%	\$428.83	\$50.61	\$0.67	\$0.08
Green Bay	WI	Schofield	WI	108	\$15,031	\$11,696	9,815	\$3,335	22.19%	\$139.17	\$30.88	\$1.53	\$0.34
Schofield	WI	Green Bay	WI	108	\$14,685	\$11,132	9,974	\$3,553	24.19%	\$135.97	\$32.90	\$1.47	\$0.36
Lemont	IL	Darien	IL	105	\$44,840	\$30,485	699	\$14,355	32.01%	\$427.05	\$136.71	\$64.12	\$20.53
Ixonia	WI	Hialeah Gardens	FL	102	\$35,842	\$31,440	156,607	\$4,402	12.28%	\$351.40	\$43.16	\$0.23	\$0.03
Cape Girardeau	MO	SAINT JOSEPH	MO	98	\$20,759	\$18,501	39,343	\$2,258	10.88%	\$211.83	\$23.04	\$0.53	\$0.06
Fort Atkinson	WI	Owatonna	MN	98	\$10,216	\$8,972	27,085	\$1,244	12.17%	\$104.25	\$12.69	\$0.38	\$0.05
Germantown	WI	Milwaukee	WI	98	\$6,703	\$5,384	1,503	\$1,319	19.68%	\$68.40	\$13.46	\$4.46	\$0.88
Waukesha	WI	SHEBOYGAN	WI	97	\$12,394	\$10,513	7,125	\$1,880	15.17%	\$127.77	\$19.38	\$1.74	\$0.26
Oak Creek	WI	Milwaukee	WI	95	\$13,439	\$11,496	1,458	\$1,943	14.46%	\$141.46	\$20.45	\$9.22	\$1.33
Appleton	WI	Chicago	IL	92	\$28,649	\$23,515	18,887	\$5,133	17.92%	\$311.40	\$55.80	\$1.52	\$0.27
Lemont	IL	Kansas City	MO	91	\$107,050	\$94,114	45,368	\$12,936	12.08%	\$1,176.37	\$142.16	\$2.36	\$0.29
Cape Girardeau	MO	Springfield	MO	89	\$18,881	\$16,408	24,923	\$2,472	13.10%	\$212.14	\$27.78	\$0.76	\$0.10
Lemont	IL	Grove City	OH	89	\$70,975	\$55,750	32,344	\$15,225	21.45%	\$797.47	\$171.06	\$2.19	\$0.47
Milwaukee	WI	Schofield	WI	88	\$9,674	\$7,191	15,862	\$2,482	25.66%	\$109.93	\$28.21	\$0.61	\$0.16
Cape Girardeau	MO	Omaha	NE	87	\$17,649	\$15,198	45,634	\$2,451	13.89%	\$202.86	\$28.17	\$0.39	\$0.05
Cape Girardeau	MO	Saint Louis	MO	86	\$15,541	\$13,800	9,434	\$1,741	11.20%	\$180.71	\$20.24	\$1.65	\$0.18
Janesville	WI	Des Plaines	IL	86	\$51,470	\$34,830	7,826	\$16,640	32.33%	\$598.49	\$193.49	\$6.58	\$2.13
Plymouth	MN	Lennox	SD	86	\$15,663	\$9,809	22,115	\$5,854	37.38%	\$182.13	\$68.07	\$0.71	\$0.26
Cicero	IL	Necedah	WI	84	\$10,389	\$9,162	19,546	\$1,227	11.81%	\$123.68	\$14.61	\$0.53	\$0.06
Milwaukee	WI	Manitowoc	WI	84	\$18,503	\$15,302	6,904	\$3,201	17.30%	\$220.27	\$38.11	\$2.68	\$0.46
Pewaukee	WI	Oshkosh	WI	84	\$23,213	\$20,179	6,843	\$3,034	13.07%	\$276.34	\$36.12	\$3.39	\$0.44

Distinct City
OD Pairings
(Top 50)

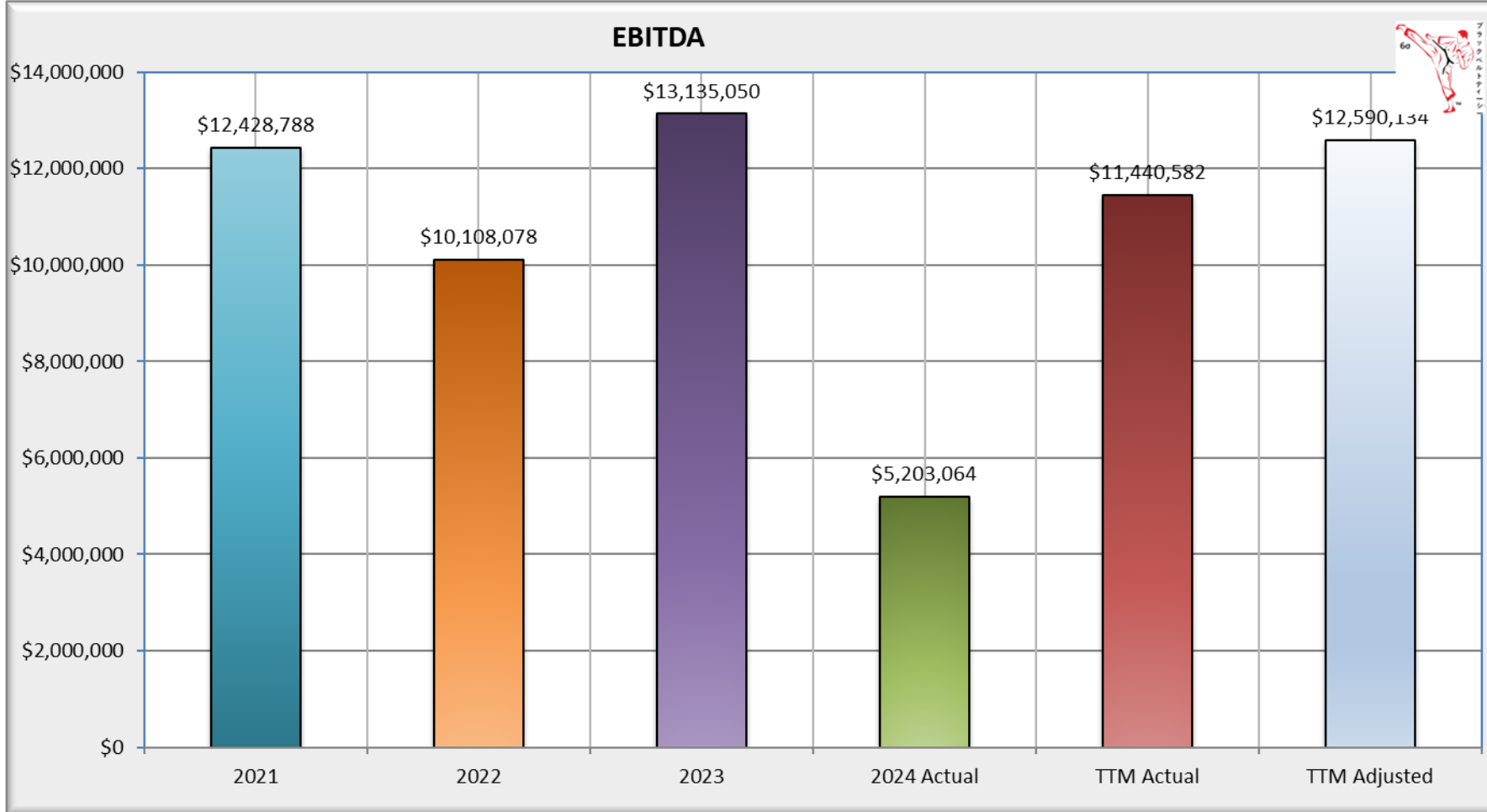
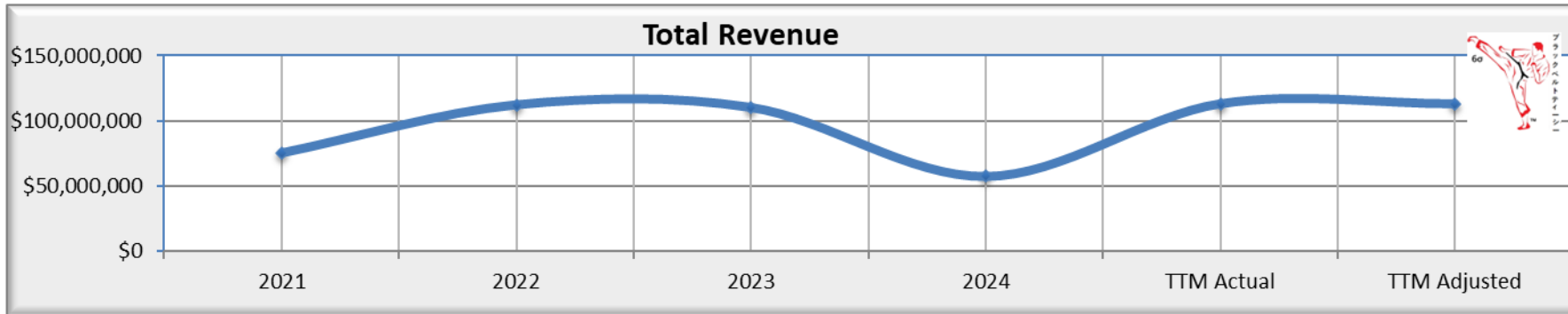
Asset Trucking Consolidated Businesses

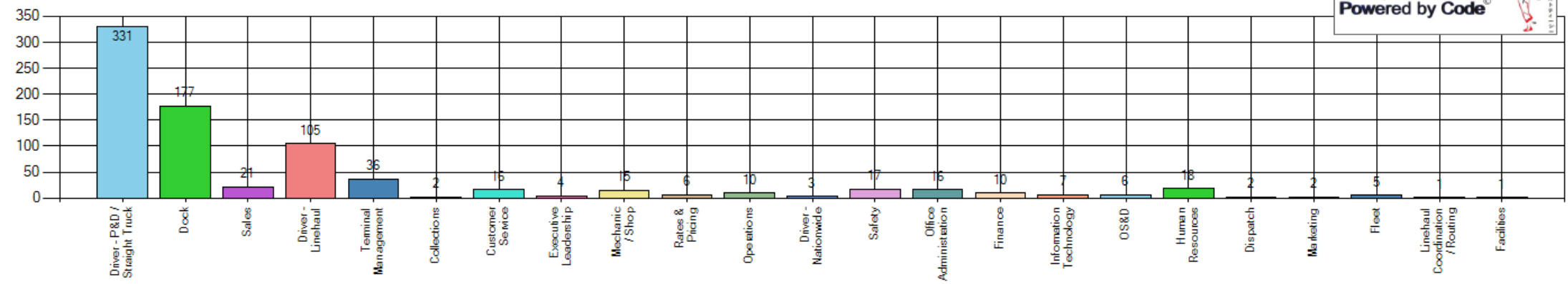
January
(Fiscal Year Start Month)



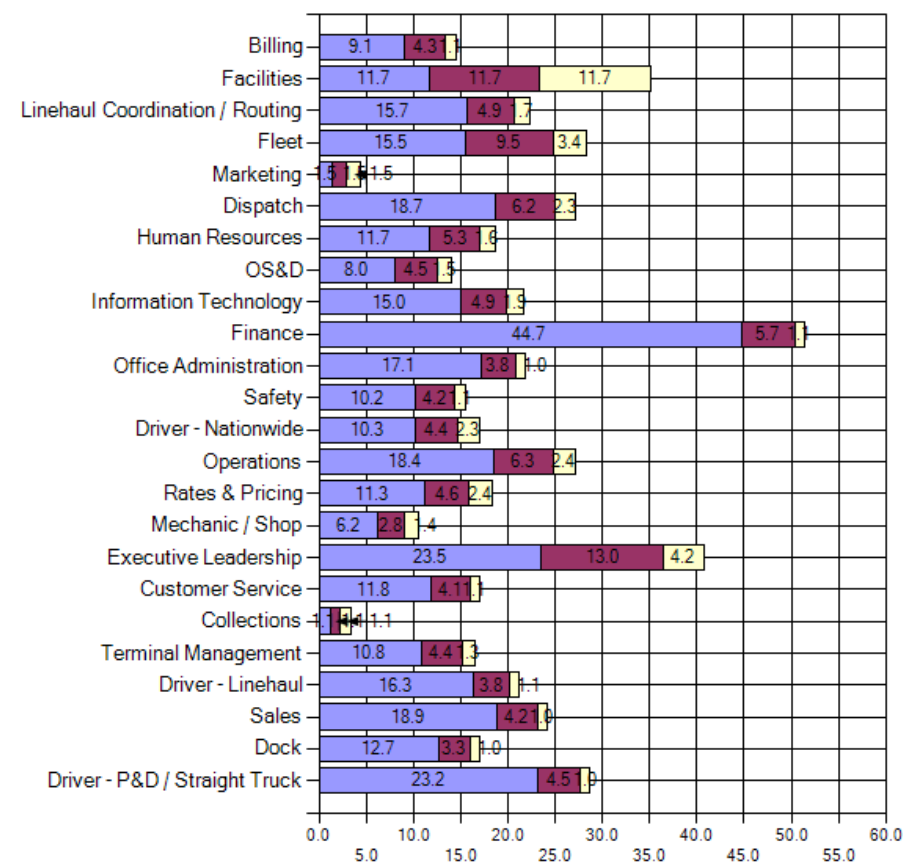
	2021 Fiscal Year		2022 Fiscal Year		2023 Fiscal Year		2024 Fiscal Year			Normalized Revenue/Expenses		
										Trailing 12 Months		
	Actual	% of Rev	Actual	% of Rev	Actual	% of Rev	Actual Thru Jun	% of Rev	EOFY Extrapolated	Jul Thru Jun Actual	% of Rev	Jul Thru Jun Normalized
Revenue												
Total Revenue	75,216,418	100.00%	112,018,792	100.00%	109,989,025	100.00%	57,254,204	100.00%	114,508,409	112,760,853	100.00%	112,760,853
Direct Cost												
Total Direct Cost	42,766,609	56.86%	68,184,801	60.87%	61,961,434	56.33%	36,133,438	63.11%	72,266,875	67,544,875	59.70%	67,315,490
Gross Margin %:	0	0.00%	0	0.00%	0	0.00%	0	36.89%	0	0	40.30%	0
General and Administrative Expenses												
Total General and Administrative Expenses	19,958,045	26.53%	33,415,801	29.83%	35,352,386	32.14%	16,030,249	28.00%	32,060,497	34,142,590	29.46%	33,222,423
Depreciation Expense	6,793,205	9.03%	7,235,947	6.46%	7,443,396	6.77%	3,154,579	5.51%	6,309,158	6,827,670	6.06%	6,827,670
Amortization Expense	131,348	0.17%	548,843	0.49%	567,191	0.52%	283,595	0.50%	567,191	567,191	0.50%	567,191
Interest Expense	372,375	0.50%	801,214	0.72%	1,571,052	1.43%	1,033,307	1.80%	2,066,613	1,930,431	1.71%	1,930,431
Tax Expense	611,715	0.81%	796,143	0.71%	955,884	0.87%	467,895	0.82%	935,791	952,673	0.84%	952,673
Total Expenses	27,866,688	37.05%	42,797,949	38.21%	45,889,908	41.72%	20,969,625	36.63%	41,939,251	44,420,554	38.58%	43,500,387
Other Income												
Total Other Income	4,125,991	5.49%	373,715	0.33%	897,814	0.82%	142,445	0.25%	284,891	584,056	0.52%	584,056
Other Expense												
Total Other Expense	4,188,967	5.57%	683,826	0.61%	437,970	0.40%	29,899	0.05%	59,798	216,862	0.19%	216,862
Net Profit	4,520,144	6.01%	725,930	0.65%	2,597,527	2.36%	263,688	0.46%	527,375	1,162,618	2.05%	2,312,170
EBITDA	12,428,788	16.52%	10,108,078	9.02%	13,135,050	11.94%	5,203,064	9.09%	10,406,129	11,440,582	11.17%	12,590,134

Please note that normalization of expenses is taken only within the TTM timeframe which may cause previous years to appear lower

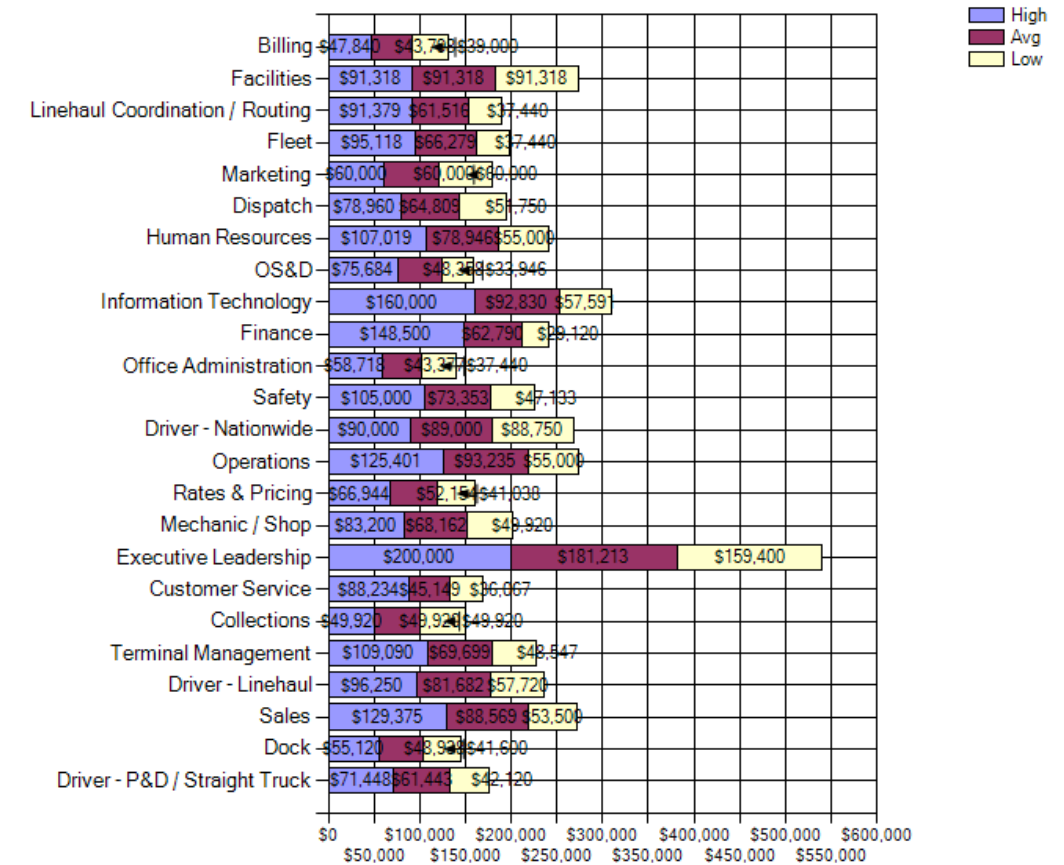


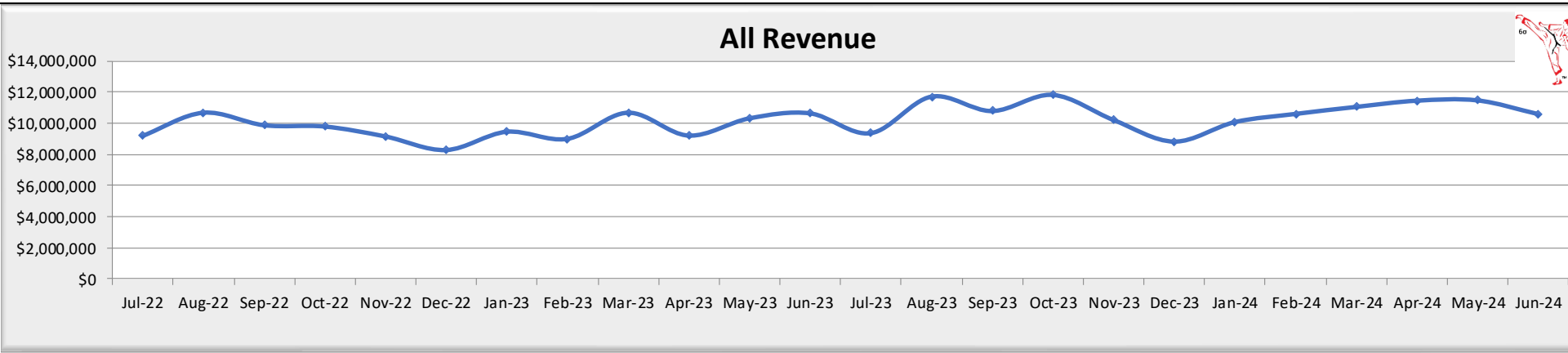


Department Tenure in Years (min 1 yr)

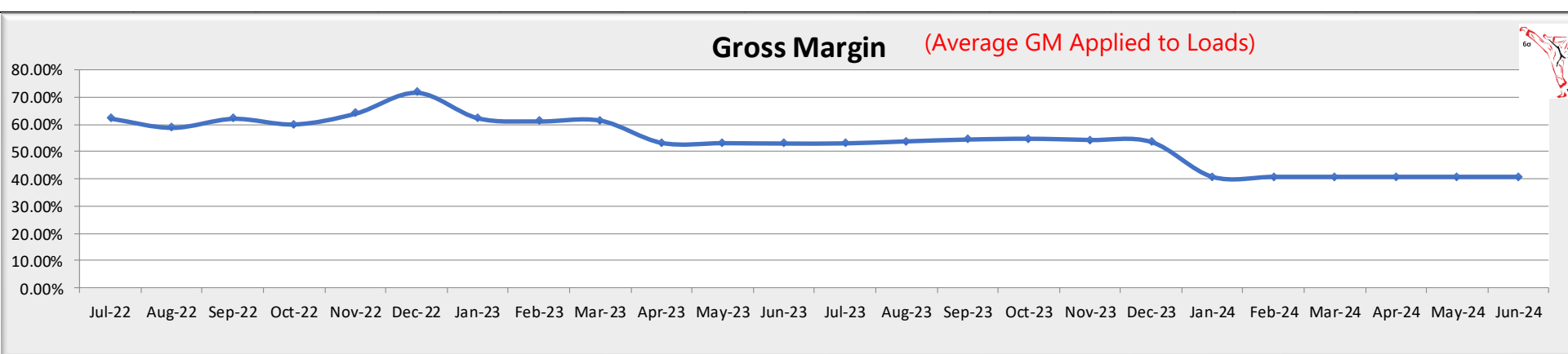


Department Total Compensation (min 1 yr)

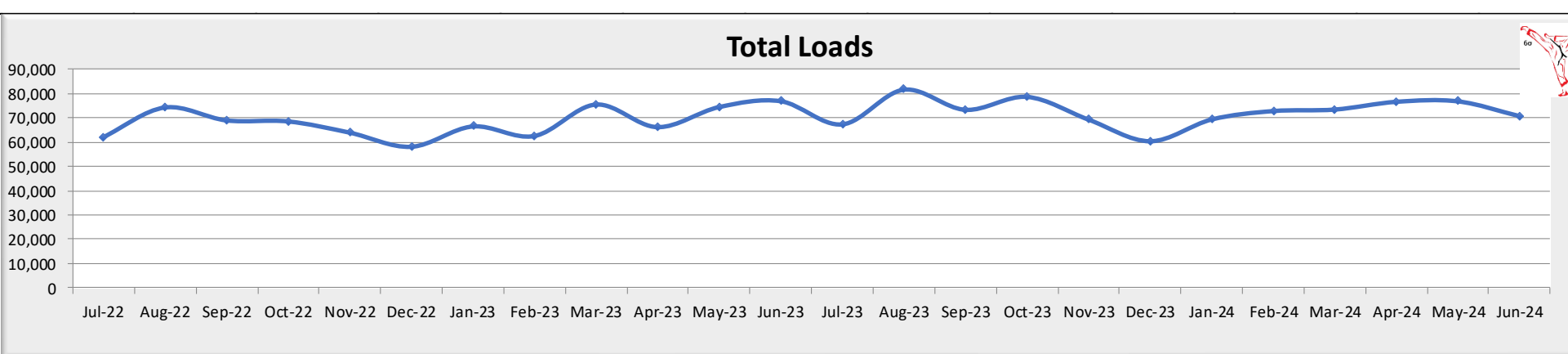




Jul-22	\$9,211,309	Jul-23	\$9,386,117
Aug-22	\$10,693,594	Aug-23	\$11,719,504
Sep-22	\$9,895,542	Sep-23	\$10,799,888
Oct-22	\$9,811,985	Oct-23	\$11,832,719
Nov-22	\$9,179,534	Nov-23	\$10,233,161
Dec-22	\$8,310,040	Dec-23	\$8,850,377
Jan-23	\$9,478,590	Jan-24	\$10,093,089
Feb-23	\$9,024,041	Feb-24	\$10,615,559
Mar-23	\$10,694,188	Mar-24	\$11,064,262
Apr-23	\$9,234,033	Apr-24	\$11,461,730
May-23	\$10,332,327	May-24	\$11,481,284
Jun-23	\$10,654,388	Jun-24	\$10,608,389

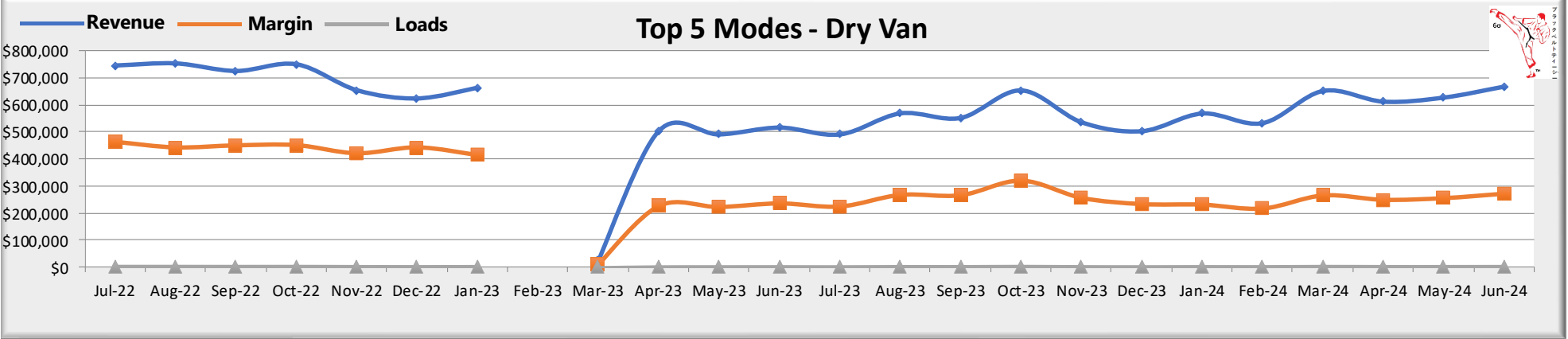
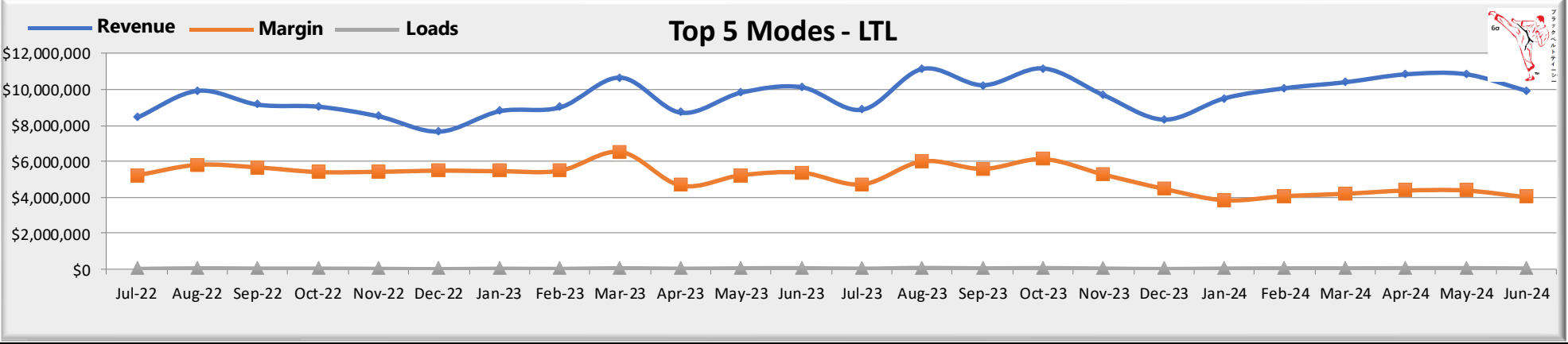
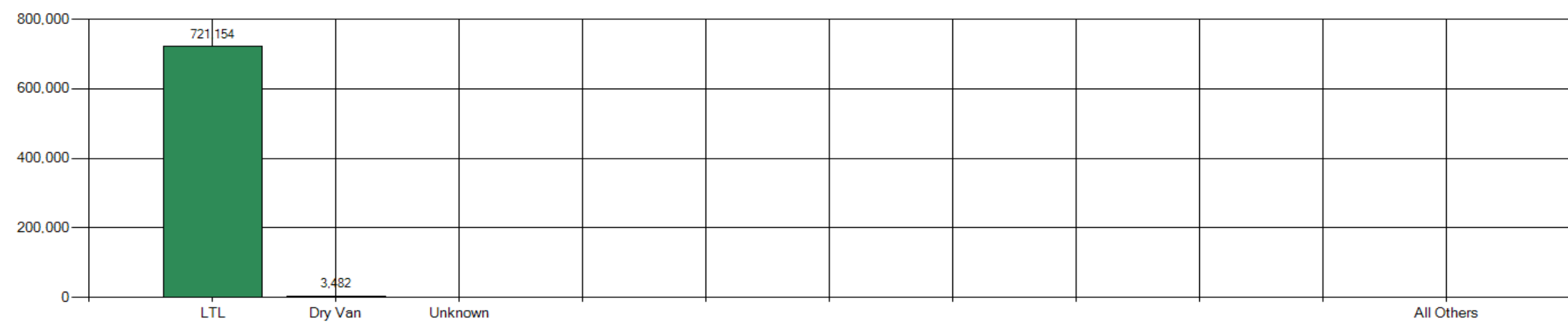


Jul-22	62.04%	Jul-23	52.93%
Aug-22	58.65%	Aug-23	53.67%
Sep-22	61.98%	Sep-23	54.34%
Oct-22	59.91%	Oct-23	54.63%
Nov-22	63.90%	Nov-23	54.18%
Dec-22	71.58%	Dec-23	53.46%
Jan-23	62.16%	Jan-24	40.59%
Feb-23	61.02%	Feb-24	40.59%
Mar-23	61.31%	Mar-24	40.59%
Apr-23	53.11%	Apr-24	40.59%
May-23	53.01%	May-24	40.59%
Jun-23	52.87%	Jun-24	40.59%



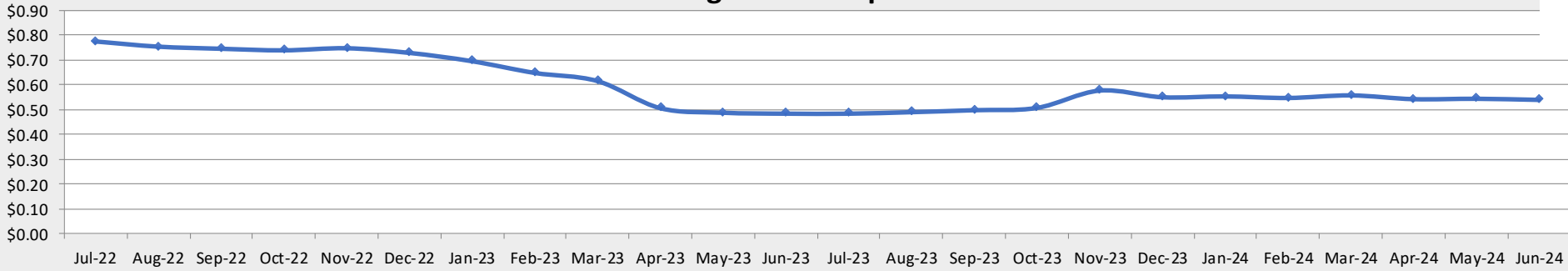
Jul-22	62,129	Jul-23	67,465
Aug-22	74,472	Aug-23	81,852
Sep-22	69,131	Sep-23	73,514
Oct-22	68,707	Oct-23	78,881
Nov-22	64,070	Nov-23	69,454
Dec-22	58,175	Dec-23	60,478
Jan-23	66,610	Jan-24	69,519
Feb-23	62,636	Feb-24	73,002
Mar-23	75,709	Mar-24	73,629
Apr-23	66,336	Apr-24	76,842
May-23	74,647	May-24	77,013
Jun-23	77,093	Jun-24	70,879

TTM Top Ten Modes by Load



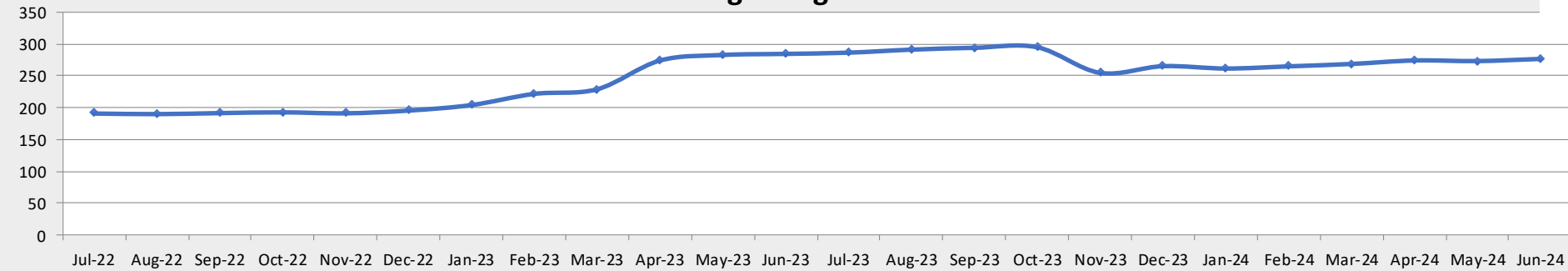
Jul-22	\$8,466,166	Jul-23	\$8,895,683
Aug-22	\$9,940,734	Aug-23	\$11,151,249
Sep-22	\$9,170,635	Sep-23	\$10,248,469
Oct-22	\$9,062,301	Oct-23	\$11,179,609
Nov-22	\$8,525,672	Nov-23	\$9,697,758
Dec-22	\$7,686,548	Dec-23	\$8,347,936
Jan-23	\$8,815,361	Jan-24	\$9,525,388
Feb-23	\$9,024,041	Feb-24	\$10,083,422
Mar-23	\$10,669,168	Mar-24	\$10,413,151
Apr-23	\$8,730,969	Apr-24	\$10,850,230
May-23	\$9,841,794	May-24	\$10,854,723
Jun-23	\$10,138,663	Jun-24	\$9,941,285
Jul-22	\$745,142	Jul-23	\$490,434
Aug-22	\$752,860	Aug-23	\$568,255
Sep-22	\$724,907	Sep-23	\$551,419
Oct-22	\$749,683	Oct-23	\$653,110
Nov-22	\$653,862	Nov-23	\$535,402
Dec-22	\$623,492	Dec-23	\$502,442
Jan-23	\$663,230	Jan-24	\$567,701
Feb-23	\$0	Feb-24	\$532,137
Mar-23	\$25,020	Mar-24	\$651,111
Apr-23	\$503,064	Apr-24	\$611,500
May-23	\$490,533	May-24	\$626,561
Jun-23	\$515,725	Jun-24	\$667,065

Average Revenue per Mile



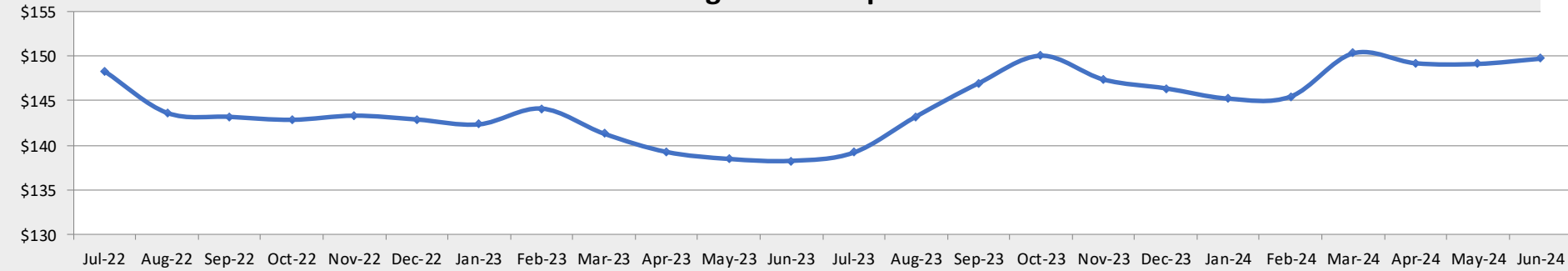
Jul-22	\$0.78	Jul-23	\$0.49
Aug-22	\$0.76	Aug-23	\$0.49
Sep-22	\$0.75	Sep-23	\$0.50
Oct-22	\$0.74	Oct-23	\$0.51
Nov-22	\$0.75	Nov-23	\$0.58
Dec-22	\$0.73	Dec-23	\$0.55
Jan-23	\$0.70	Jan-24	\$0.56
Feb-23	\$0.65	Feb-24	\$0.55
Mar-23	\$0.62	Mar-24	\$0.56
Apr-23	\$0.51	Apr-24	\$0.54
May-23	\$0.49	May-24	\$0.55
Jun-23	\$0.49	Jun-24	\$0.54

Average Length of Haul



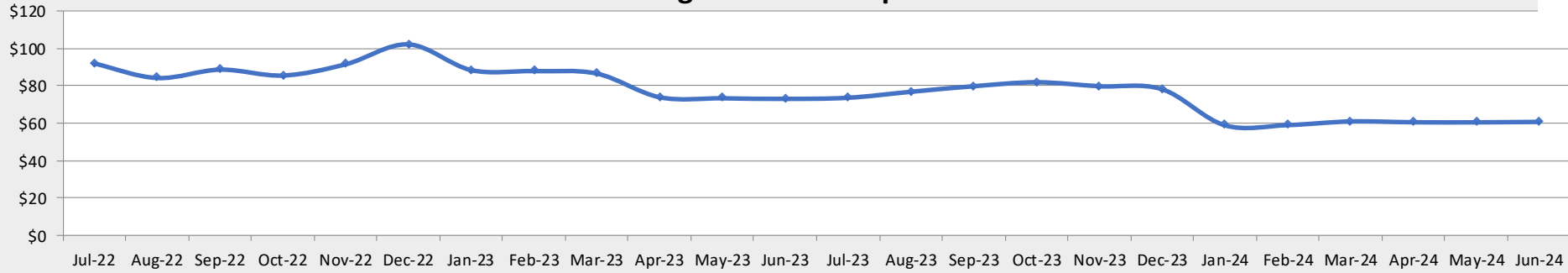
Jul-22	191	Jul-23	286
Aug-22	190	Aug-23	291
Sep-22	192	Sep-23	294
Oct-22	193	Oct-23	294
Nov-22	191	Nov-23	254
Dec-22	195	Dec-23	265
Jan-23	204	Jan-24	261
Feb-23	222	Feb-24	265
Mar-23	229	Mar-24	268
Apr-23	274	Apr-24	274
May-23	282	May-24	273
Jun-23	284	Jun-24	276

Average Revenue per Load



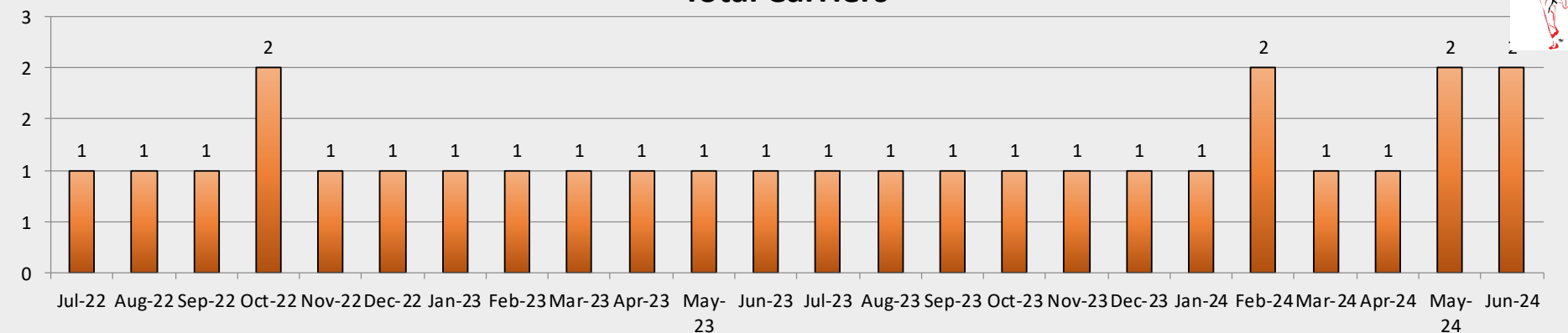
Jul-22	\$148	Jul-23	\$139
Aug-22	\$144	Aug-23	\$143
Sep-22	\$143	Sep-23	\$147
Oct-22	\$143	Oct-23	\$150
Nov-22	\$143	Nov-23	\$147
Dec-22	\$143	Dec-23	\$146
Jan-23	\$142	Jan-24	\$145
Feb-23	\$144	Feb-24	\$145
Mar-23	\$141	Mar-24	\$150
Apr-23	\$139	Apr-24	\$149
May-23	\$138	May-24	\$149
Jun-23	\$138	Jun-24	\$150

Average Gross Profit per Load



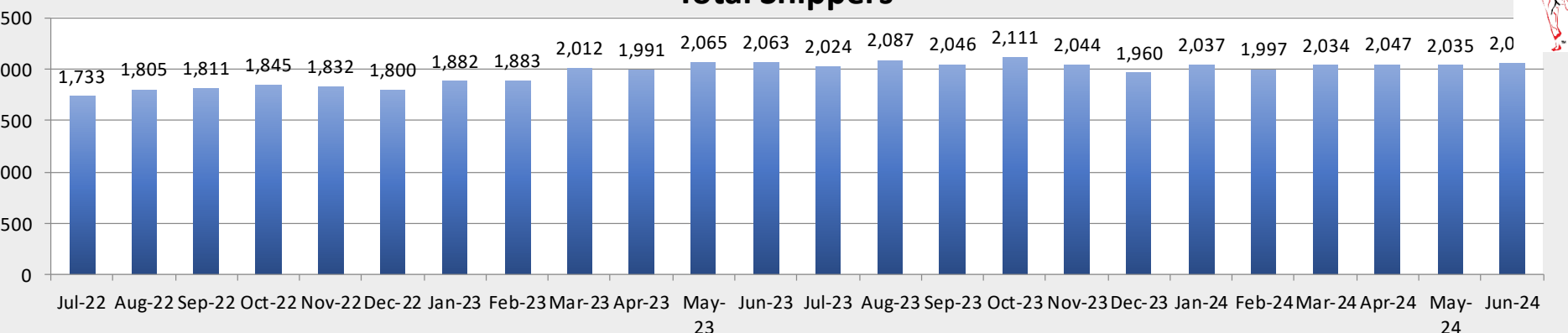
Jul-22	\$92	Jul-23	\$74
Aug-22	\$84	Aug-23	\$77
Sep-22	\$89	Sep-23	\$80
Oct-22	\$86	Oct-23	\$82
Nov-22	\$92	Nov-23	\$80
Dec-22	\$102	Dec-23	\$78
Jan-23	\$88	Jan-24	\$59
Feb-23	\$88	Feb-24	\$59
Mar-23	\$87	Mar-24	\$61
Apr-23	\$74	Apr-24	\$61
May-23	\$73	May-24	\$61
Jun-23	\$73	Jun-24	\$61

Total Carriers



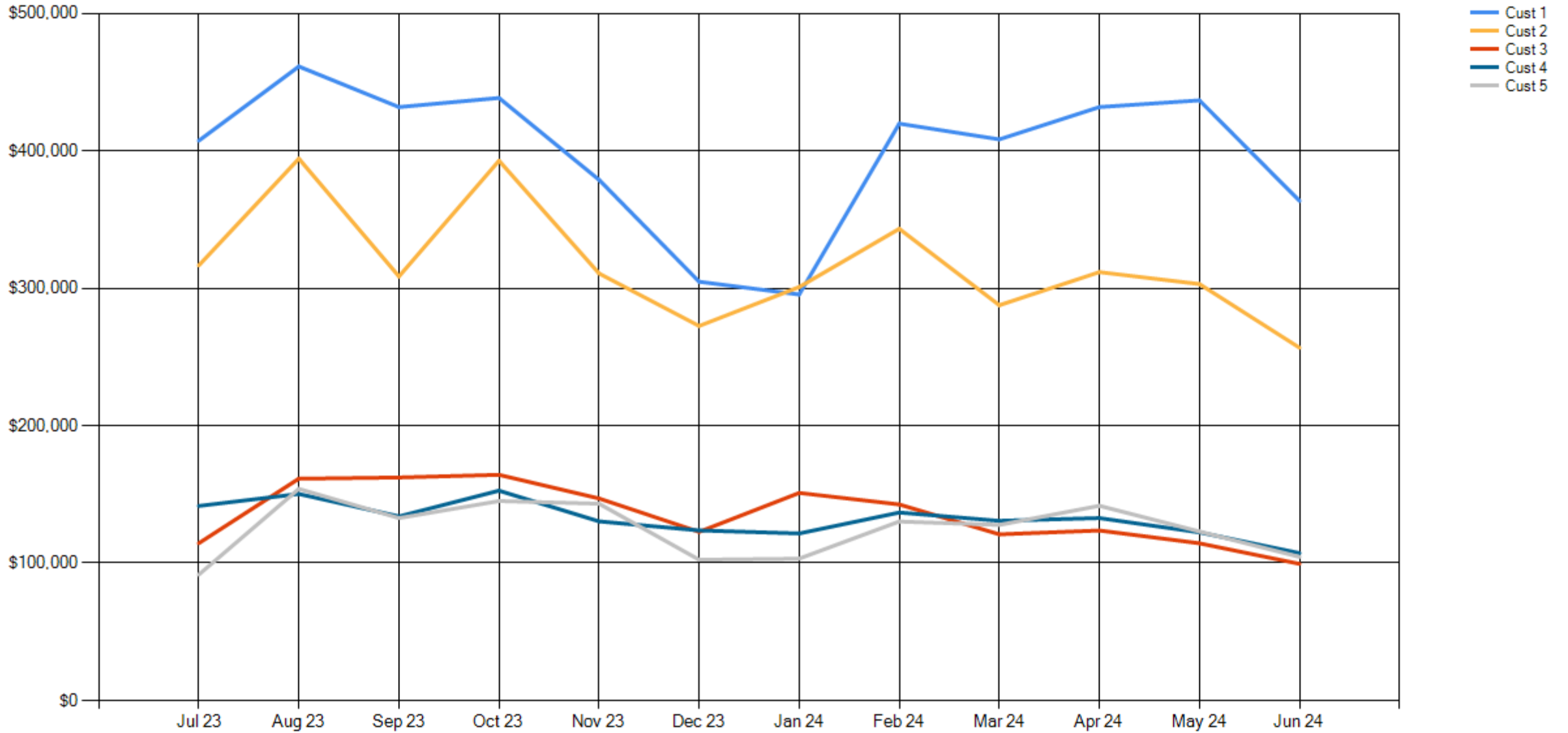
Jul-22	1	Jul-23	1
Aug-22	1	Aug-23	1
Sep-22	1	Sep-23	1
Oct-22	2	Oct-23	1
Nov-22	1	Nov-23	1
Dec-22	1	Dec-23	1
Jan-23	1	Jan-24	1
Feb-23	1	Feb-24	2
Mar-23	1	Mar-24	1
Apr-23	1	Apr-24	1
May-23	1	May-24	2
Jun-23	1	Jun-24	2

Total Shippers

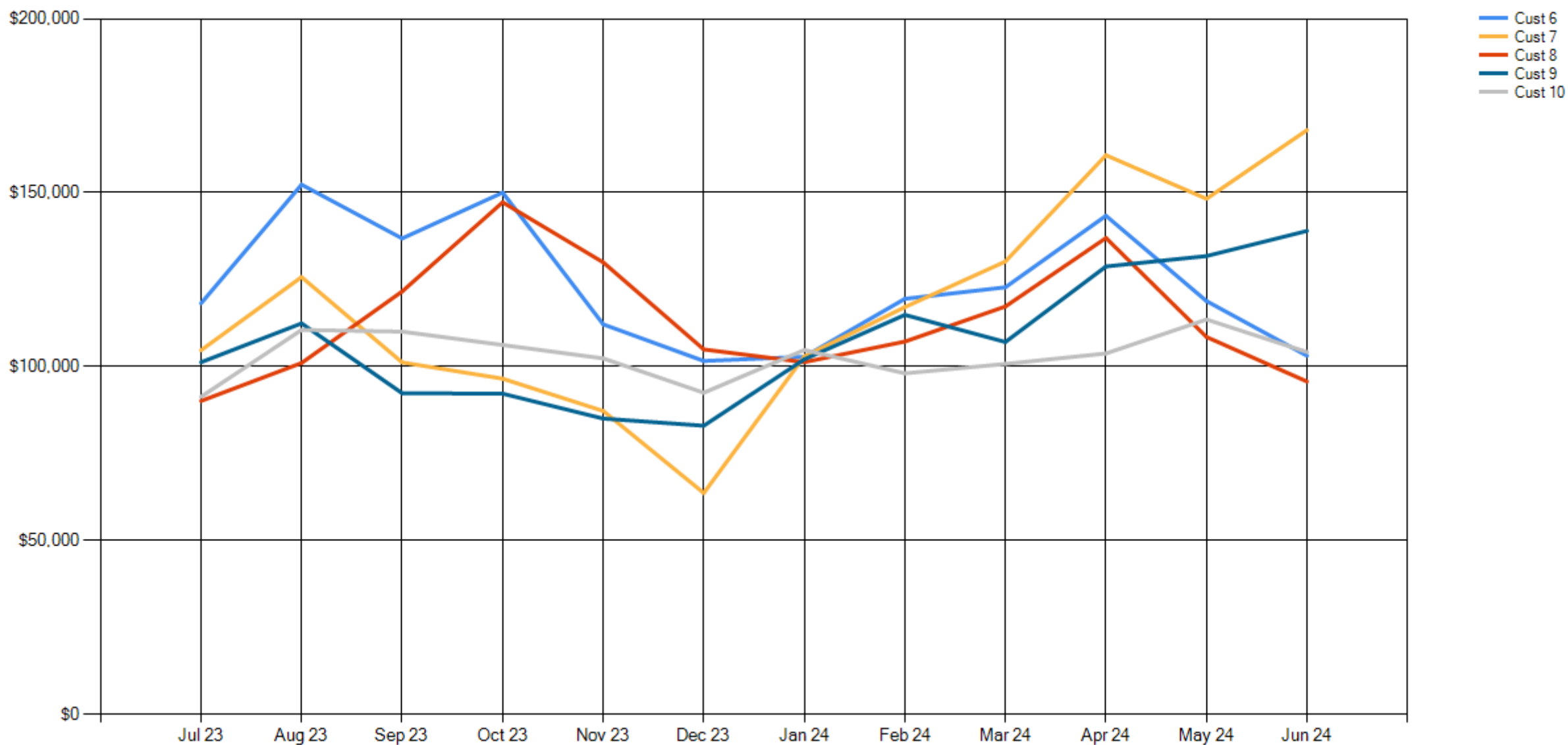


Jul-22	1,733	Jul-23	2,024
Aug-22	1,805	Aug-23	2,087
Sep-22	1,811	Sep-23	2,046
Oct-22	1,845	Oct-23	2,111
Nov-22	1,832	Nov-23	2,044
Dec-22	1,800	Dec-23	1,960
Jan-23	1,882	Jan-24	2,037
Feb-23	1,883	Feb-24	1,997
Mar-23	2,012	Mar-24	2,034
Apr-23	1,991	Apr-24	2,047
May-23	2,065	May-24	2,035
Jun-23	2,063	Jun-24	2,057

TTM Top 1 to 5 Customers - Revenue

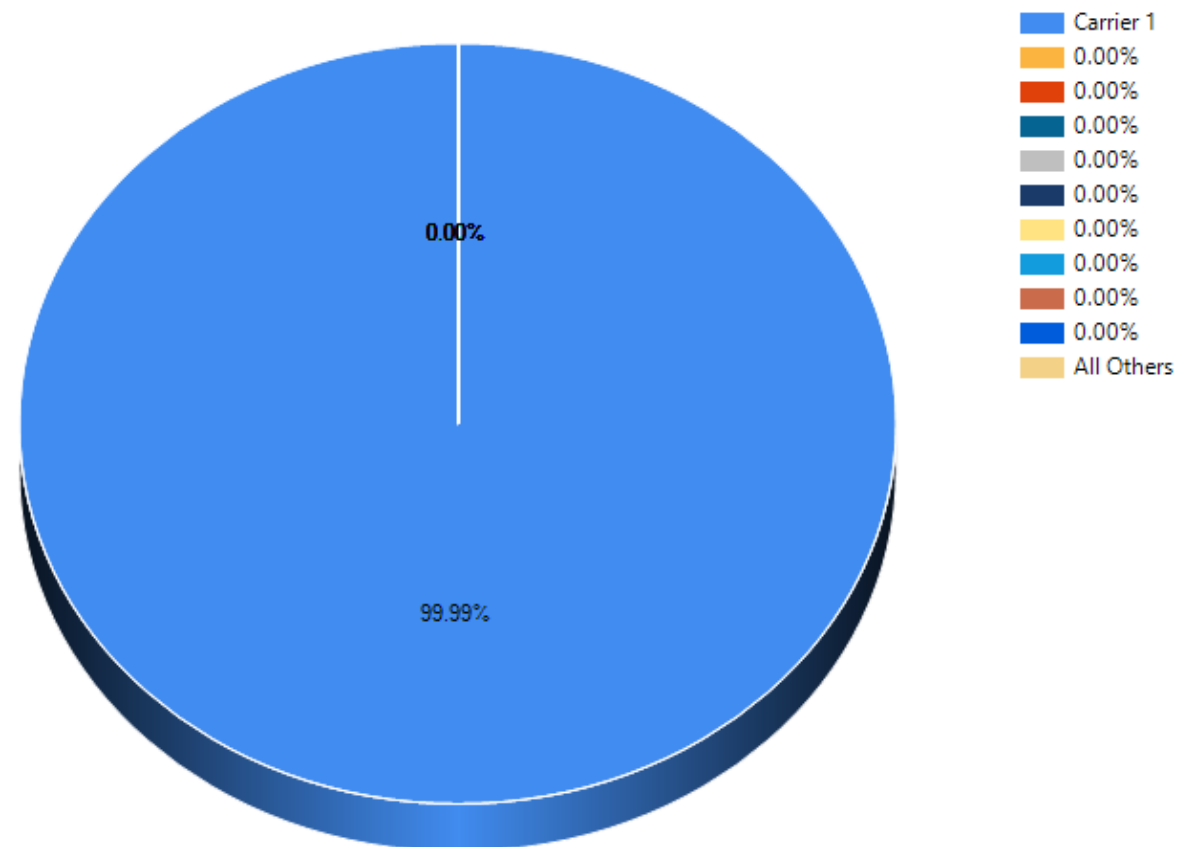
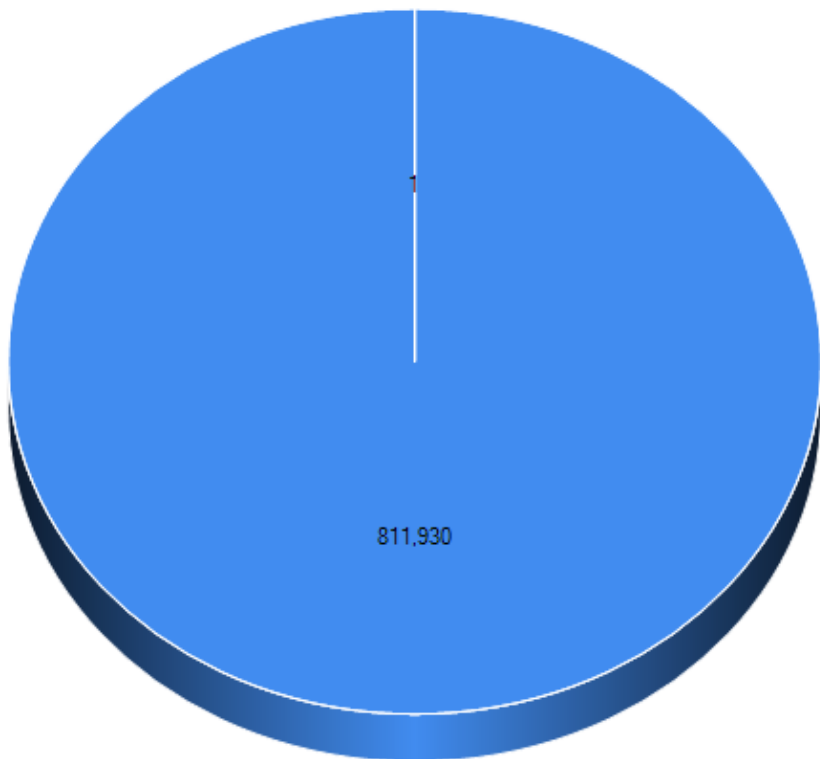


TTM Top 6 to 10 Customers - Revenue

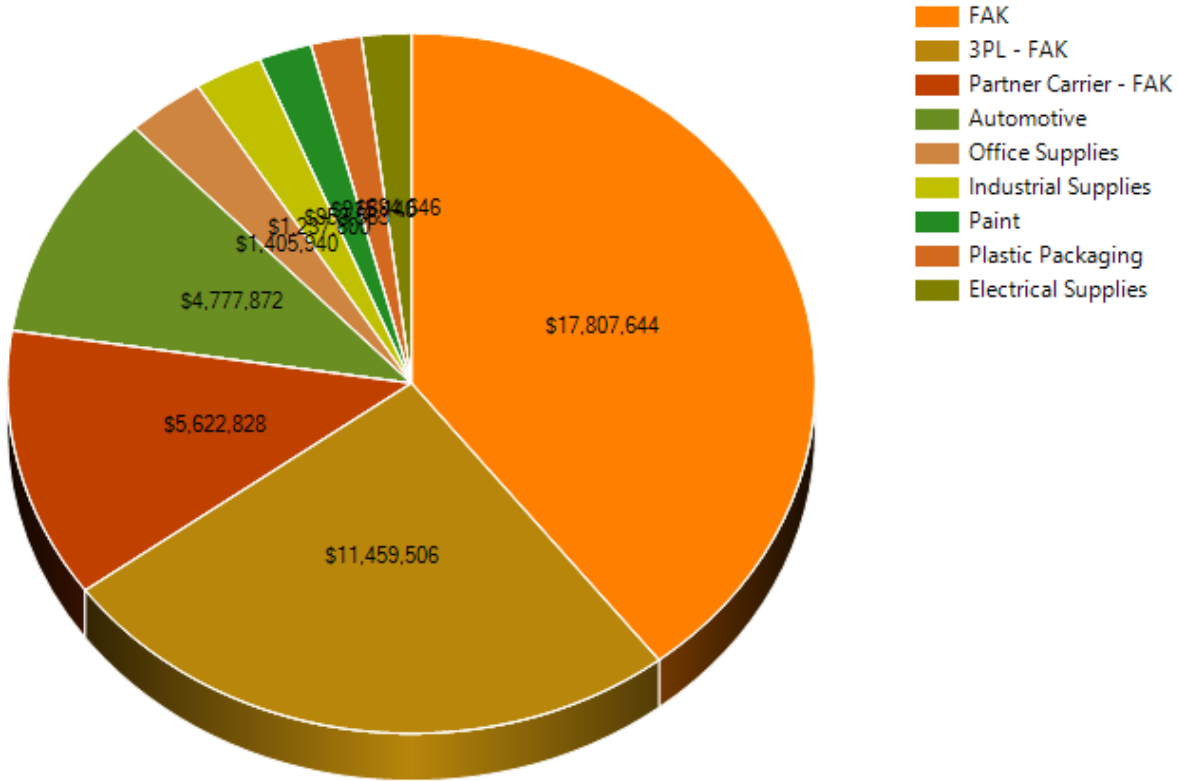


Top Ten Total Carrier Loads - 24 mo

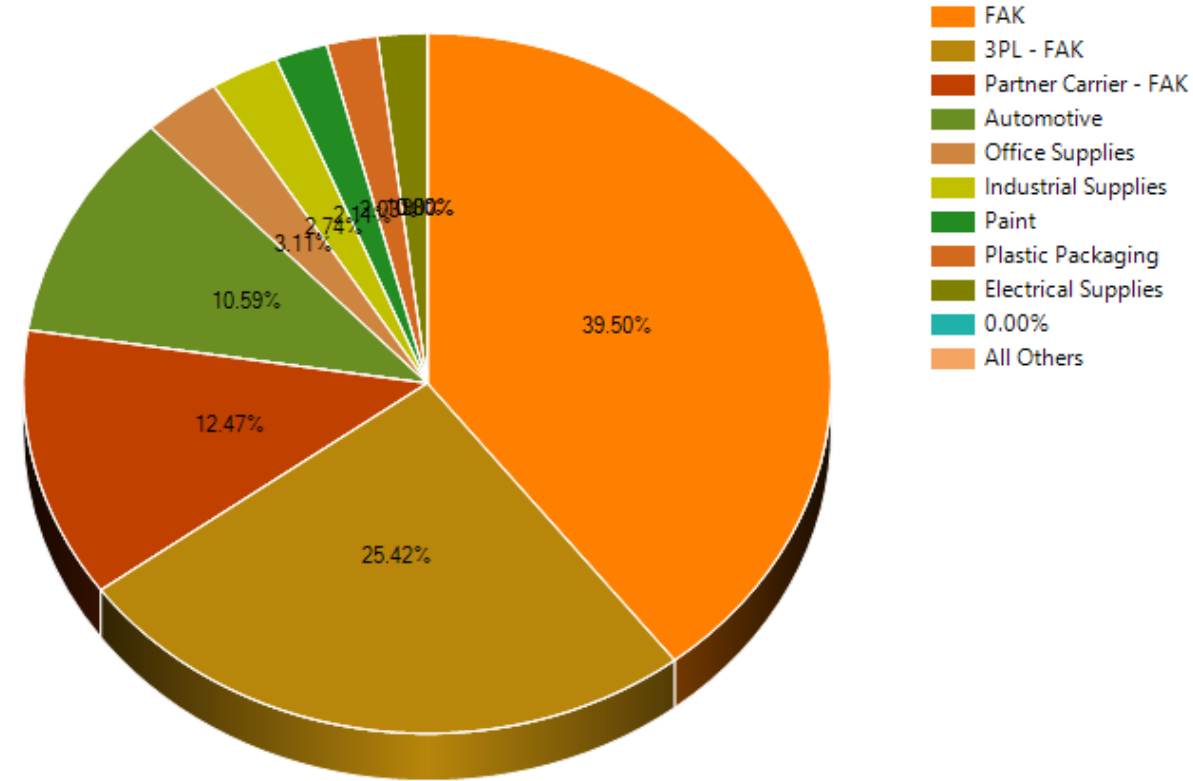
Carrier 1
All Others



TTM Commodity Revenue Distribution

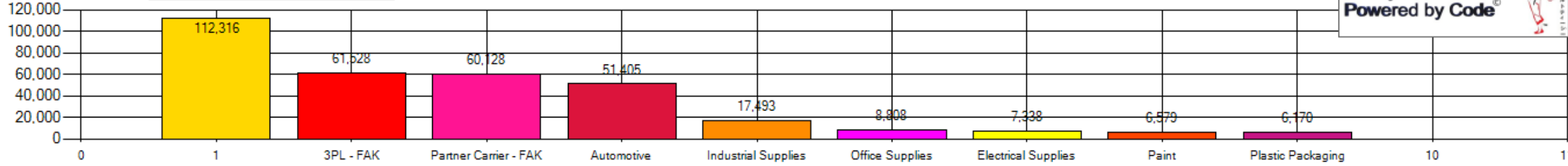


TTM Commodity Revenue Distribution %

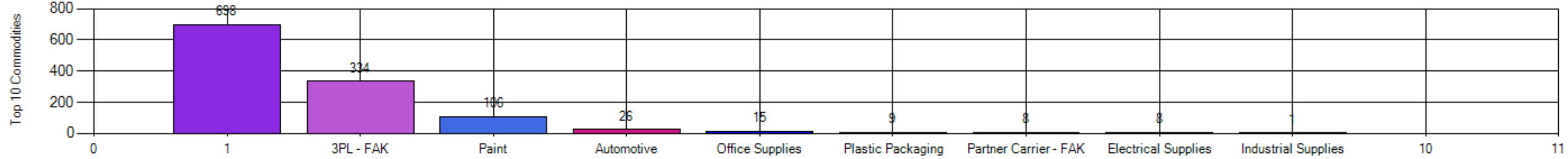


[Return to Report Selection](#)

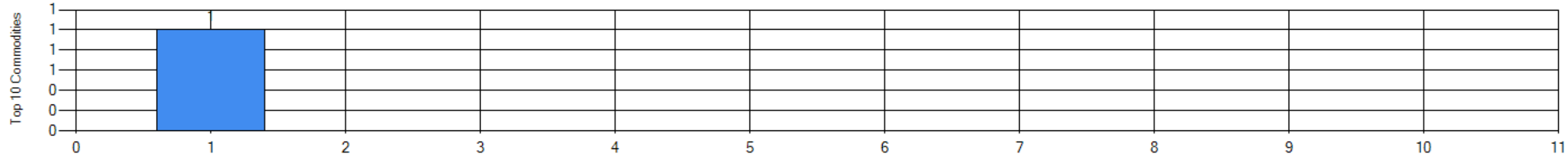
LTL Mode - Top 10 Commodities

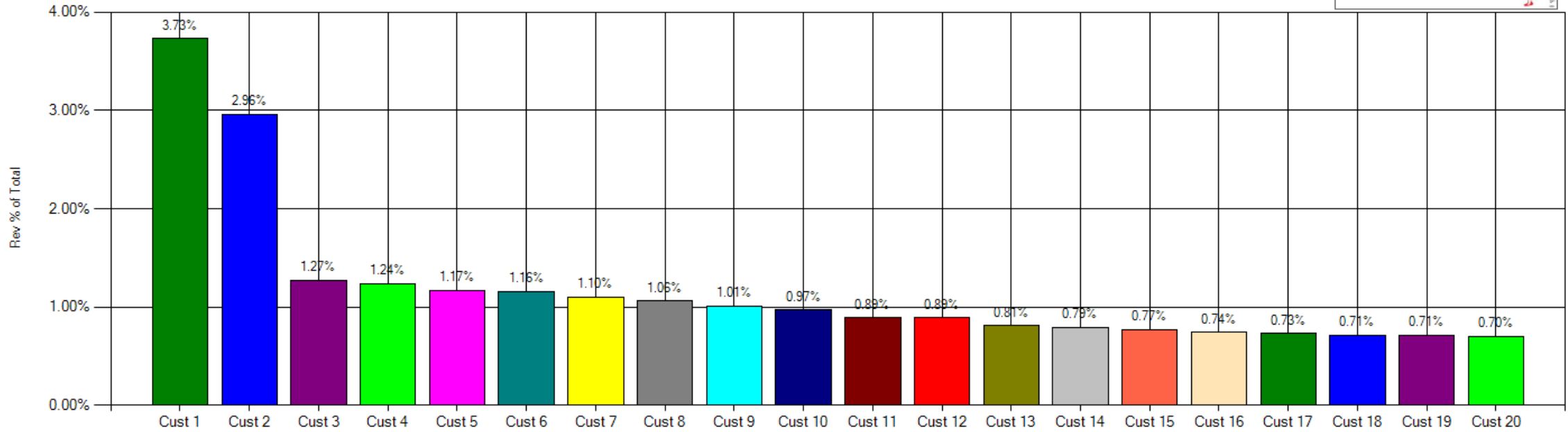


Dry Van Mode - Top 10 Commodities

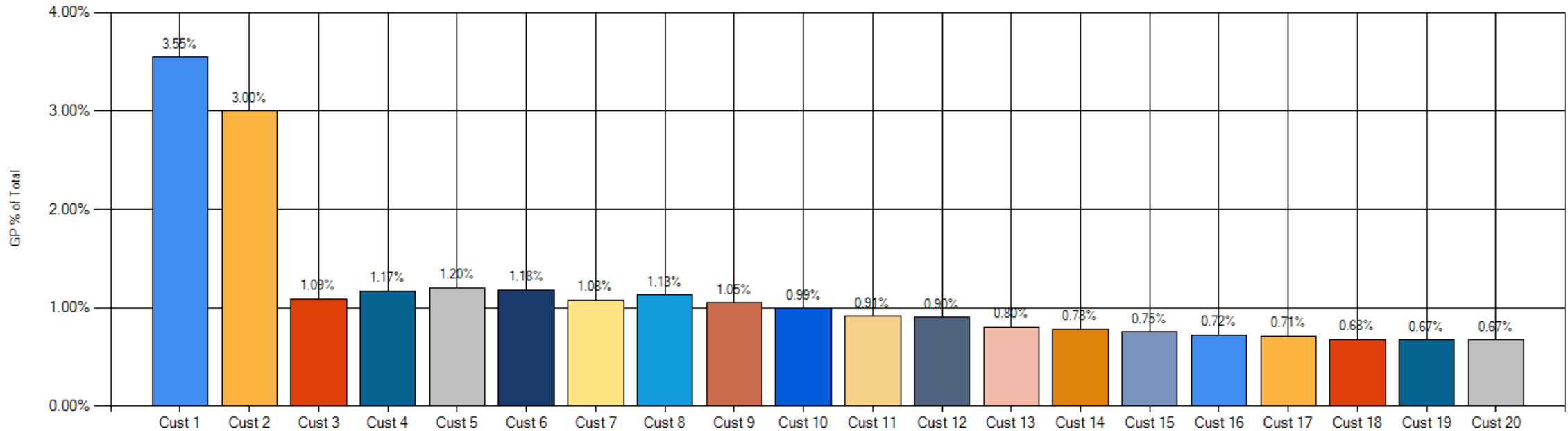


Unknown Mode - Top 10 Commodities

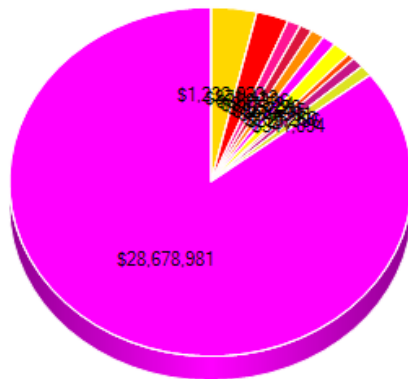




TTM Top 20 Customer Gross Profit as a Percentage of Company Total

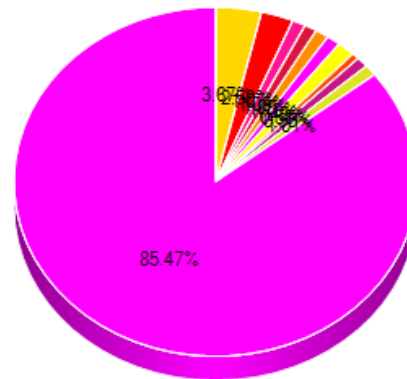


Current T3M Customer Revenue Distribution Sorted by Top Revenue



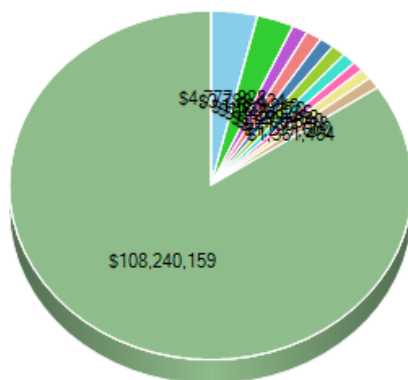
- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

Current T3M Customer Revenue Distribution Sorted by Top Revenue %



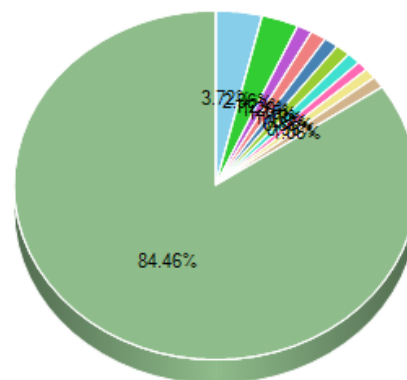
- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

Current T12M Customer Revenue Distribution Sorted by Top Revenue



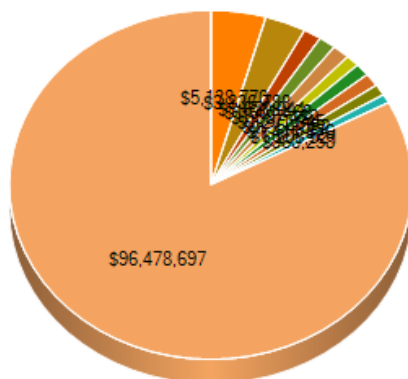
- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

Current T12M Customer Revenue Distribution Sorted by Top Revenue %



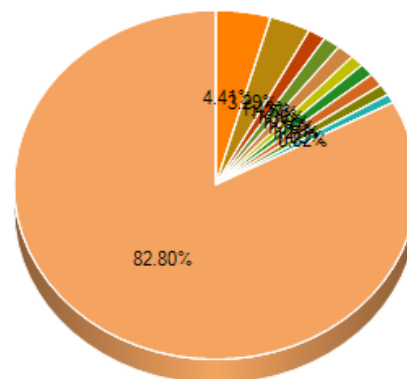
- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

Previous T12M Customer Revenue Distribution Sorted by Top Revenue



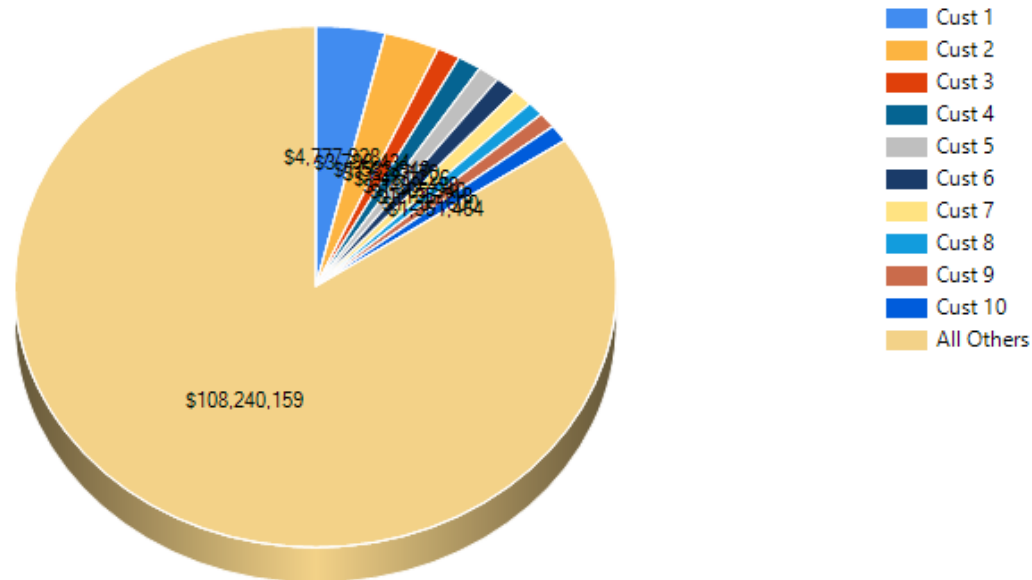
- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

Previous T12M Customer Revenue Distribution Sorted by Top Revenue %

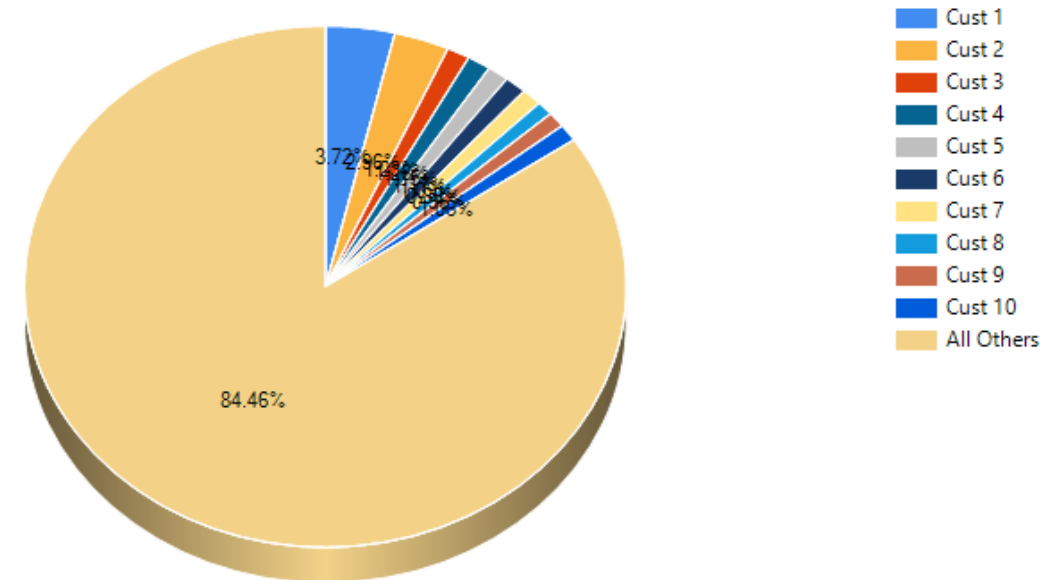


- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

Current TTM Customer Revenue Distribution Sorted by Top Revenue

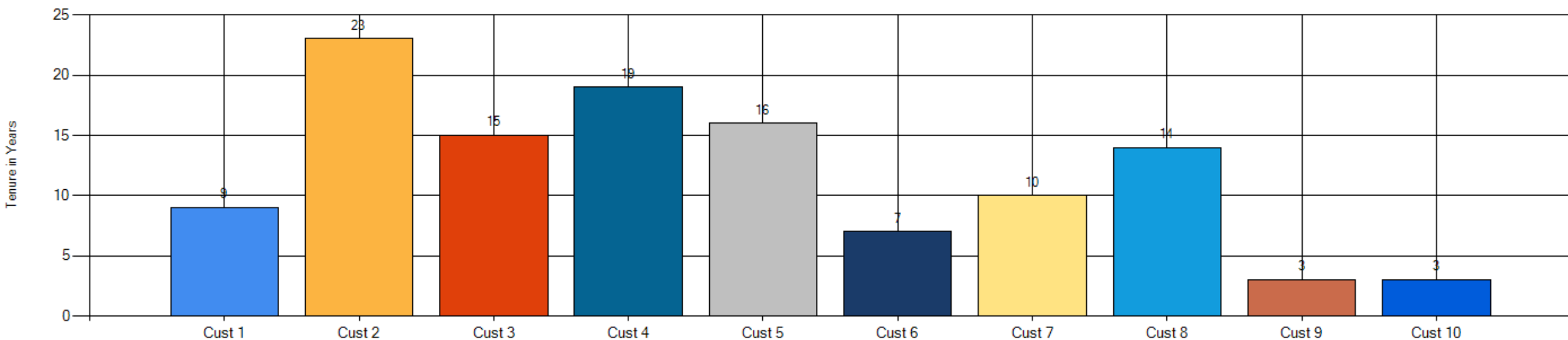


Current TTM Customer Revenue Distribution Sorted by Top Revenue %

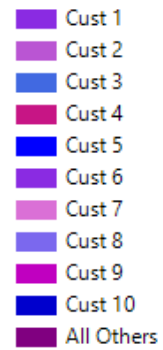
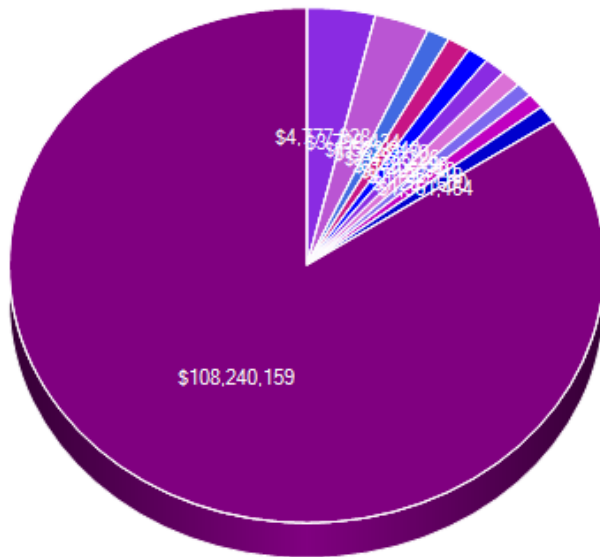


Top Ten Revenue Customer Tenure

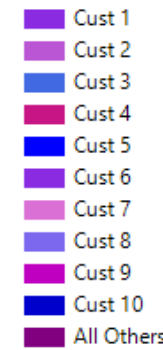
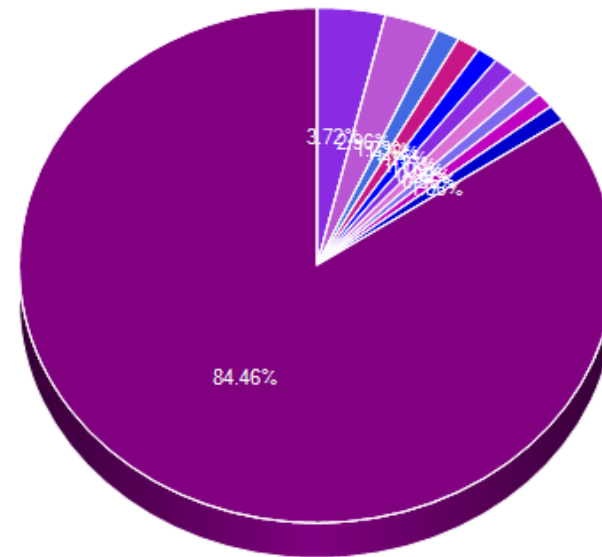
Tenure Avg: 11.9



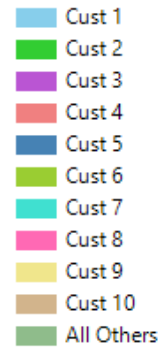
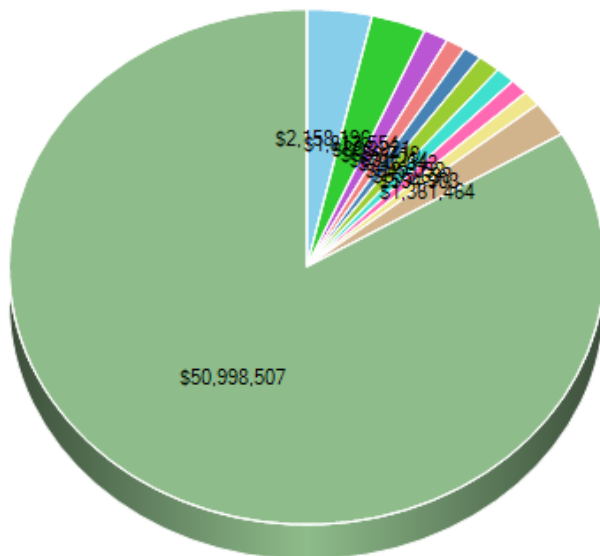
TTM Customer Revenue Distribution Sorted by Top Revenue



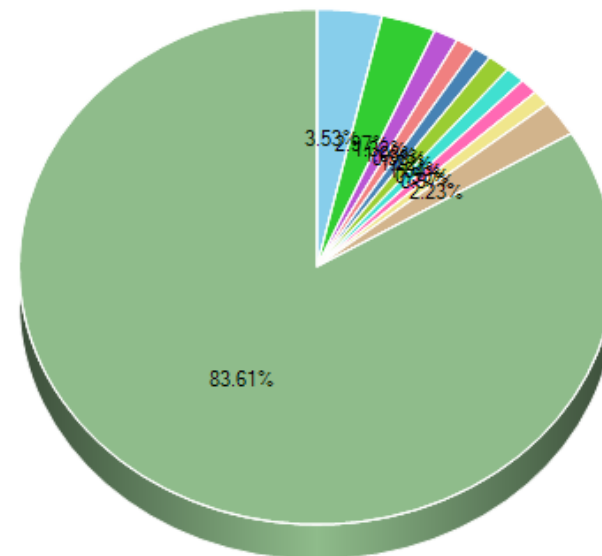
TTM Customer Revenue Distribution Sorted by Top Revenue %



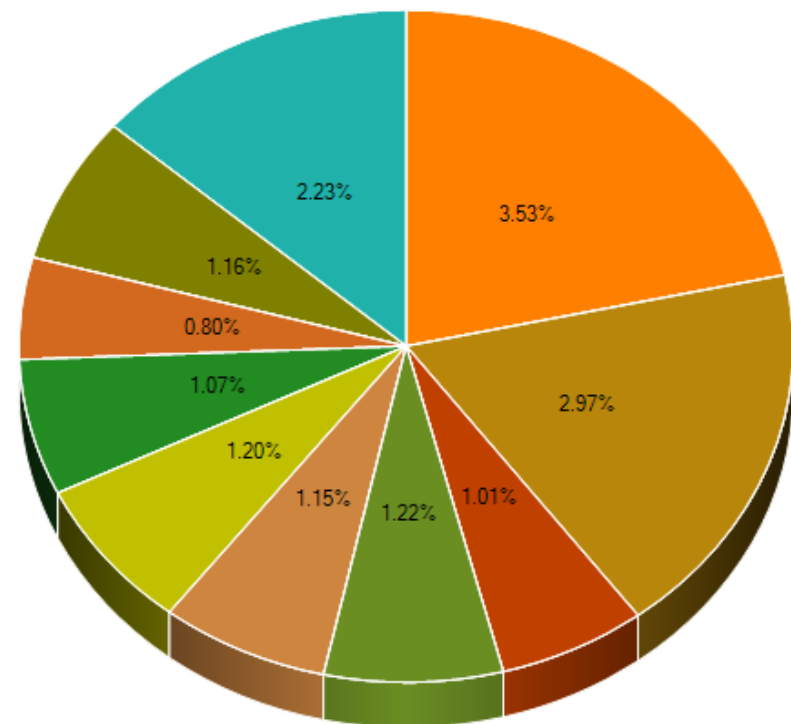
TTM Customer Gross Profit Distribution Sorted by Top Gross Profit



TTM Customer Gross Profit Distribution Sorted by Top Gross Profit %



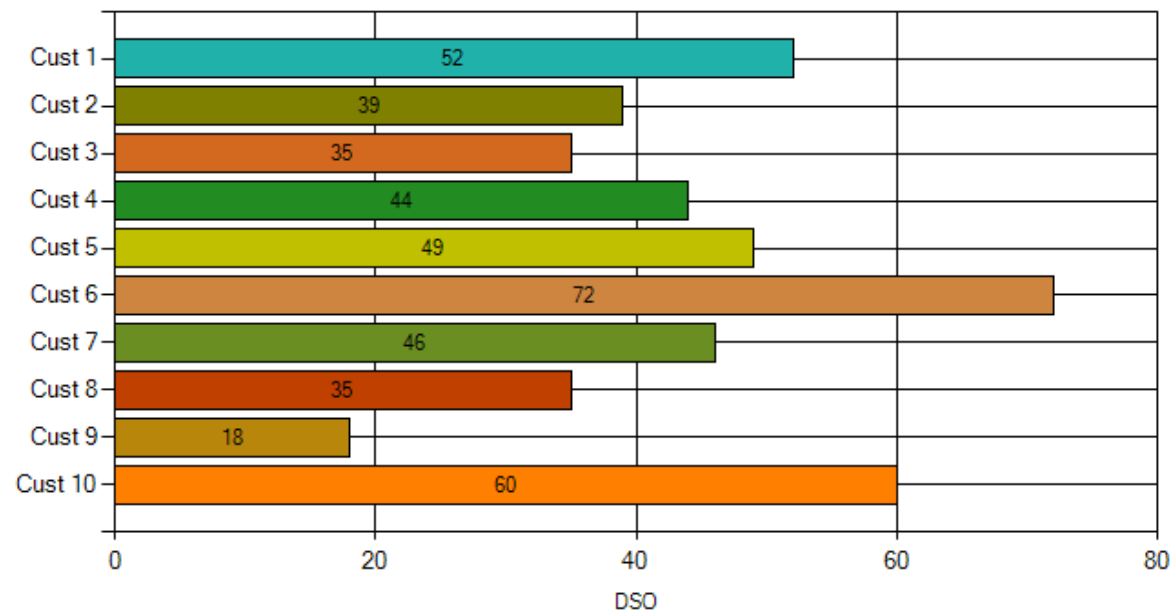
TTM Customer Gross Profit Distribution Sorted by Top Revenue



- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10

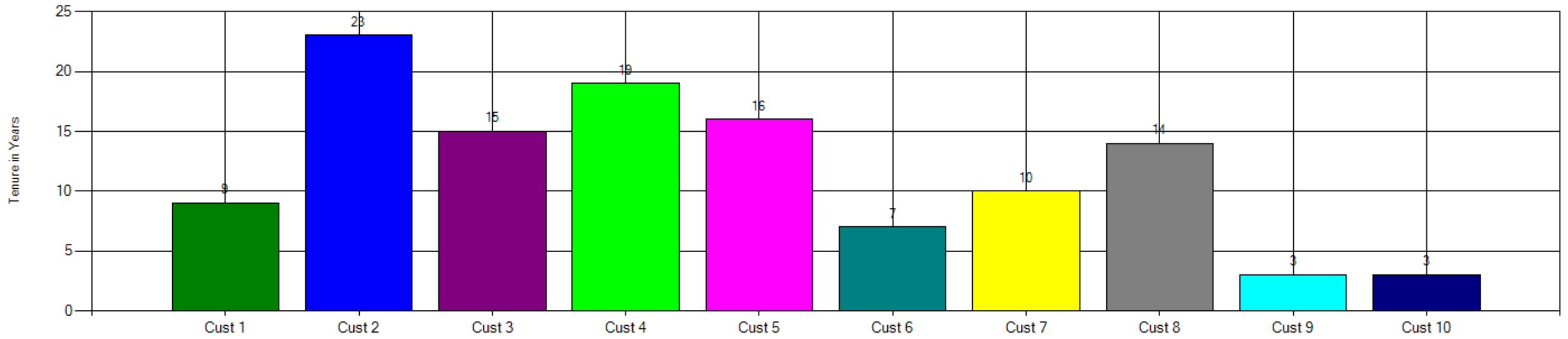
Top Ten Customer DSO

Weighted DSO: 46.7



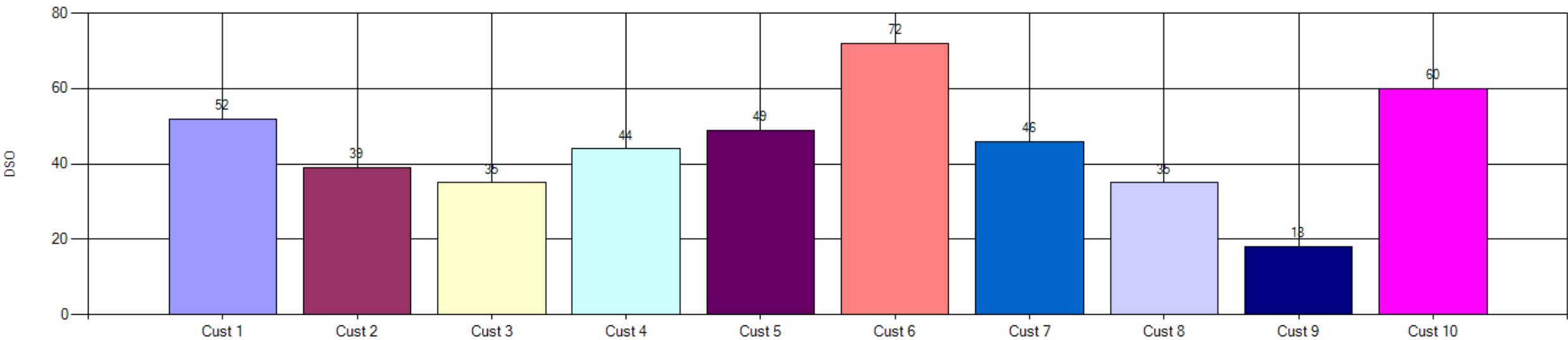
Top Ten Revenue Customer Tenure

Tenure Avg: 11.9

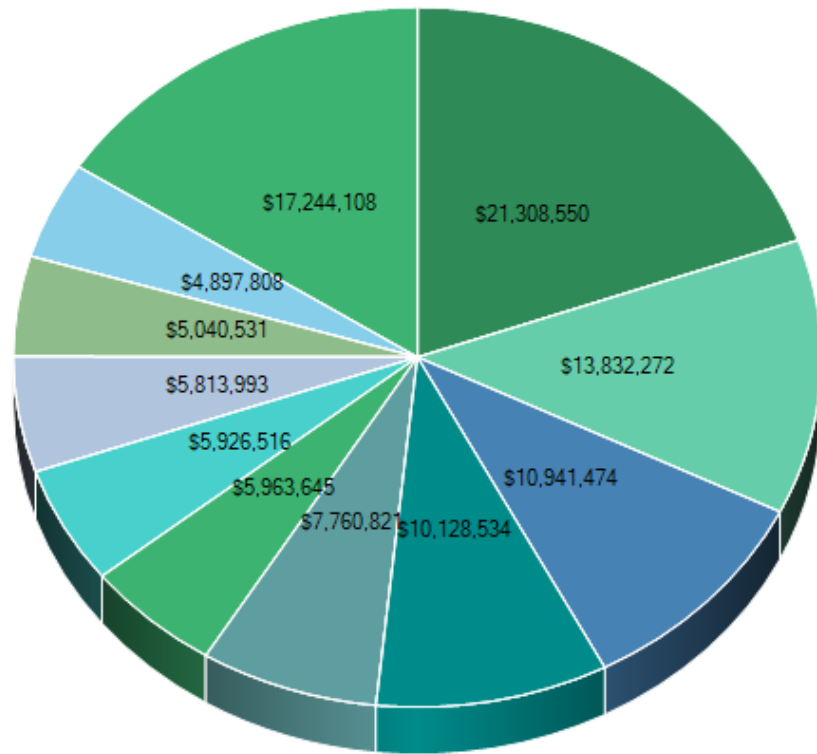


Top Ten Revenue Customer DSO

Weighted DSO: 46.7

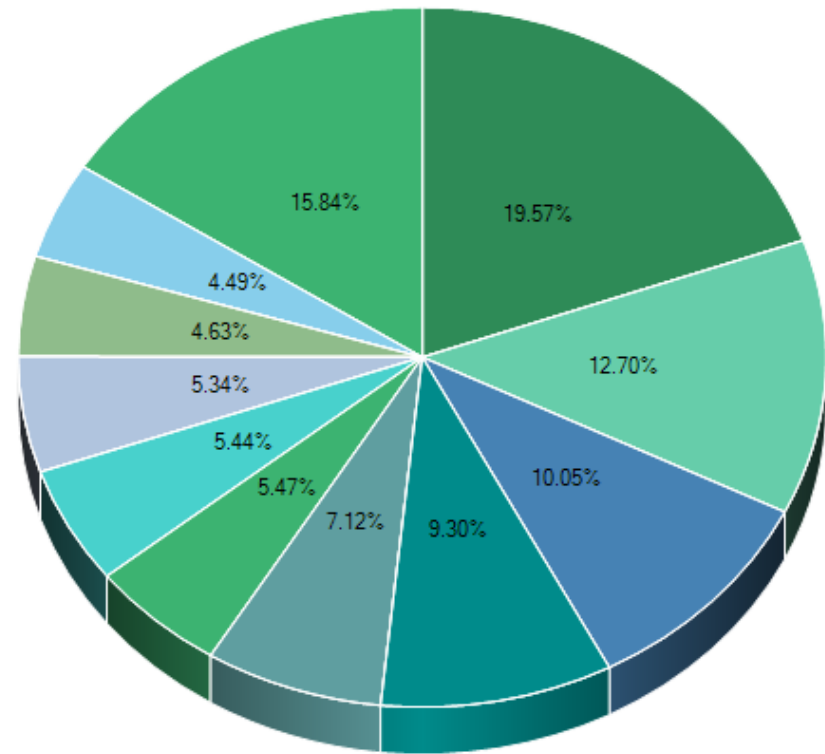


TTM Sales Gross Profit Distribution Sorted by Top Gross Profit



- Sales 1
- Sales 2
- Sales 3
- Sales 4
- Sales 5
- Sales 6
- Sales 7
- Sales 8
- Sales 9
- Sales 10
- All Others

TTM Sales Gross Profit Distribution Sorted by Top Gross Profit %



- Sales 1
- Sales 2
- Sales 3
- Sales 4
- Sales 5
- Sales 6
- Sales 7
- Sales 8
- Sales 9
- Sales 10
- All Others

Load Origin/Dest Pairings (Top 100 Filter Applied)

Load OD Pairings for 872,523 Shipments in the Last 12 Months

Minimum Load Filter Applied: 100

	AR	CA	IA	IL	IN	KS	KY	MI	MN	MO	ND	NE	OH	SD	TX	WI	ON	Totals
WI	41	9,260	11,127	67,089	1,735	2,175	19	213	43,281	16,198	1,971	1,330	95	2,414	71	191,659	371	349,360
IL	69	8,733	10,153	99,572	2,513	3,801	160	273	19,045	31,698	1,360	1,601	31	2,041	200	78,801	464	260,710
MO	322	3,507	9,970	33,198	892	9,409	43	8	6,649	78,253	366	2,236	11	387	19	11,020	17	156,383
MN	28	2,634	4,080	10,499	208	679	2	56	17,308	4,450	320	396	30	486	4	22,229	57	63,483
KS	80	1,031	1,802	2,884	62	674			1,241	11,201	30	690	2	94	1	1,418	1	21,225
IA	2	4	234	1,631	34	373	1	6	1,037	2,609	12	61	4	19	5	4,395		10,433
IN	3	72	102	2,178	53	20	9	1	872	536	136	18	2	216	1	1,772		6,001
CA	5	83	3	646	3	146		2	255	757		1		1	32	564		2,500
NE	2		2	137	2	53			106	298				1		211	1	815
TX	1		3	49	7	6			82	11	10		7	1	13	59		268
SD	1	1	2	54	3	1			47	19		1		3		127		259
ND	1			28	1			1	36	6	2					112		188
OH				16	1	1			3	5						145		176
MI		2	1	22	1			3	1	1	1			2	1	122		160
AR	1	2	6	9		30			4	50		2			1	6		117
ON		1		39		3			11	33						26		113
TTL	564	25,332	37,490	218,095	5,523	17,376	238	566	89,986	146,154	4,208	6,336	191	5,666	360	312,771	911	872,523

Revenue Origin/Dest Pairings

(Top \$40,000 Filter Applied)

Revenue OD Pairings for \$128,145,568 in the Last 12 Months

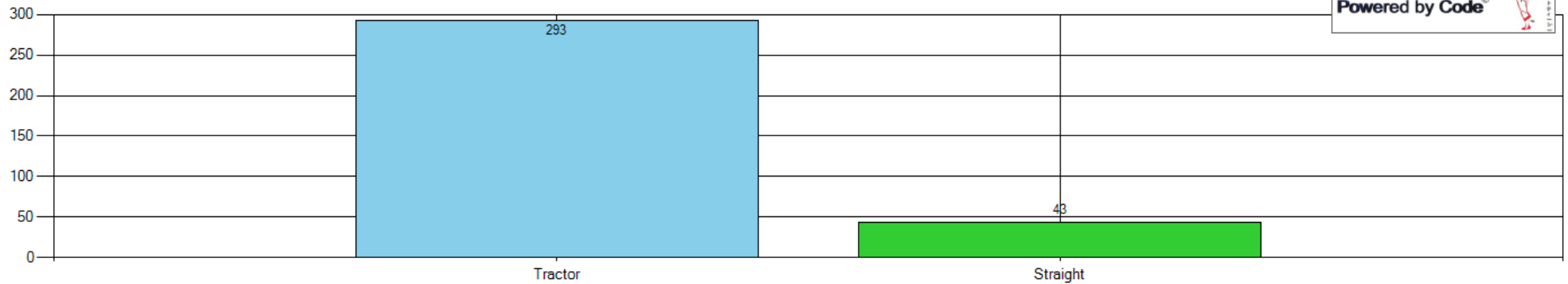
Minimum Load Filter Applied: 40000

	AR	CA	GA	IA	IL	IN	KS	KY	MI	MN	MO	ND	NE	OH	OK	PA	SD	TN	TX	WI	ON	Totals
WI	7,919	3,935,589	171,054	2,073,639	9,451,769	294,516	536,051	14,052	45,058	5,577,134	3,133,298	462,476	297,900	47,127	15,978	11,337	565,850	24,223	98,675	20,593,617	89,704	47,558,518
IL	13,041	3,191,035	10,957	1,615,900	10,366,672	340,697	794,218	32,147	68,162	3,439,955	5,274,122	311,609	311,552	13,487	1,450	3,873	458,141	5,407	646,004	10,679,386	142,873	37,775,130
MO	68,166	1,564,655	4,985	1,392,553	4,764,943	126,818	1,368,019	14,158	2,470	1,426,820	9,673,587	146,675	355,492	3,460		2,709	94,811	10,625	13,578	2,032,371	7,586	23,105,035
MN	7,575	1,386,280	7,428	695,964	1,910,596	45,814	150,265	259	24,334	1,758,853	1,079,667	65,521	70,336	11,266		268	104,073	1,900	2,900	3,145,333	40,668	10,518,816
KS	13,408	423,922		227,516	435,990	11,425	76,767			241,882	1,364,630	8,041	84,360	2,097	4,155	273	14,299	6,645	900	368,689	424	3,287,630
IA	296	1,170	8,562	35,078	285,248	7,158	46,703	195	1,250	172,512	393,349	5,031	37,347	6,700			5,699		9,920	683,486		1,705,104
IN	1,580	26,778	1,125	26,687	428,196	8,556	4,777	3,407	122	267,222	152,024	71,094	4,787	442	3,800		68,936	2,110	500	415,989		1,489,734
CA	1,265	11,882		1,223	373,009	750	69,578			125,826	322,901		254				176	4,740	88,230	260,100		1,259,934
TX	680		11,811	3,800	105,700	13,053	7,113			169,950	11,785	23,225		15,845	4,895	2,800	4,150	1,400	10,451	116,375		510,423
NE	1,325			1,745	30,026	283	9,908			20,660	70,699						111			35,991	201	171,266
TN	2,375				6,975									1,750	1,200	23,250		685	2,450	107,931		153,429
OH			1,500		8,327	550	1,900			2,665	4,572									57,968		81,087
MI		985	1,810	156	8,839	778			766	1,500		1,657					1,622	940	2,200	39,380		60,632
GA	2,450		440		5,408	800	1,500	1,545	1,400	3,825	10,790			705	4,875			795	4,875	17,469		60,452
SD	154	294		145	11,735	2,078	166			7,025	4,619		237				2,350			30,462		59,265
ND	368				6,117	1,700			1,850	6,550	5,634	150			1,836					27,322		51,526
ON					11,390		1,559			5,271	18,036									7,781		44,038
AR	550	100		3,241	4,593		4,877			1,843	11,100		339		1,000				1,200	1,290	6,206	41,988
TTL	126,352	10,543,568	228,820	6,084,098	28,248,265	862,339	3,077,572	70,297	147,907	13,237,440	21,549,776	1,095,477	1,162,603	108,653	44,939	47,974	1,323,216	78,743	897,368	38,654,455	281,455	128,145,568

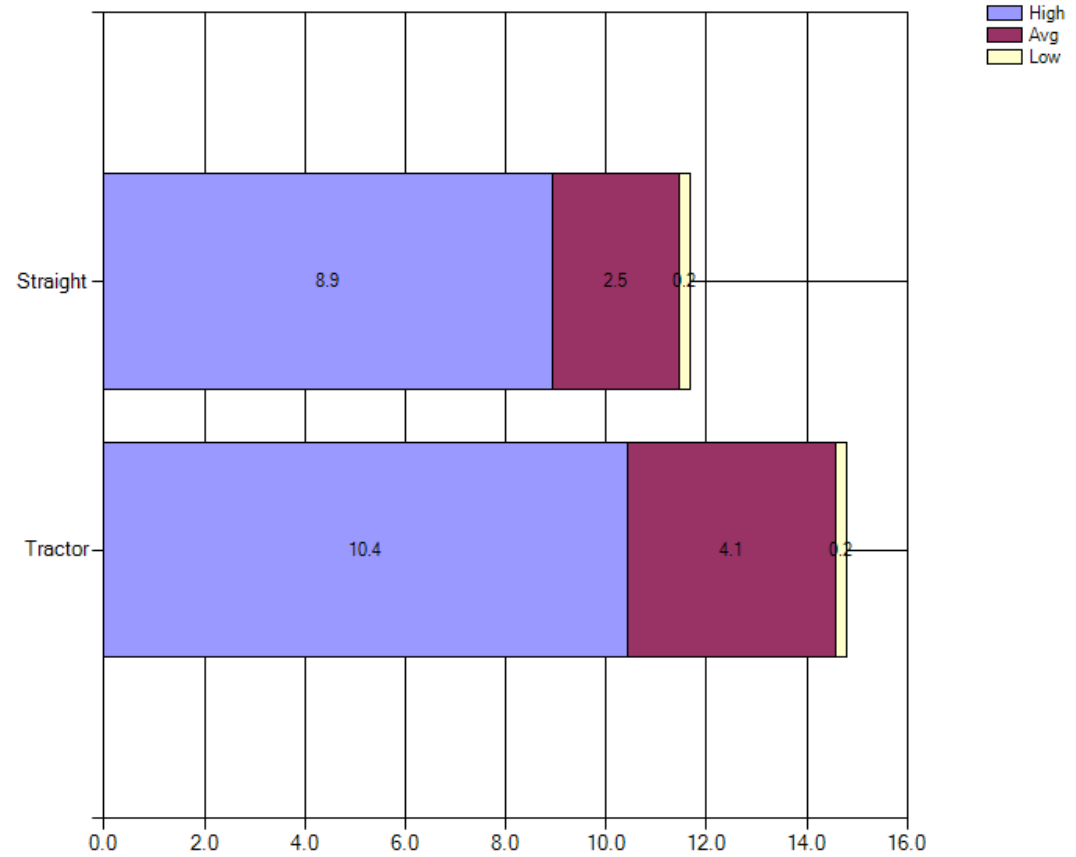
135,636 Distinct City OD Pairings In the Last 12 Months

Origin City	Orig ST	Destination City	Dest ST	Loads	Revenue	Cost	Miles	GP	GP %	Rev/Load	GP/Load	Rev/Mile	GP/Mile
HUDSON	WI	MINNEAPOLIS	MN	2,843	\$183,454	\$90,077	513,241	\$93,377	50.90%	\$64.53	\$32.84	\$0.36	\$0.18
HUDSON	WI	SAINT PAUL	MN	2,524	\$165,193	\$82,984	30,671	\$82,210	49.77%	\$65.45	\$32.57	\$5.39	\$2.68
MILWAUKEE	WI	MILWAUKEE	WI	2,302	\$189,700	\$104,065		\$85,635	45.14%	\$82.41	\$37.20		
Bolingbrook	IL	CHICAGO	IL	2,134	\$157,805	\$86,694	29,079	\$71,110	45.06%	\$73.95	\$33.32	\$5.43	\$2.45
Kansas City	MO	SAINT LOUIS	MO	1,926	\$270,261	\$148,392	300,703	\$121,869	45.09%	\$140.32	\$63.28	\$0.90	\$0.41
Elk Grove Village	IL	CHICAGO	IL	1,785	\$165,077	\$90,954	10,164	\$74,123	44.90%	\$92.48	\$41.53	\$16.24	\$7.29
Kansas City	MO	SPRINGFIELD	MO	1,767	\$182,185	\$100,274	182,563	\$81,911	44.96%	\$103.10	\$46.36	\$1.00	\$0.45
ELGIN	IL	CHICAGO	IL	1,678	\$144,992	\$80,662	26,000	\$64,330	44.37%	\$86.41	\$38.34	\$5.58	\$2.47
Saint Louis	MO	Kansas City	MO	1,629	\$190,366	\$106,205	245,673	\$84,161	44.21%	\$116.86	\$51.66	\$0.77	\$0.34
ROMEDEVILLE	IL	CHICAGO	IL	1,551	\$181,257	\$99,893	22,372	\$81,364	44.89%	\$116.86	\$52.46	\$8.10	\$3.64
Manitowoc	WI	MILWAUKEE	WI	1,520	\$209,681	\$115,884	685,600	\$93,796	44.73%	\$137.95	\$61.71	\$0.31	\$0.14
SPRINGFIELD	MO	SAINT LOUIS	MO	1,418	\$165,763	\$93,862	194,060	\$71,901	43.38%	\$116.90	\$50.71	\$0.85	\$0.37
Saint Louis	MO	Springfield	MO	1,365	\$177,020	\$97,535	179,173	\$79,485	44.90%	\$129.68	\$58.23	\$0.99	\$0.44
Germanatown	WI	MILWAUKEE	WI	1,358	\$115,525	\$63,181	15,584	\$52,344	45.31%	\$85.07	\$38.55	\$7.41	\$3.36
CAROL STREAM	IL	CHICAGO	IL	1,254	\$104,679	\$57,656	10,163	\$47,024	44.92%	\$83.48	\$37.50	\$10.30	\$4.63
ELMHURST	IL	CHICAGO	IL	1,243	\$83,610	\$46,251	1,673	\$37,359	44.68%	\$67.26	\$30.06	\$49.98	\$22.33
Saint Louis	MO	SAINT LOUIS	MO	1,228	\$120,025	\$65,511	-451	\$54,514	45.42%	\$97.74	\$44.39		
Lincolnwood	IL	CHICAGO	IL	1,157	\$83,558	\$46,274	9,724	\$37,283	44.62%	\$72.22	\$32.22	\$8.59	\$3.83
Frankfort	IL	CHICAGO	IL	1,097	\$65,331	\$36,332	23,364	\$28,999	44.39%	\$59.55	\$26.43	\$2.80	\$1.24
Chicago	IL	CHICAGO	IL	1,052	\$82,851	\$45,253	9,430	\$37,599	45.38%	\$78.76	\$35.74	\$8.79	\$3.99
CHIPPEWA FALLS	WI	MILWAUKEE	WI	1,048	\$102,244	\$54,674	747,955	\$47,570	46.53%	\$97.56	\$45.39	\$0.14	\$0.06
New Berlin	WI	MILWAUKEE	WI	988	\$93,926	\$51,251	11,381	\$42,675	45.43%	\$95.07	\$43.19	\$8.25	\$3.75
KANSAS CITY	MO	KANSAS CITY	MO	951	\$110,191	\$57,347		\$52,844	47.96%	\$115.87	\$55.57		
CHICAGO	IL	CHICAGO	IL	947	\$44,529	\$26,182	-500	\$18,347	41.20%	\$47.02	\$19.37		
HUDSON	WI	WAUSAU	WI	931	\$76,439	\$40,836	586,913	\$35,603	46.58%	\$82.10	\$38.24	\$0.13	\$0.06
Wheeling	IL	CHICAGO	IL	910	\$79,273	\$43,761	10,728	\$35,512	44.80%	\$87.11	\$39.02	\$7.39	\$3.31
KANSAS CITY	MO	COLUMBIA	MO	867	\$98,426	\$54,247	349,033	\$44,179	44.89%	\$113.52	\$50.96	\$0.28	\$0.13
COLUMBIA	MO	SAINT LOUIS	MO	847	\$88,607	\$45,785	66,815	\$42,822	48.33%	\$104.61	\$50.56	\$1.33	\$0.64
Belvidere	IL	CHICAGO	IL	826	\$66,625	\$36,778	29,997	\$29,847	44.80%	\$80.66	\$36.13	\$2.22	\$1.00
HUDSON	WI	STEVENS POINT	WI	810	\$69,097	\$37,073	97,835	\$32,024	46.35%	\$85.30	\$39.54	\$0.71	\$0.33
Springfield	MO	KANSAS CITY	MO	806	\$86,728	\$46,903	79,616	\$39,825	45.92%	\$107.60	\$49.41	\$1.09	\$0.50
ADDISON	IL	CHICAGO	IL	802	\$81,464	\$44,784	3,998	\$36,681	45.03%	\$101.58	\$45.74	\$20.38	\$9.18
CHICAGO	IL	CHICAGO	IL	792	\$66,220	\$38,914	9,085	\$27,305	41.23%	\$83.61	\$34.48	\$7.29	\$3.01
HUDSON	WI	MONTICELLO	MN	790	\$47,952	\$25,369	34,601	\$22,583	47.09%	\$60.70	\$28.59	\$1.39	\$0.65
HANOVER PARK	IL	MADISON	WI	746	\$72,251	\$39,220	233,226	\$33,031	45.72%	\$96.85	\$44.28	\$0.31	\$0.14
ROMEDEVILLE	IL	SCHOFIELD	WI	746	\$78,087	\$39,044	129,158	\$39,044	50.00%	\$104.67	\$52.34	\$0.60	\$0.30
Kansas City	MO	JEFFERSON CITY	MO	734	\$72,974	\$40,385	72,950	\$32,589	44.66%	\$99.42	\$44.40	\$1.00	\$0.45
Springfield	MO	SPRINGFIELD	MO	727	\$57,250	\$32,083	-281	\$25,167	43.96%	\$78.75	\$34.62		
Lake Zurich	IL	CHICAGO	IL	724	\$55,880	\$30,952	12,276	\$24,928	44.61%	\$77.18	\$34.43	\$4.55	\$2.03
HANOVER PARK	IL	CHICAGO	IL	723	\$45,443	\$25,269	7,148	\$20,173	44.39%	\$62.85	\$27.90	\$6.36	\$2.82
MENOMONEE FALLS	WI	MILWAUKEE	WI	696	\$48,864	\$26,820	258,403	\$22,045	45.11%	\$70.21	\$31.67	\$0.19	\$0.09
Elgin	IL	SAINT LOUIS	MO	670	\$130,324	\$66,650	131,837	\$63,674	48.86%	\$194.51	\$95.04	\$0.99	\$0.48
CHICAGO	IL	WOOD DALE	IL	656	\$46,065	\$27,362	1,382	\$18,703	40.60%	\$70.22	\$28.51	\$33.33	\$13.53
KANSAS CITY	MO	JOPLIN	MO	655	\$58,461	\$32,688	63,145	\$25,773	44.09%	\$89.25	\$39.35	\$0.93	\$0.41
LENEXA	KS	SPRINGFIELD	MO	639	\$84,949	\$44,794	67,626	\$40,155	47.27%	\$132.94	\$62.84	\$1.26	\$0.59
Rockford	IL	CHICAGO	IL	635	\$75,407	\$41,631	32,232	\$33,775	44.79%	\$118.75	\$53.19	\$2.34	\$1.05
Park Forest	IL	CHICAGO	IL	632	\$62,204	\$34,281	16,871	\$27,923	44.89%	\$98.42	\$44.18	\$3.69	\$1.66
Oshkosh	WI	MILWAUKEE	WI	622	\$83,477	\$45,564	415,562	\$37,913	45.42%	\$134.21	\$60.95	\$0.20	\$0.09
WESTON	WI	GREEN BAY	WI	621	\$75,041	\$41,214	36,629	\$33,827	45.08%	\$120.84	\$54.47	\$2.05	\$0.92
NAPERVILLE	IL	CHICAGO	IL	609	\$61,005	\$33,416	8,625	\$27,590	45.22%	\$100.17	\$45.30	\$7.07	\$3.20

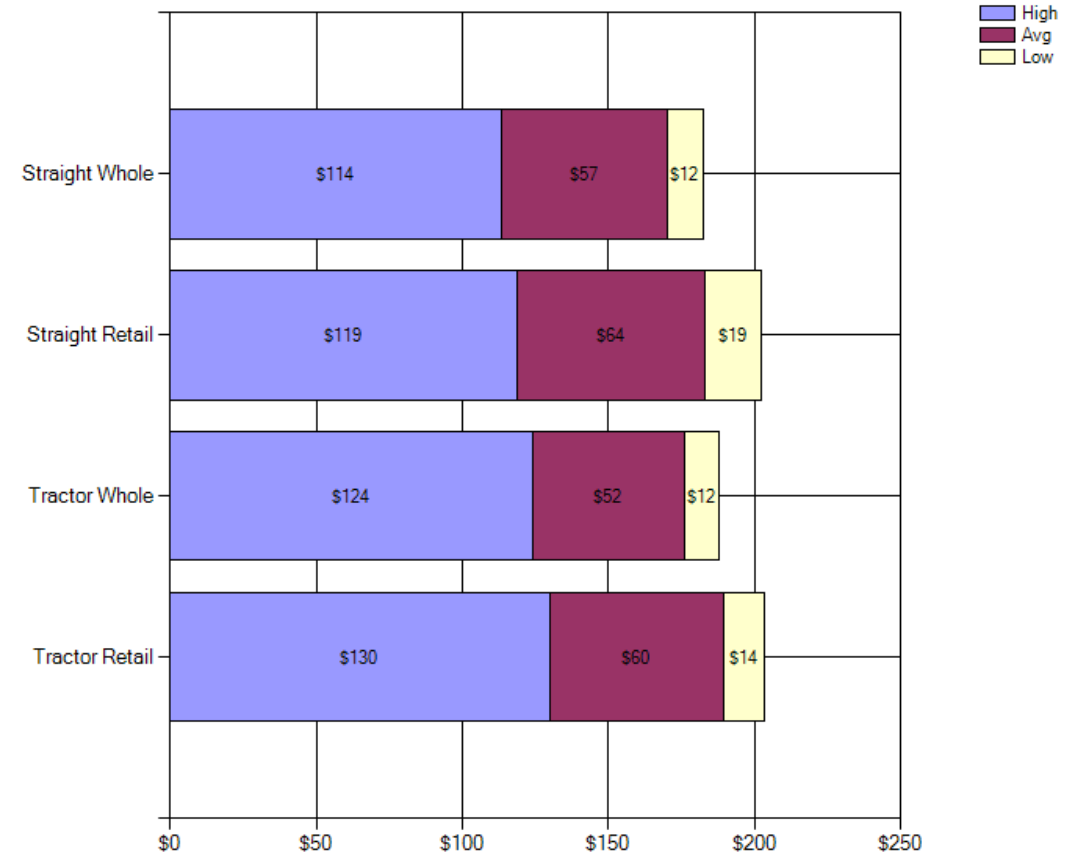
Distinct City
OD Pairings
(Top 50)



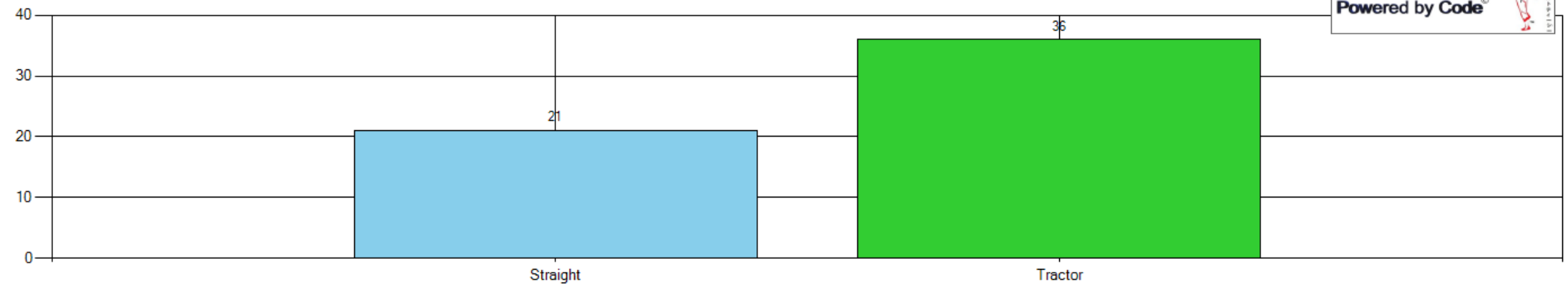
Owned Equipment Age by Power Type



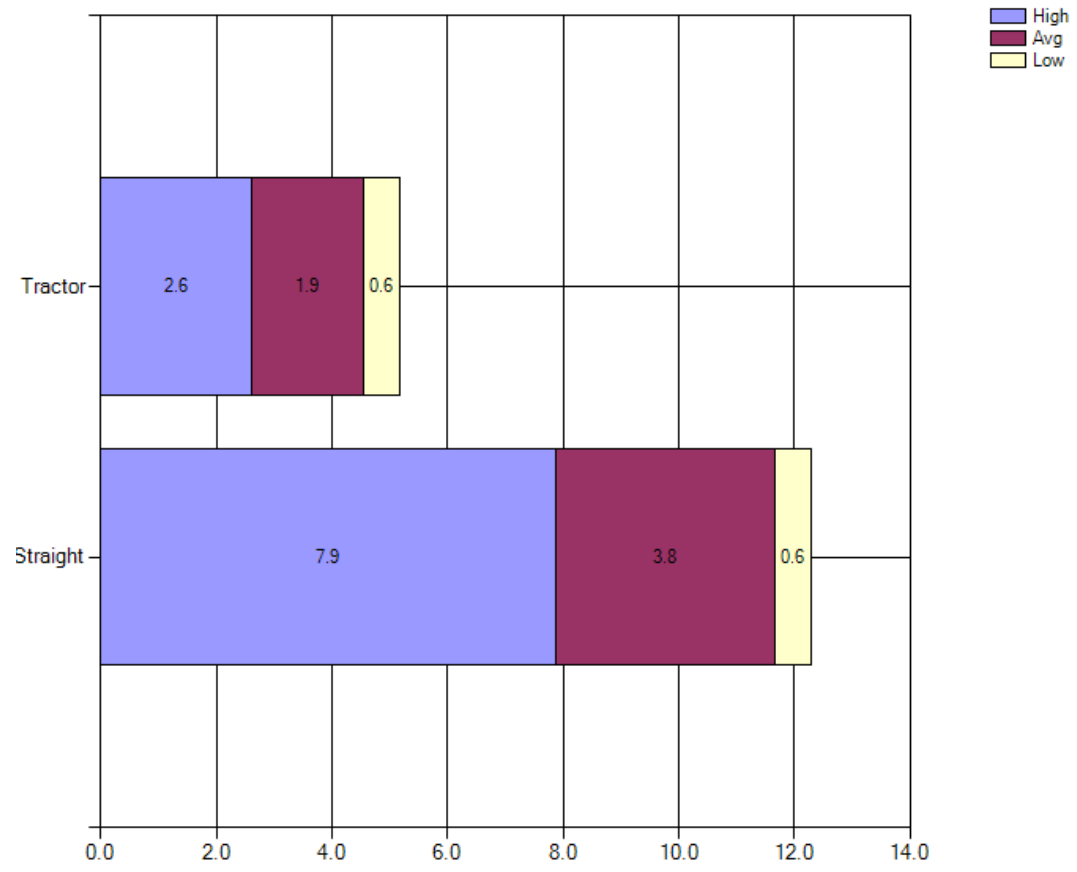
Owned Equipment Value by Power Type (000)

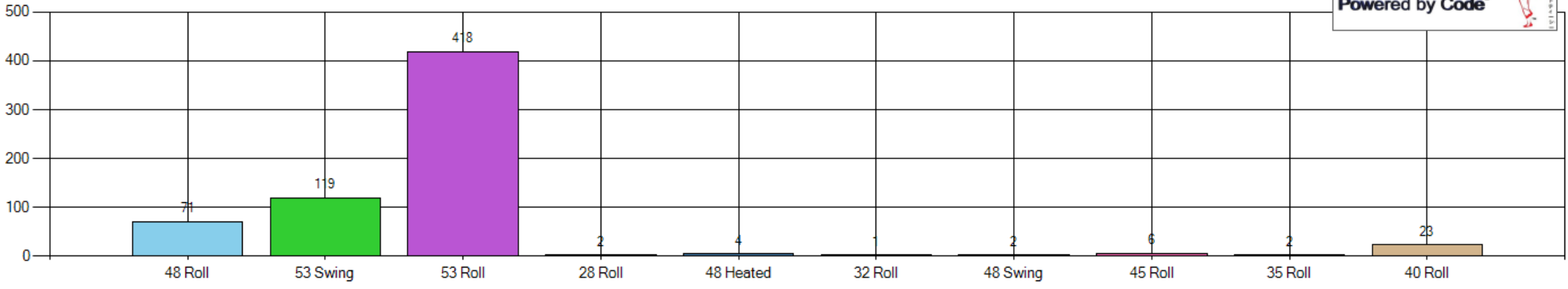


Leased Equipment Count by Power Type



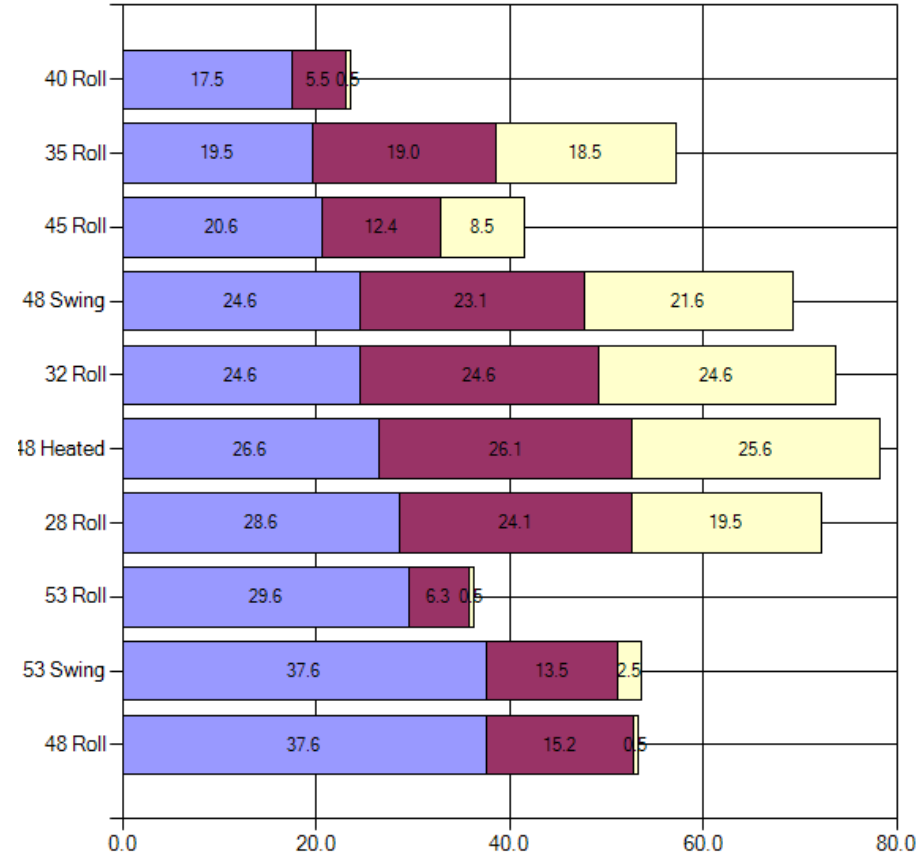
Leased Equipment Age by Power Type



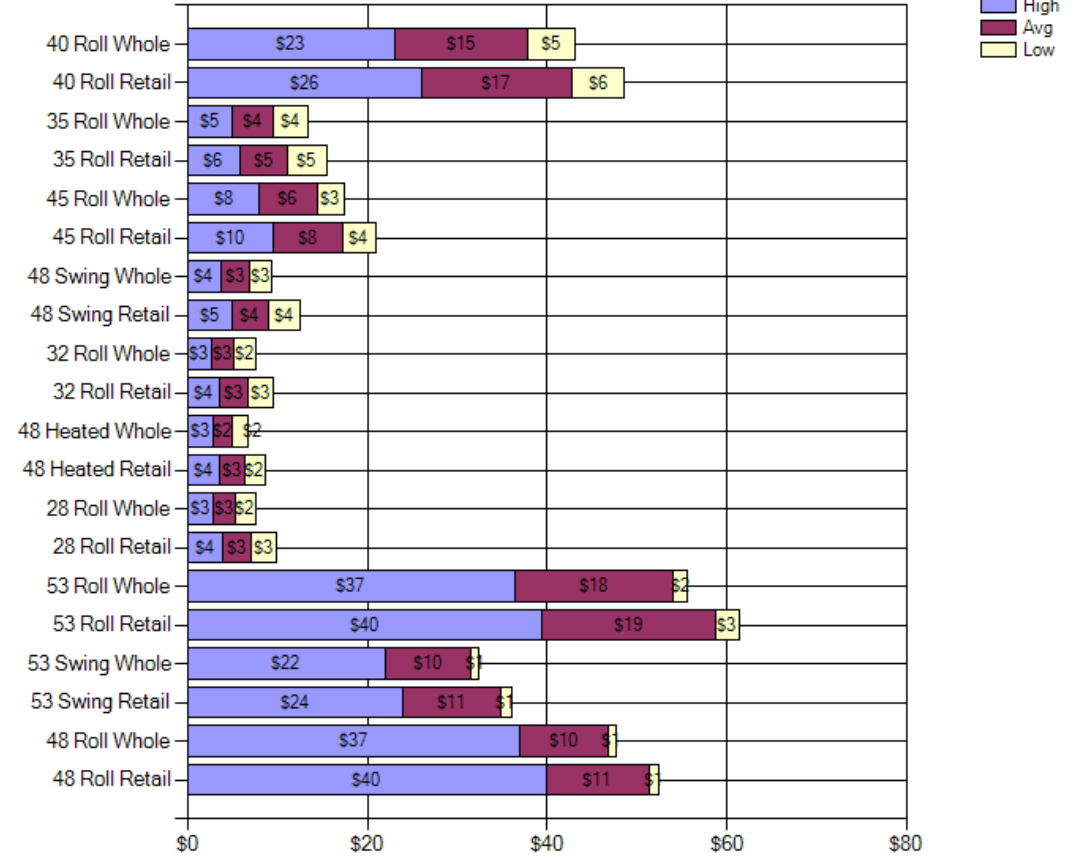


Owned Equipment Age by Trailer Type

Owned Equipment Value by Trailer Type (000)



High
Avg
Low



High
Avg
Low

[Return to Excel Reporting](#)

Leased Equipment Count by Trailer Type



Leased Equipment Age by Trailer Type

- High
- Avg
- Low

Black Belt

Transportation Consulting



ブ
ラ
ツ
ク
ベ
ル
ト
テ
ィ
ー
シ
ー

Black Belt TC Business Analysis

Document Prepared By : J. Michael Bloss – Chief Executive Officer

MBA, 6σ Certified Black Belt