

# Black Belt

Transportation Consulting

# Project Gankaku



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Black Belt TC Business Analysis

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

MBA, 6σ Certified Black Belt

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

**Acquisitions**  
Powered by Code



# General Information

- Business Formation Date –
- Legal Structure –
- Offices –
- Business Type –
- Leadership Team –
- Employees –
- Employee Agreements –
- Leadership Team Desires –
- TMS -
- Customer Base –
- Legal –
- Building –
- Primary markets –
- Safety –



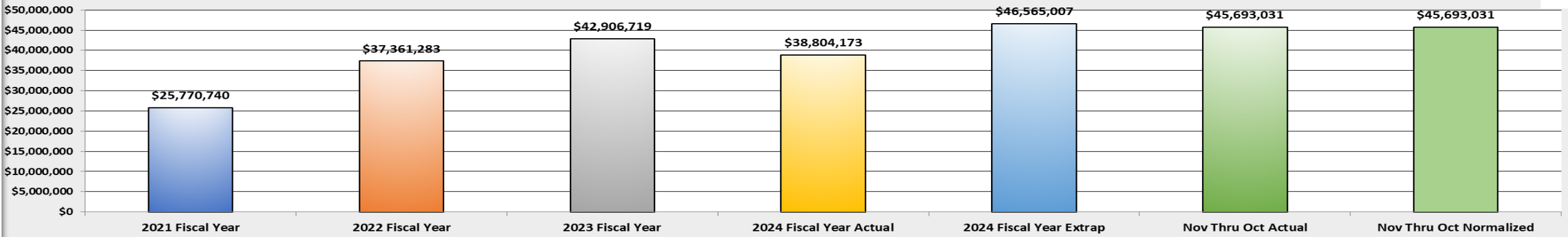
<b>January</b>									Normalized Revenue/Expenses			
(Fiscal Year Start Month)	2020 Fiscal Year		2021 Fiscal Year		2022 Fiscal Year		2023 Fiscal Year			Trailing 12 Months		
	Actual	% of Rev	Actual	% of Rev	Actual	% of Rev	Actual Thru May	% of Rev	EOFY Extrapolated	Jun Thru May Actual	% of Rev	May Normalized
<b>Revenue</b>												
<b>Total Revenue</b>	<b>15,999,641</b>	<b>100.00%</b>	<b>20,990,357</b>	<b>100.00%</b>	<b>36,493,184</b>	<b>100.00%</b>	<b>14,179,870</b>	<b>100.00%</b>	<b>34,031,689</b>	<b>37,446,657</b>	<b>100.00%</b>	<b>37,446,657</b>
<b>Direct Cost</b>												
<b>Total Direct Cost</b>	<b>13,657,006</b>	<b>85.36%</b>	<b>17,927,930</b>	<b>85.41%</b>	<b>30,849,132</b>	<b>84.53%</b>	<b>11,705,163</b>	<b>82.55%</b>	<b>28,092,391</b>	<b>31,073,191</b>	<b>82.98%</b>	<b>31,073,191</b>
<b>Gross Margin:</b>	<b>2,342,635</b>	<b>14.64%</b>	<b>3,062,427</b>	<b>14.59%</b>	<b>5,644,052</b>	<b>15.47%</b>	<b>2,474,707</b>	<b>17.45%</b>	<b>5,939,298</b>	<b>6,373,466</b>	<b>17.02%</b>	<b>6,373,466</b>
<b>Gross Margin %:</b>	0	0.00%	0	0.00%	0	0.00%	0	17.45%	0	0	17.02%	0
<b>General and Administrative Expenses</b>												
<b>Total General and Administrative Expenses</b>	<b>2,333,628</b>	<b>14.59%</b>	<b>2,774,419</b>	<b>13.22%</b>	<b>3,392,281</b>	<b>9.30%</b>	<b>1,609,035</b>	<b>11.35%</b>	<b>3,861,683</b>	<b>3,749,160</b>	<b>10.01%</b>	<b>3,455,932</b>
Depreciation Expense	3,555	0.02%	18,069	0.09%	28,652	0.08%	5,875	0.04%	14,100	28,762	0.08%	28,762
Amortization Expense	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0	0.00%	0
Interest Expense	42,498	0.27%	42,496	0.20%	70,806	0.19%	19,897	0.14%	47,752	62,281	0.17%	62,281
Tax Expense	18,300	0.11%	16,104	0.08%	29,400	0.08%	18,003	0.13%	43,207	37,953	0.10%	37,953
<b>Total Expenses</b>	<b>2,397,981</b>	<b>14.99%</b>	<b>2,851,087</b>	<b>13.58%</b>	<b>3,521,139</b>	<b>9.65%</b>	<b>1,652,809</b>	<b>11.66%</b>	<b>3,966,742</b>	<b>3,878,156</b>	<b>10.36%</b>	<b>3,584,928</b>
<b>Other Income</b>												
		0.00%		0.00%		0.00%	0	0.00%	0	0	0.00%	
<b>Total Other Income</b>	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0	0.00%	0
<b>Other Expense</b>												
		0.00%		0.00%		0.00%	0	0.00%	0	0	0.00%	
<b>Total Other Expense</b>	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0	0.00%	0
<b>Net Profit</b>	<b>-55,346</b>	<b>-0.35%</b>	<b>211,340</b>	<b>1.01%</b>	<b>2,122,913</b>	<b>5.82%</b>	<b>821,898</b>	<b>5.80%</b>	<b>1,972,555</b>	<b>2,495,310</b>	<b>6.66%</b>	<b>2,788,538</b>
<b>EBITDA</b>	<b>9,007</b>	<b>0.06%</b>	<b>288,008</b>	<b>1.37%</b>	<b>2,251,771</b>	<b>6.17%</b>	<b>865,673</b>	<b>6.10%</b>	<b>2,077,615</b>	<b>2,624,306</b>	<b>7.01%</b>	<b>2,917,534</b>

**Normalize Income Statement Expenses**

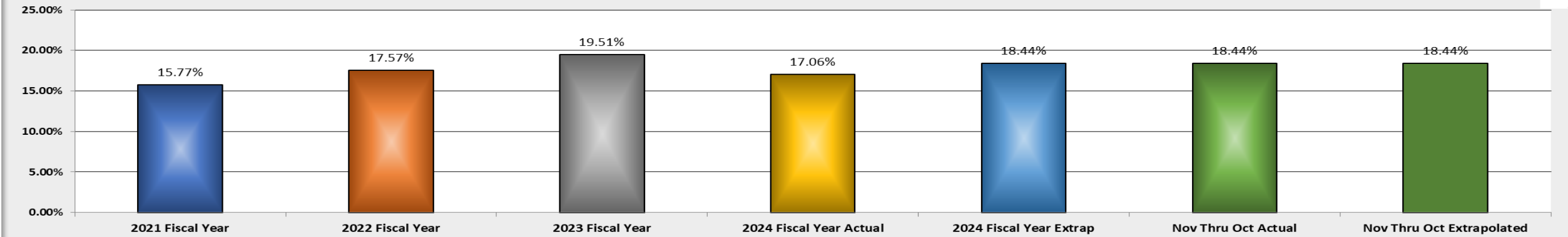
Update = Expense

		=	
Diversified	\$0,027,425	<input type="checkbox"/>	Sales Rep Comp Adjust.
Contract Labor Drivers	\$0,118,000	<input type="checkbox"/>	Reduction in Equipment
Truck Leasing	\$0,289,000	<input type="checkbox"/>	Reduction in Equipment
Bonus - Officers	\$0,166,852	<input type="checkbox"/>	Leadership Team
Commissions - Officers	\$0,650,163	<input checked="" type="checkbox"/>	20% Commission
Legal Fees	\$0,028,000	<input type="checkbox"/>	Drayage Startup Expense
Rental Storage	\$0,002,400	<input type="checkbox"/>	Rental Anomaly
Wages Officers	\$0,156,000	<input type="checkbox"/>	Inactive Leader Exiting
Payroll Taxes	\$0,011,934	<input type="checkbox"/>	Inactive Leader Exiting
Insurance-Officer's Life	\$0,023,775	<input checked="" type="checkbox"/>	Officer Life Insurance

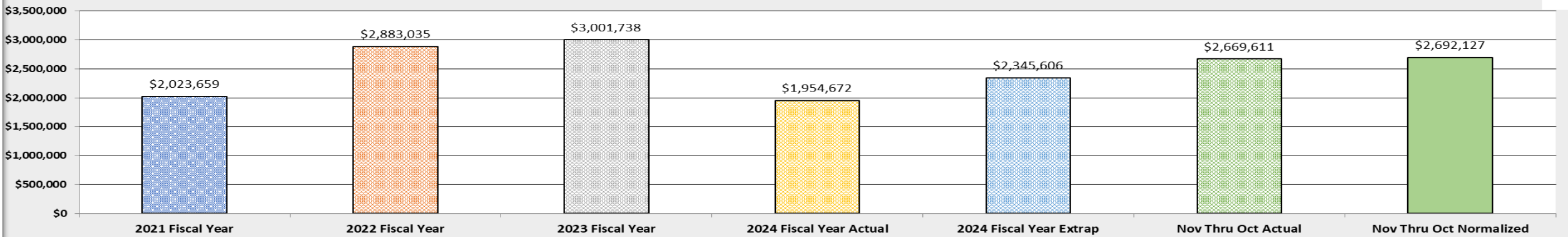
### Historic Revenue Trend



### Historic Gross Margin Trend



### Historic EBITDA Trend



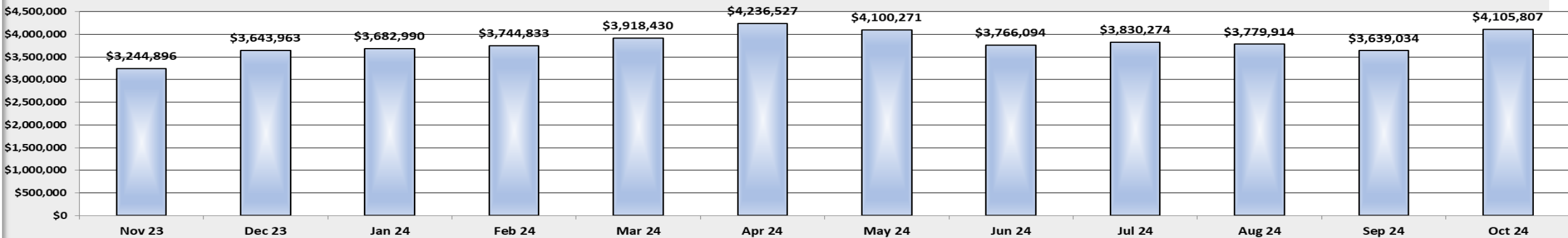
Please note that normalization of expenses is taken only within the TTM timeframe which may cause previous years to appear lower



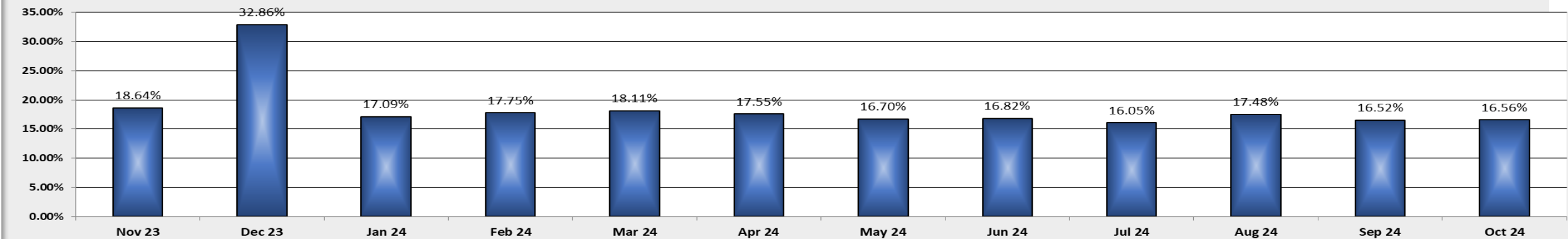
	TTM Income Statement												Fiscal Year Mo. Start:	Jan	
	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Oct 24	TTM	TTL Fiscal	
<b>Revenue</b>															
<b>Total Revenue</b>	\$ 3,244,896	\$ 3,643,963	\$ 3,682,990	\$ 3,744,833	\$ 3,918,430	\$ 4,236,527	\$ 4,100,271	\$ 3,766,094	\$ 3,830,274	\$ 3,779,914	\$ 3,639,034	\$ 4,105,807	\$ 45,693,031	\$ 38,804,173	
<b>Direct Cost</b>															
<b>Total Direct Cost</b>	\$ 2,640,206	\$ 2,446,446	\$ 3,053,680	\$ 3,080,104	\$ 3,208,853	\$ 3,492,936	\$ 3,415,506	\$ 3,132,578	\$ 3,215,542	\$ 3,119,319	\$ 3,037,862	\$ 3,425,887	\$ 37,268,920	\$ 32,182,267	
<b>Gross Margin</b>	18.64%	32.86%	17.09%	17.75%	18.11%	17.55%	16.70%	16.82%	16.05%	17.48%	16.52%	16.56%	18.44%	17.06%	
<b>General and Administrative Expenses</b>															
<b>Total General and Administrative Expenses</b>	\$ 399,037	\$ 631,579	\$ 448,196	\$ 440,392	\$ 443,395	\$ 441,578	\$ 432,761	\$ 424,369	\$ 431,931	\$ 433,941	\$ 393,993	\$ 424,675	\$ 5,345,847	\$ 4,315,231	
Depreciation Expense	\$ 2,734	\$ 2,734	\$ 2,734	\$ 3,113	\$ 3,113	\$ 3,113	\$ 3,113	\$ 2,869	\$ 2,869	\$ 2,869	\$ 2,869	\$ 2,869	\$ 35,000	\$ 29,532	
Amortization Expense															
Interest Expense	\$ 109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 109	\$ -	
Tax Expense	\$ 38,223	\$ (383,195)	\$ 38,323	\$ 42,999	\$ 41,352	\$ 40,661	\$ 40,661	\$ 40,661	\$ 40,661	\$ (75,996)	\$ 25,661	\$ 25,661	\$ (84,328)	\$ 260,644	
<b>Total Expenses</b>	\$ 440,103	\$ 251,118	\$ 489,254	\$ 486,504	\$ 487,860	\$ 485,353	\$ 476,536	\$ 467,899	\$ 475,461	\$ 360,814	\$ 422,523	\$ 453,205	\$ 5,296,628	\$ 4,605,407	
<b>Other Income</b>															
<b>Total Other Income</b>	\$ (3,161)	\$ 10,472	\$ (309)	\$ 4	\$ (40)	\$ (343)	\$ (380)	\$ 1,121	\$ 1,346	\$ 5,493	\$ 3,322	\$ 3,786	\$ 21,310	\$ 13,999	
<b>Other Expense</b>															
<b>Total Other Expense</b>	\$ 33,094	\$ 30,868	\$ 26,391	\$ 31,515	\$ 34,302	\$ 40,005	\$ 41,367	\$ 38,218	\$ 34,640	\$ 40,607	\$ 34,535	\$ 44,421	\$ 429,964	\$ 366,002	
<b>Net Profit</b>	\$ 128,332	\$ 926,002	\$ 113,357	\$ 146,714	\$ 187,374	\$ 217,891	\$ 166,482	\$ 128,519	\$ 105,977	\$ 264,666	\$ 147,436	\$ 186,080	\$ 2,718,830	\$ 1,664,496	
<b>EBITDA</b>	\$ 169,398	\$ 545,541	\$ 154,414	\$ 192,826	\$ 231,839	\$ 261,665	\$ 210,257	\$ 172,049	\$ 149,507	\$ 191,539	\$ 175,966	\$ 214,610	\$ 2,669,611	\$ 1,954,672	
<b>EBITDA %</b>	5.22%	14.97%	4.19%	5.15%	5.92%	6.18%	5.13%	4.57%	3.90%	5.07%	4.84%	5.23%	5.84%	5.04%	
	<b>Please note that expense normalization is taken within the BBTC 3-Year Proforma file in the TTM section</b>														



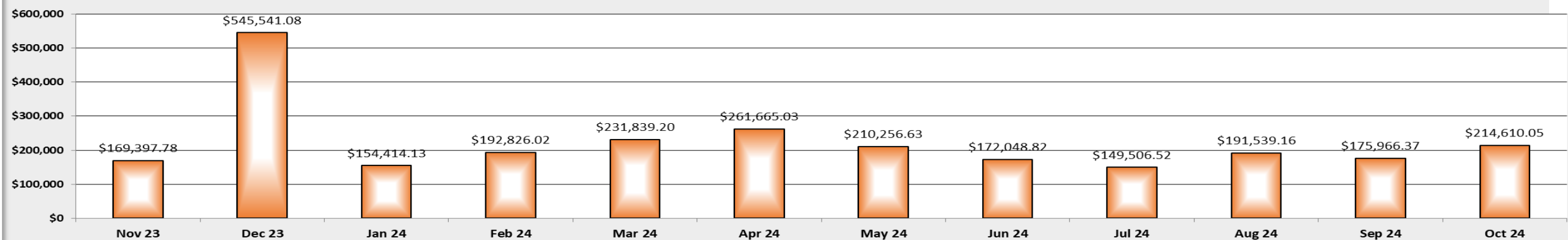
### TTM Revenue Trend



### TTM Gross Margin Trend



### TTM EBITDA Trend



Please note that expense normalization is taken within the BBTC 3-Year Proforma file in the TTM section

**Current 12 Months**



**Load Detail:**  
**P&L Data:**  
**Variance:**

Revenue												
Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Total
\$3,861,865	\$3,087,749	\$3,099,310	\$2,779,430	\$2,426,992	\$2,965,973	\$3,167,452	\$2,822,211	\$2,268,312	\$2,806,665	\$2,626,287	\$1,459,375	\$33,371,620
\$3,865,579	\$3,093,659	\$3,103,560	\$2,789,313	\$2,430,052	\$2,967,418	\$3,171,327	\$2,821,761	\$2,266,117	\$2,580,770	\$2,621,766	\$1,456,147	\$33,167,469
\$3,714	\$5,911	\$4,250	\$9,883	\$3,060	\$1,446	\$3,875	-\$450	-\$2,195	-\$225,895	-\$4,521	-\$3,228	-\$204,151

**Load Detail:**  
**P&L Data:**  
**Variance:**

Truck Pay												
Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Total
\$3,168,480	\$2,514,745	\$2,503,190	\$2,244,504	\$1,964,125	\$2,442,001	\$2,654,693	\$2,381,865	\$1,886,585	\$2,349,990	\$2,125,180	\$1,170,655	\$27,406,013
\$3,171,180	\$2,521,895	\$2,507,190	\$2,254,354	\$1,968,050	\$2,443,301	\$2,657,593	\$2,381,865	\$1,886,585	\$2,160,615	\$2,125,280	\$1,170,655	\$27,248,563
\$2,700	\$7,150	\$4,000	\$9,850	\$3,925	\$1,300	\$2,900	\$0	\$0	-\$189,375	\$100	\$0	-\$157,450

**Total Var:**

Total Variance												
Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Total
-\$1,014	\$1,240	-\$250	-\$33	\$865	-\$146	-\$975	\$450	\$2,195	\$36,520	\$4,621	\$3,228	\$46,701

**Previous 12 Months**



**Load Detail:**  
**P&L Data:**  
**Variance:**

Revenue												
Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
\$2,093,031	\$2,599,209	\$2,046,473	\$2,575,180	\$1,922,215	\$3,141,105	\$2,692,793	\$2,884,557	\$2,986,019	\$3,151,933	\$3,464,058	\$3,589,610	\$33,146,182
\$2,098,748	\$2,603,909	\$2,044,638	\$2,583,562	\$1,922,333	\$3,148,140	\$2,687,806	\$2,884,557	\$2,985,104	\$3,151,200	\$3,471,908	\$3,595,778	\$33,177,683
\$5,717	\$4,700	-\$1,835	\$8,382	\$118	\$7,035	-\$4,987	\$0	-\$915	-\$733	\$7,851	\$6,168	\$31,501

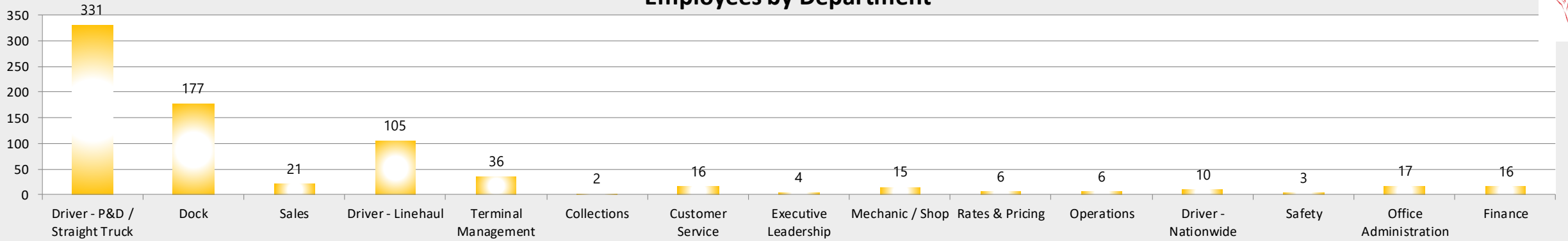
**Load Detail:**  
**P&L Data:**  
**Variance:**

Truck Pay												
Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
\$1,754,228	\$2,223,829	\$1,761,421	\$2,248,815	\$1,648,648	\$2,741,635	\$2,380,209	\$2,517,220	\$2,628,048	\$2,721,964	\$2,881,986	\$2,913,940	\$28,421,942
\$1,760,028	\$2,228,229	\$1,742,720	\$2,256,040	\$1,650,948	\$2,679,687	\$2,377,209	\$2,517,220	\$2,621,448	\$2,747,214	\$2,881,761	\$2,917,340	\$28,379,844
\$5,801	\$4,400	-\$18,701	\$7,225	\$2,300	-\$61,948	-\$3,000	\$0	-\$6,600	\$25,250	-\$225	\$3,400	-\$42,098

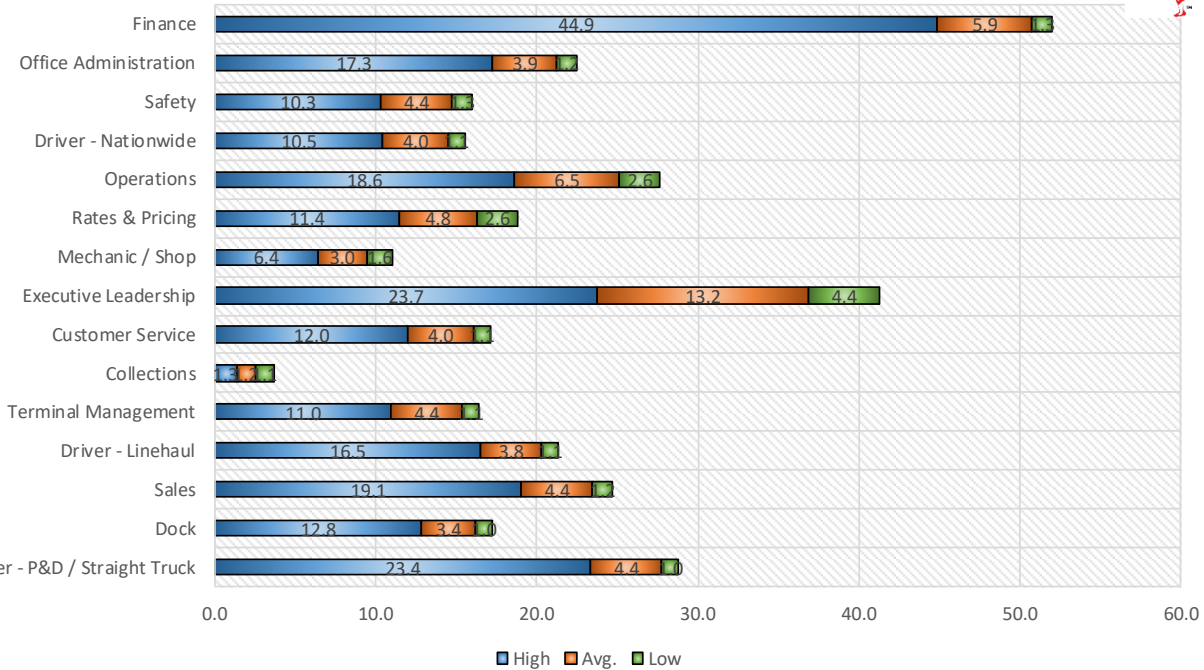
**Total Var:**

Total Variance												
Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
\$84	-\$300	-\$16,866	-\$1,157	\$2,182	-\$68,983	\$1,987	\$0	-\$5,685	\$25,983	-\$8,076	-\$2,768	-\$73,599

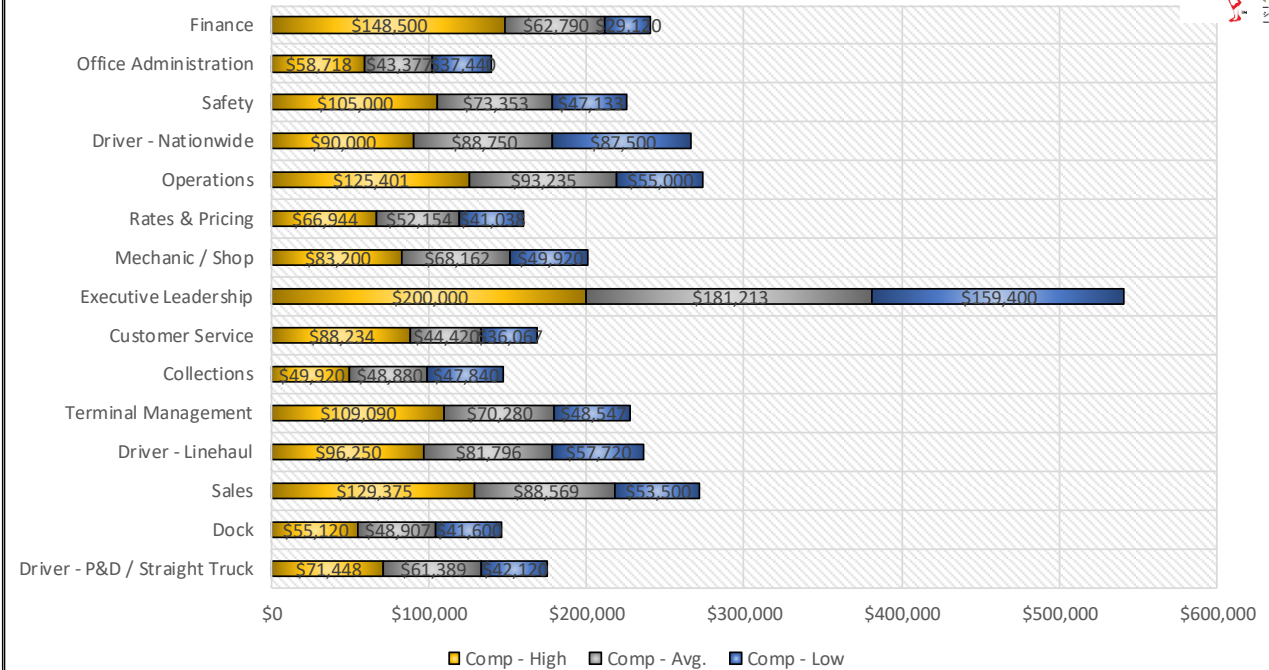
# Employees by Department



## Department Tenure in Years (min 1 yr)



## Department Total Compensation (min 1 yr)

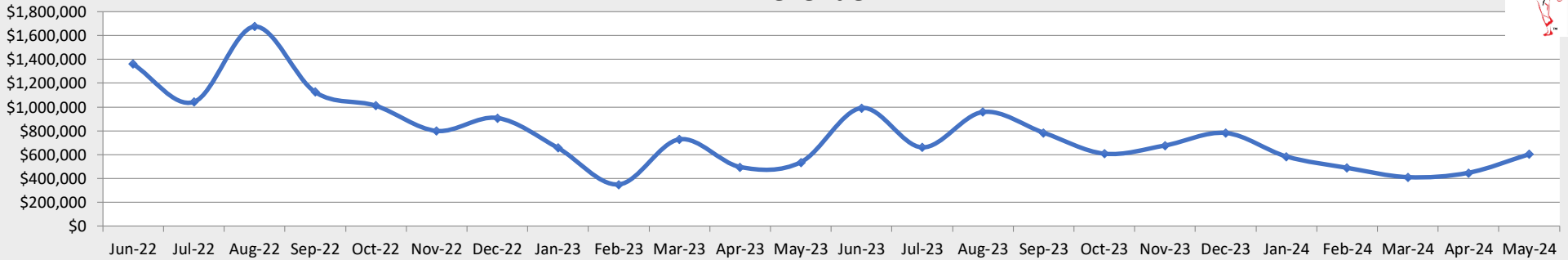


# Employees

First Name	Title	Gender	Department	Hire Date	Tenure
	ACCOUNTING AUDITOR	F	ACCOUNTING 532 1	09/01/86	37.2
	OWNER	M	OWNERS 533 1	09/01/86	37.2
	OWNER	M	OWNERS 533 1	10/06/94	29.1
	OWNER	M	OWNERS 533 1	04/16/97	26.6
	TRANSPORTATION MANAGER	F	TRANSPORTATION 530 1	03/01/00	23.7
	VP: BUSINESS AFFAIRS	F	ACCOUNTING 532 1	05/22/00	23.5
	SALES	M	SALES 404 1	10/10/03	20.1
	ADMIN ASSISTANT	F	ACCOUNTING 532 1	06/01/05	18.5
	SALES	M	SALES 404 1	09/17/07	16.2
	LOCAL DRIVER	M	DRIVERS DFW	05/04/09	14.5
	BILLING REPRESENTATIVE	F	ACCOUNTING 532 1	03/08/11	12.7
	SALES	F	SALES 404 1	06/27/11	12.4
	TRANSPORTATION CUSTOMER SERVICE REP	M	TRANSPORTATION 530 1	06/27/11	12.4
	TEXAS OTR DRIVER	M	DRIVERS DFW	02/13/12	11.7
	TRANSPORTATION CUSTOMER SERVICE REP	M	TRANSPORTATION 530 1	04/17/12	11.6
	TEXAS OTR DRIVER	F	TRANSPORTATION 530 1	07/03/13	10.4
	TRANSPORTATION CUSTOMER SERVICE REP	M	TRANSPORTATION 530 1	06/24/13	10.4
	LOCAL DRIVER	M	DRIVERS DFW	01/13/14	9.8
	OPERATIONS CUSTOMER SERVICE	M	OPERATIONS 531 1	01/17/14	9.8
	SALES	M	SALES 404 1	01/17/14	9.8
	OPERATIONS CUSTOMER SERVICE	F	OPERATIONS 531 1	05/14/14	9.5
	TRANSPORTATION CUSTOMER SERVICE REP	M	TRANSPORTATION 530 1	06/22/15	8.4
	BILLING REPRESENTATIVE	M	ACCOUNTING 532 1	10/05/15	8.1
	LOCAL DRIVER	M	DRIVERS DFW	02/06/17	6.8
	ACCOUNTS RECEIVABLE REPRESENTATIVE	F	ACCOUNTING 532 1	02/28/17	6.7
	TEXAS OTR DRIVER	M	DRIVERS DFW	11/20/17	6
	LOCAL DRIVER	M	DRIVERS DFW	10/25/17	6
	ACCOUNTS PAYABLE REPRESENTATIVE	F	ACCOUNTING 532 1	01/15/18	5.8
	TEXAS OTR DRIVER	M	OTR DRIVERS 403 1 IAH	01/08/18	5.8
	ACCOUNTING CLERK	F	ACCOUNTING 532 1	04/04/18	5.6
	LOCAL/ OTR DRIVER	M	DRIVERS DFW	11/14/18	5
	LOCAL DRIVER	M	DRIVERS DFW	02/27/19	4.7
	DRIVER	M	DRIVERS DFW	06/17/19	4.4
	INTL OPS	M	OPERATIONS 531 1	06/24/19	4.4

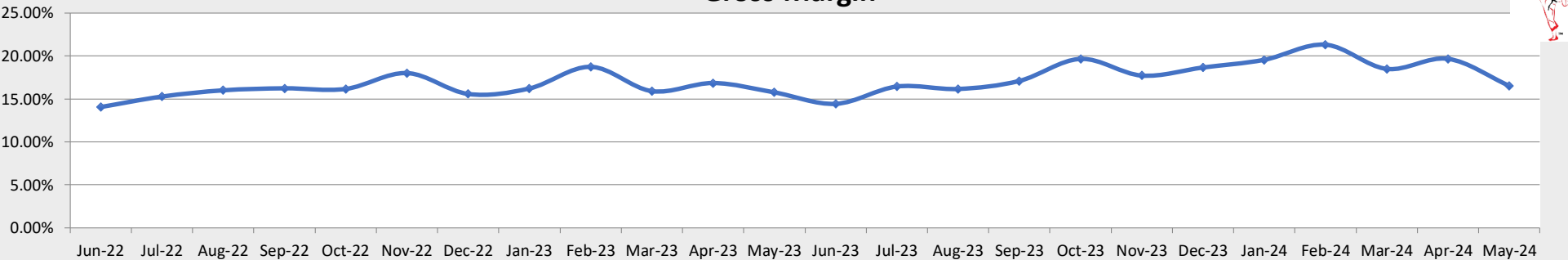
First Name	Title	Gender	Department	Hire Date	Tenure
	CUSTOMER SERVICE	M	TRANSPORTATION 530 1	12/02/19	3.9
	OPS CUSTOMER SERVICE	M	OPERATIONS 531 1	08/03/20	3.3
	LOCAL DRIVER	M	DRIVERS DFW	05/26/21	2.5
	DRIVER	F	DRIVERS DFW	07/06/21	2.3
	DRIVER	M	DRIVERS DFW	09/09/21	2.2
	CUSTOMER SERVICE	M	OPERATIONS 531 1	09/02/21	2.2
	CUST SERVICE	F	OPERATIONS 531 1	09/07/21	2.2
	CITY DRIVER	M	DRIVERS DFW	11/01/21	2
	LOCAL DRIVER	M	DRIVERS DFW	12/20/21	1.9
	ACCOUNTING	F	ACCOUNTING 532 1	02/02/22	1.8
	SALES	M	DIVERSIFIED GROUP	02/01/22	1.8
	SALES	M	DIVERSIFIED GROUP	02/01/22	1.8
	OPS	M	OPERATIONS 531 1	02/01/22	1.8
	OPS	F	OPERATIONS 531 1	02/07/22	1.8
	OPS	M	OPERATIONS 531 1	02/01/22	1.8
	DRIVER	M	DRIVERS DFW	02/28/22	1.7
	OPS	M	OPERATIONS 531 1	02/14/22	1.7
		F	OPERATIONS 531 1	04/12/22	1.6
	TRUCKING	F	TRANSPORTATION 530 1	04/18/22	1.6
	ACCOUNTING	F	ACCOUNTING 532 1	04/26/22	1.5
	DRIVER	F	CARTAGE-WAREHOUSE 402 1	04/27/22	1.5
	OPS	F	OPERATIONS 531 1	05/16/22	1.5
	BROKERAGE	F	TRANSPORTATION 530 1	08/04/22	1.3
	DRIVER	F	DRIVERS DFW	08/12/22	1.2
	DRIVER	F	DRIVERS DFW	10/10/22	1.1
	DRIVER	M	DRIVERS DFW	10/01/22	1.1
	DOCK	M	CARTAGE-WAREHOUSE 402 1	01/03/23	0.9
	DRIVER	M	DRIVERS DFW	01/30/23	0.8
	DIVERSIFIED	M	DIVERSIFIED GROUP	03/13/23	0.7
	DRIVER	M	DRIVERS DFW	03/20/23	0.6
	DRIVER	M	DRIVERS DFW	08/03/23	0.3
	DRIVER	M	DRIVERS DFW	07/24/23	0.3
	DRIVERS	M	DRIVERS DFW	08/28/23	0.2
	DRIVER	M	DRIVERS DFW	09/11/23	0.2

### All Revenue



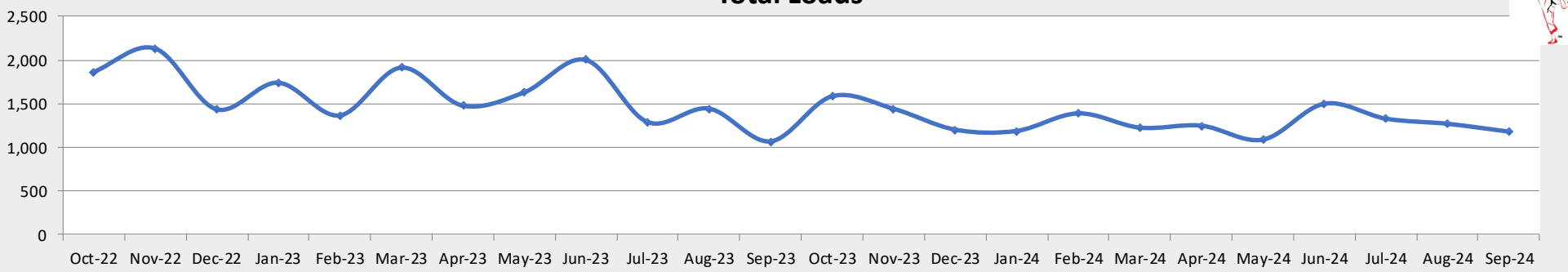
Jun-22	\$1,359,208	Jun-23	\$990,740
Jul-22	\$1,040,328	Jul-23	\$659,417
Aug-22	\$1,673,980	Aug-23	\$956,479
Sep-22	\$1,124,465	Sep-23	\$782,947
Oct-22	\$1,009,102	Oct-23	\$606,810
Nov-22	\$797,716	Nov-23	\$675,375
Dec-22	\$906,641	Dec-23	\$780,650
Jan-23	\$655,072	Jan-24	\$583,162
Feb-23	\$348,215	Feb-24	\$487,953
Mar-23	\$727,261	Mar-24	\$409,475
Apr-23	\$494,988	Apr-24	\$446,155
May-23	\$534,528	May-24	\$601,910

### Gross Margin



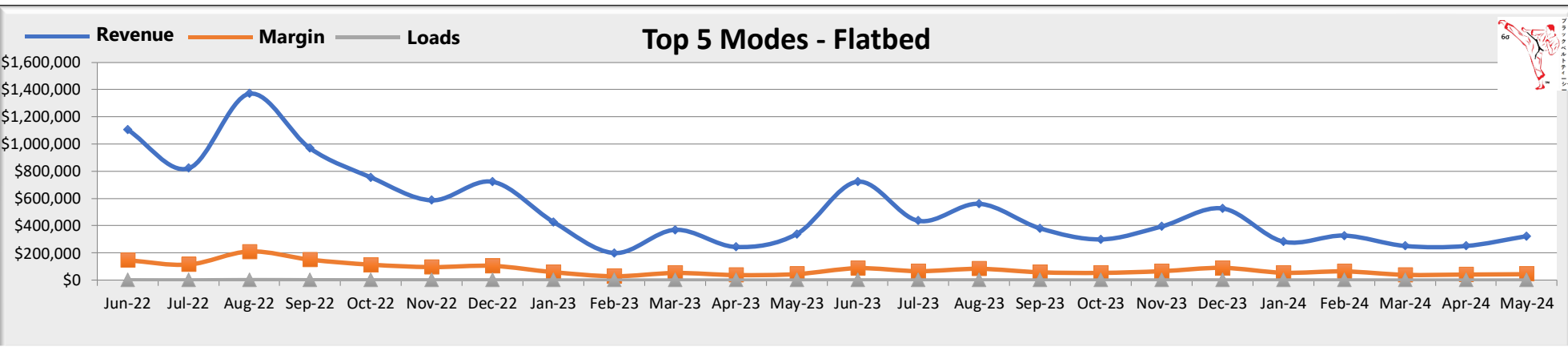
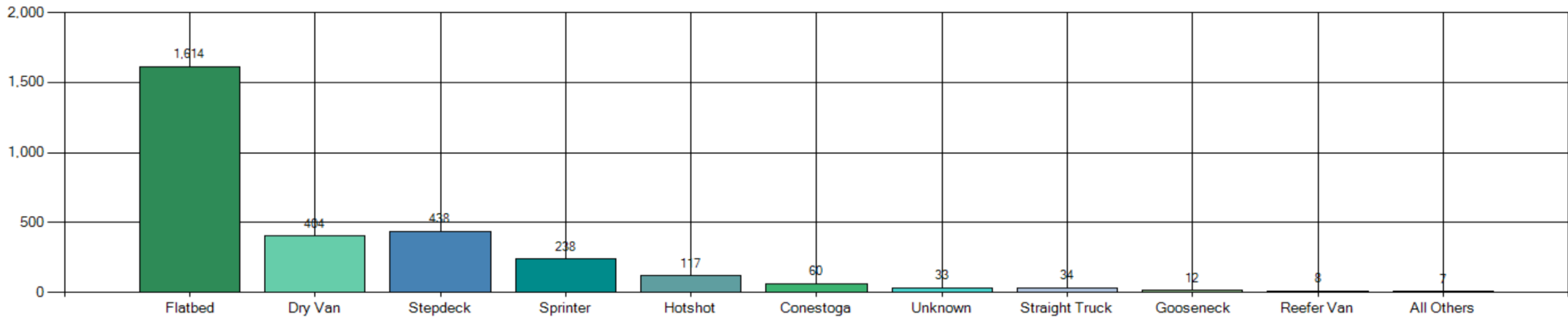
Jun-22	14.04%	Jun-23	14.42%
Jul-22	15.27%	Jul-23	16.44%
Aug-22	16.00%	Aug-23	16.16%
Sep-22	16.23%	Sep-23	17.09%
Oct-22	16.16%	Oct-23	19.67%
Nov-22	18.01%	Nov-23	17.72%
Dec-22	15.57%	Dec-23	18.66%
Jan-23	16.22%	Jan-24	19.56%
Feb-23	18.74%	Feb-24	21.33%
Mar-23	15.90%	Mar-24	18.50%
Apr-23	16.85%	Apr-24	19.68%
May-23	15.75%	May-24	16.53%

### Total Loads

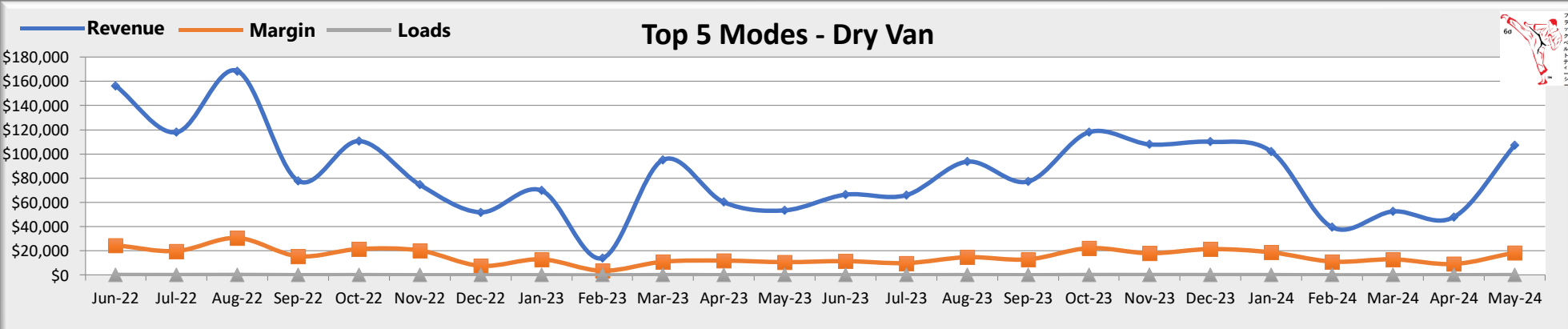


Oct-22	1,861	Oct-23	1,583
Nov-22	2,134	Nov-23	1,440
Dec-22	1,434	Dec-23	1,200
Jan-23	1,740	Jan-24	1,185
Feb-23	1,363	Feb-24	1,387
Mar-23	1,913	Mar-24	1,223
Apr-23	1,476	Apr-24	1,246
May-23	1,628	May-24	1,085
Jun-23	2,001	Jun-24	1,498
Jul-23	1,288	Jul-24	1,326
Aug-23	1,442	Aug-24	1,267
Sep-23	1,065	Sep-24	1,177

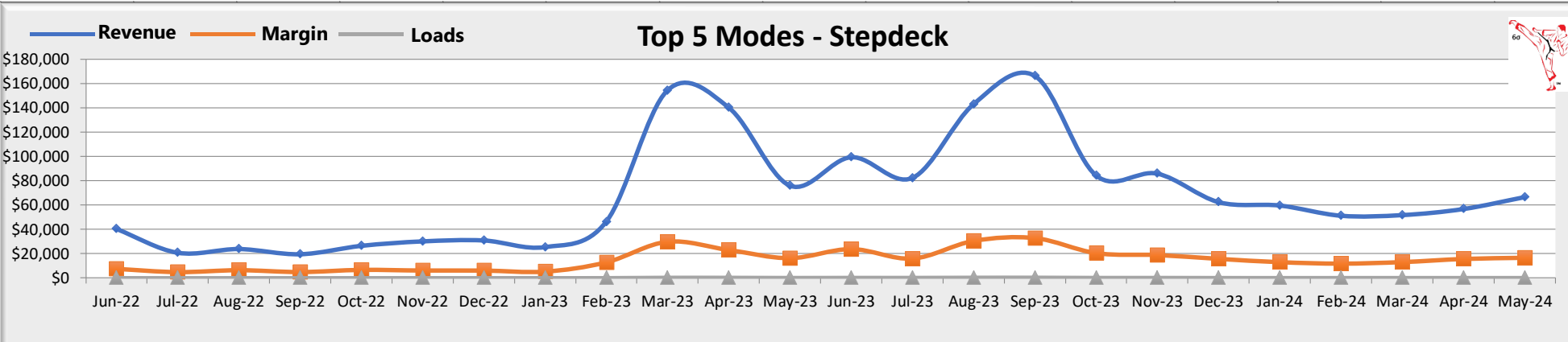
# TTM Top Ten Modes by Load



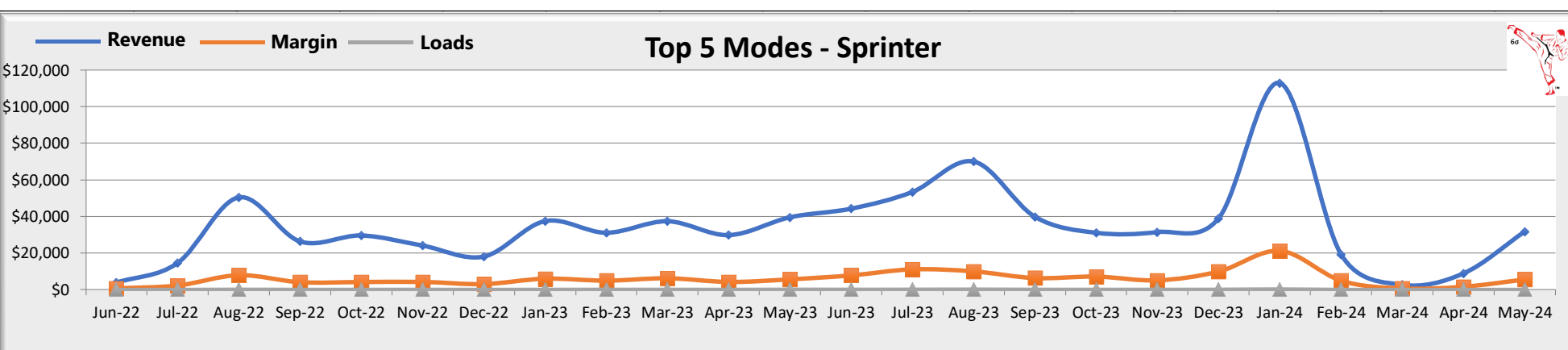
Jun-22	\$1,105,790	Jun-23	\$723,207
Jul-22	\$820,826	Jul-23	\$435,045
Aug-22	\$1,370,839	Aug-23	\$560,400
Sep-22	\$968,143	Sep-23	\$379,865
Oct-22	\$754,768	Oct-23	\$298,270
Nov-22	\$585,850	Nov-23	\$393,325
Dec-22	\$722,387	Dec-23	\$526,275
Jan-23	\$426,744	Jan-24	\$282,028
Feb-23	\$197,915	Feb-24	\$326,303
Mar-23	\$368,826	Mar-24	\$250,060
Apr-23	\$242,581	Apr-24	\$249,440
May-23	\$337,706	May-24	\$321,765



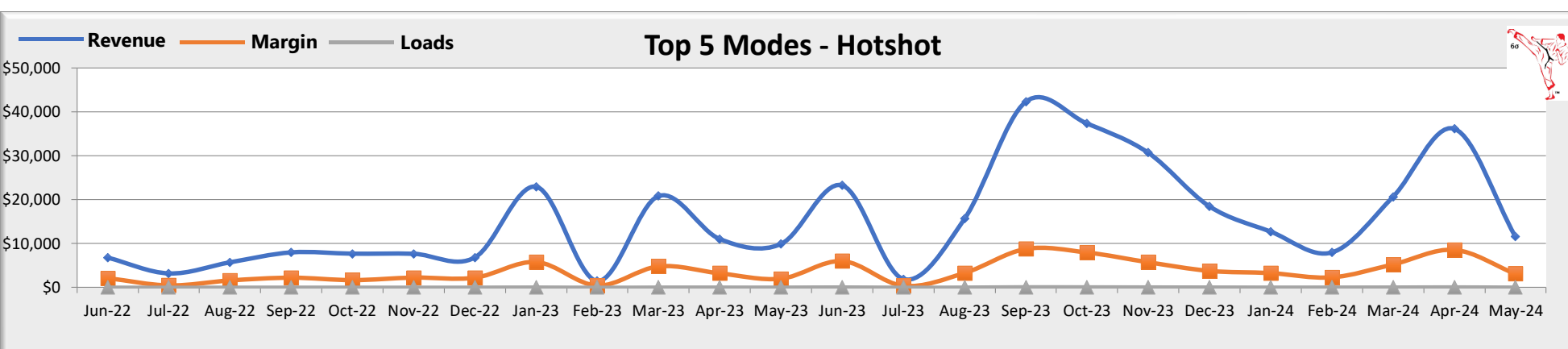
Jun-22	\$156,423	Jun-23	\$66,492
Jul-22	\$117,881	Jul-23	\$66,078
Aug-22	\$168,567	Aug-23	\$93,701
Sep-22	\$77,981	Sep-23	\$77,272
Oct-22	\$110,672	Oct-23	\$117,955
Nov-22	\$74,727	Nov-23	\$107,925
Dec-22	\$51,935	Dec-23	\$110,075
Jan-23	\$69,950	Jan-24	\$101,999
Feb-23	\$14,100	Feb-24	\$39,550
Mar-23	\$95,245	Mar-24	\$52,675
Apr-23	\$60,234	Apr-24	\$48,034
May-23	\$53,539	May-24	\$107,170



Jun-22	\$40,409	Jun-23	\$99,318
Jul-22	\$20,775	Jul-23	\$82,294
Aug-22	\$23,800	Aug-23	\$142,979
Sep-22	\$19,525	Sep-23	\$166,165
Oct-22	\$26,425	Oct-23	\$84,275
Nov-22	\$30,100	Nov-23	\$85,800
Dec-22	\$30,875	Dec-23	\$62,350
Jan-23	\$25,400	Jan-24	\$59,575
Feb-23	\$46,225	Feb-24	\$51,175
Mar-23	\$154,275	Mar-24	\$51,725
Apr-23	\$140,208	Apr-24	\$56,720
May-23	\$75,920	May-24	\$66,525



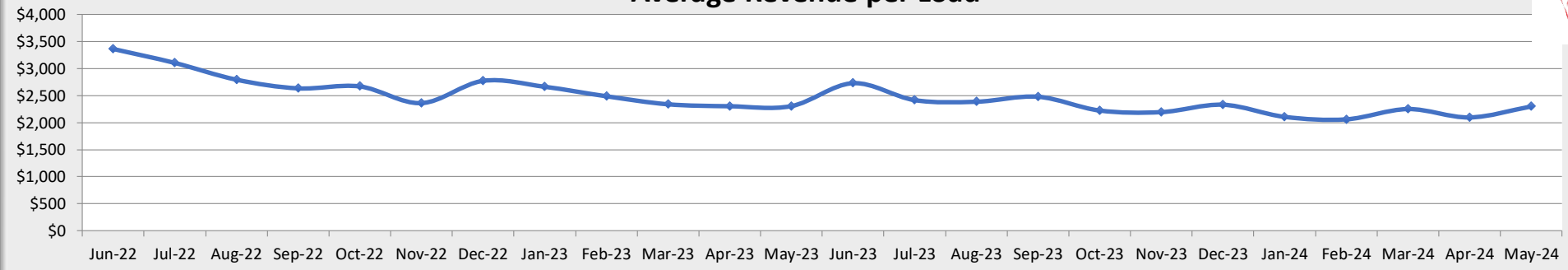
Jun-22	\$3,686	Jun-23	\$44,113
Jul-22	\$14,350	Jul-23	\$53,240
Aug-22	\$50,303	Aug-23	\$69,889
Sep-22	\$26,191	Sep-23	\$39,700
Oct-22	\$29,455	Oct-23	\$30,925
Nov-22	\$23,950	Nov-23	\$31,325
Dec-22	\$17,900	Dec-23	\$38,825
Jan-23	\$37,300	Jan-24	\$112,860
Feb-23	\$30,950	Feb-24	\$19,100
Mar-23	\$37,250	Mar-24	\$2,525
Apr-23	\$29,659	Apr-24	\$8,751
May-23	\$39,404	May-24	\$31,650



Jun-22	\$6,750	Jun-23	\$23,259
Jul-22	\$3,140	Jul-23	\$1,850
Aug-22	\$5,682	Aug-23	\$15,622
Sep-22	\$7,950	Sep-23	\$42,350
Oct-22	\$7,650	Oct-23	\$37,390
Nov-22	\$7,625	Nov-23	\$30,725
Dec-22	\$6,800	Dec-23	\$18,475
Jan-23	\$22,950	Jan-24	\$12,700
Feb-23	\$1,400	Feb-24	\$7,925
Mar-23	\$20,825	Mar-24	\$20,615
Apr-23	\$10,993	Apr-24	\$36,196
May-23	\$9,868	May-24	\$11,575

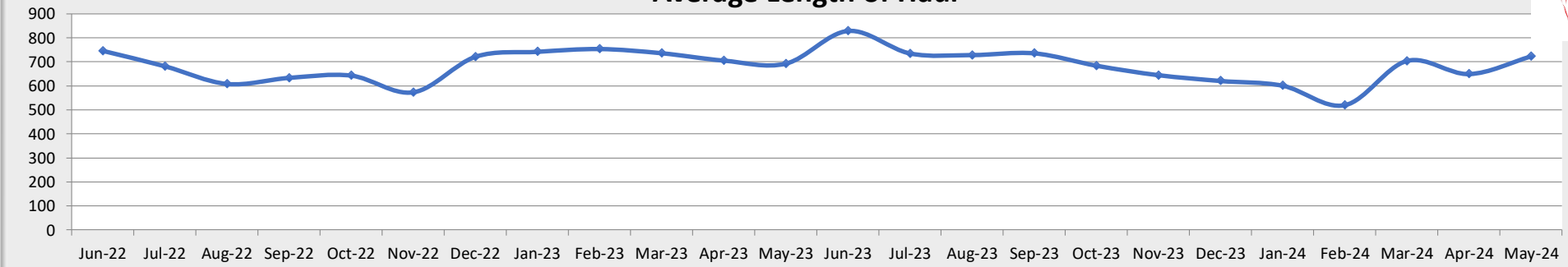


### Average Revenue per Load



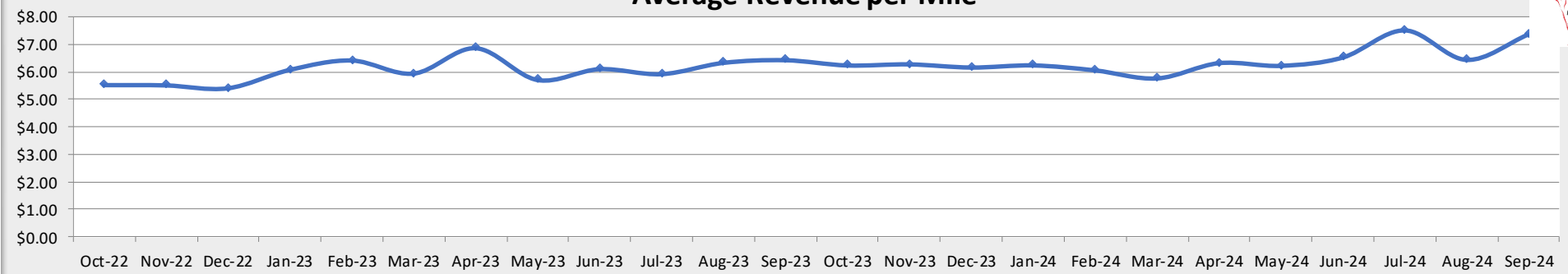
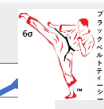
Jun-22	\$3,364	Jun-23	\$2,729
Jul-22	\$3,105	Jul-23	\$2,415
Aug-22	\$2,795	Aug-23	\$2,385
Sep-22	\$2,633	Sep-23	\$2,478
Oct-22	\$2,670	Oct-23	\$2,223
Nov-22	\$2,360	Nov-23	\$2,193
Dec-22	\$2,773	Dec-23	\$2,330
Jan-23	\$2,663	Jan-24	\$2,105
Feb-23	\$2,487	Feb-24	\$2,059
Mar-23	\$2,338	Mar-24	\$2,250
Apr-23	\$2,302	Apr-24	\$2,095
May-23	\$2,304	May-24	\$2,297

### Average Length of Haul



Jun-22	746	Jun-23	829
Jul-22	681	Jul-23	735
Aug-22	608	Aug-23	728
Sep-22	633	Sep-23	735
Oct-22	643	Oct-23	684
Nov-22	573	Nov-23	644
Dec-22	721	Dec-23	620
Jan-23	742	Jan-24	601
Feb-23	753	Feb-24	520
Mar-23	736	Mar-24	704
Apr-23	705	Apr-24	649
May-23	693	May-24	723

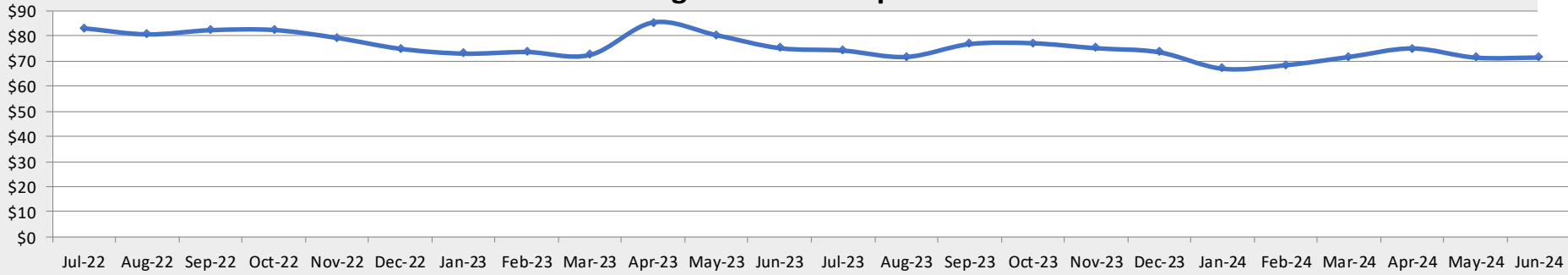
### Average Revenue per Mile



Oct-22	\$5.53	Oct-23	\$6.25
Nov-22	\$5.52	Nov-23	\$6.29
Dec-22	\$5.42	Dec-23	\$6.17
Jan-23	\$6.09	Jan-24	\$6.25
Feb-23	\$6.43	Feb-24	\$6.07
Mar-23	\$5.95	Mar-24	\$5.78
Apr-23	\$6.88	Apr-24	\$6.33
May-23	\$5.72	May-24	\$6.23
Jun-23	\$6.11	Jun-24	\$6.54
Jul-23	\$5.93	Jul-24	\$7.53
Aug-23	\$6.34	Aug-24	\$6.45
Sep-23	\$6.44	Sep-24	\$7.38

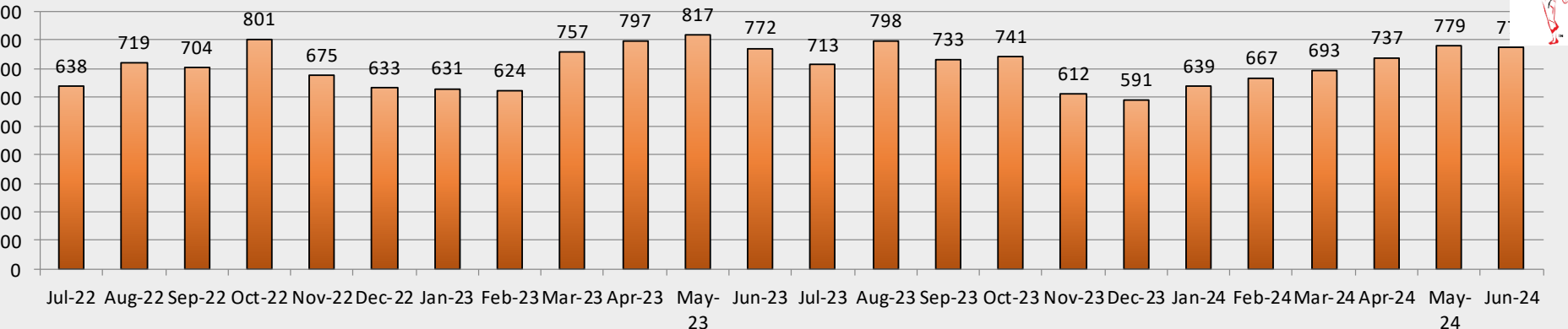


### Average Gross Profit per Load



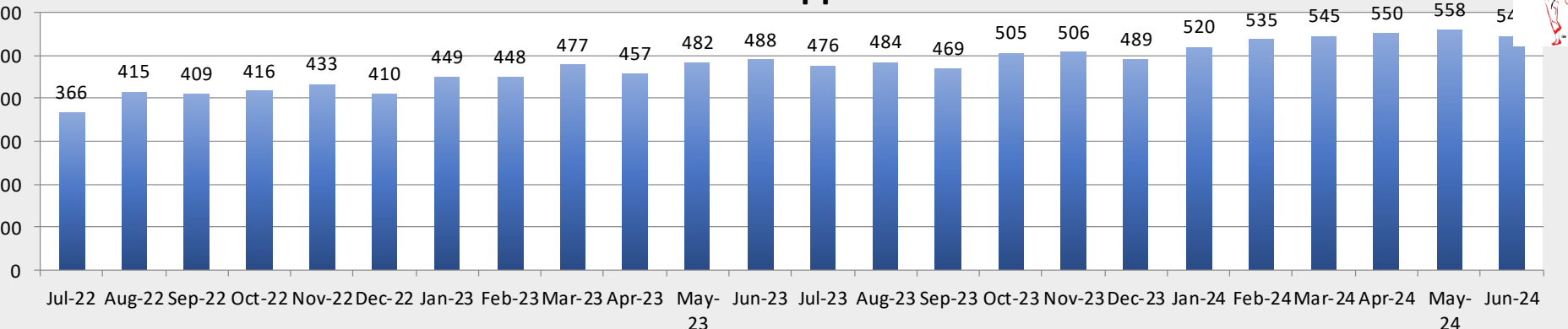
Jul-22	\$83	Jul-23	\$74
Aug-22	\$81	Aug-23	\$72
Sep-22	\$82	Sep-23	\$77
Oct-22	\$82	Oct-23	\$77
Nov-22	\$79	Nov-23	\$75
Dec-22	\$75	Dec-23	\$73
Jan-23	\$73	Jan-24	\$67
Feb-23	\$74	Feb-24	\$68
Mar-23	\$72	Mar-24	\$72
Apr-23	\$85	Apr-24	\$75
May-23	\$80	May-24	\$71
Jun-23	\$75	Jun-24	\$71

### Total Carriers



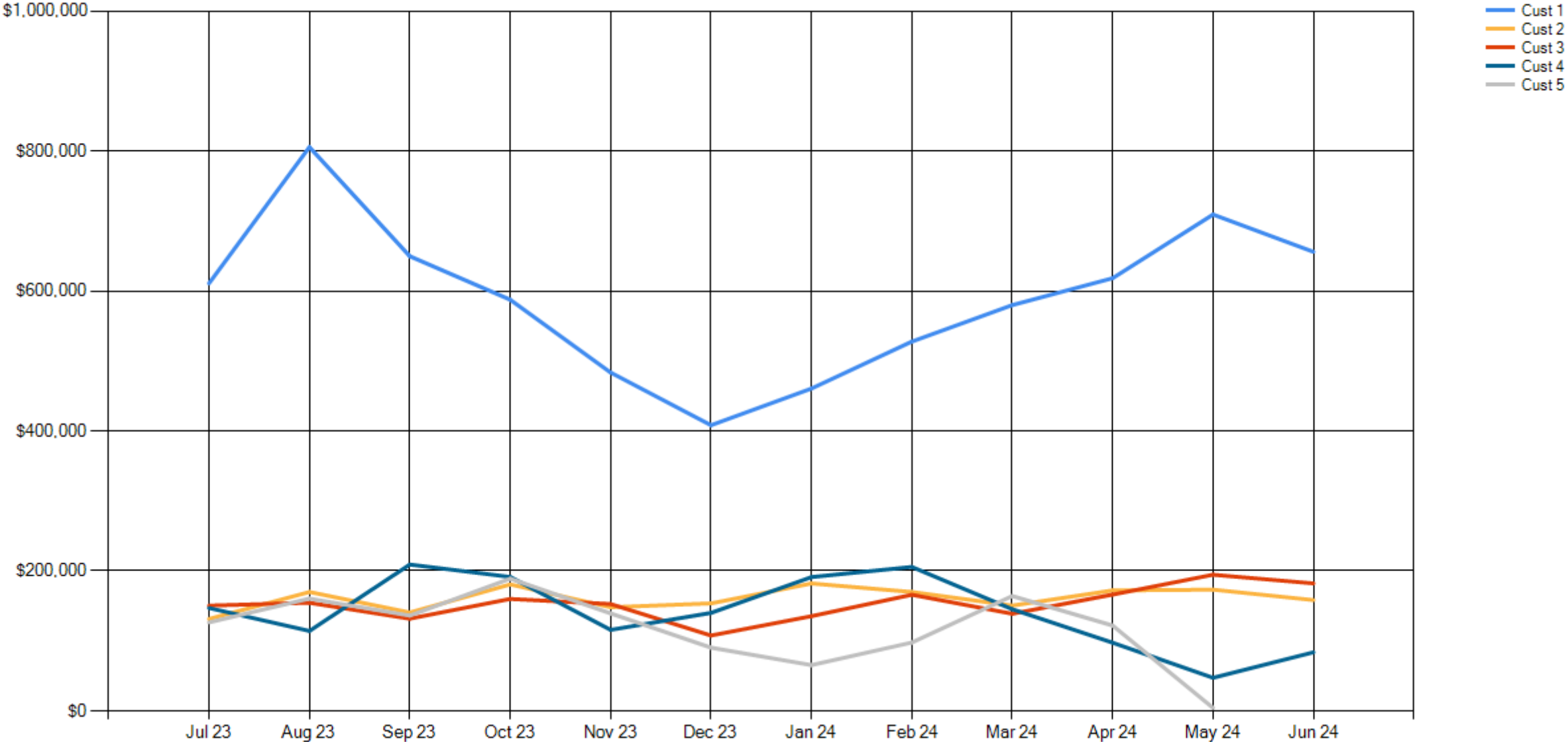
Jul-22	638	Jul-23	713
Aug-22	719	Aug-23	798
Sep-22	704	Sep-23	733
Oct-22	801	Oct-23	741
Nov-22	675	Nov-23	612
Dec-22	633	Dec-23	591
Jan-23	631	Jan-24	639
Feb-23	624	Feb-24	667
Mar-23	757	Mar-24	693
Apr-23	797	Apr-24	737
May-23	817	May-24	779
Jun-23	772	Jun-24	774

### Total Shippers

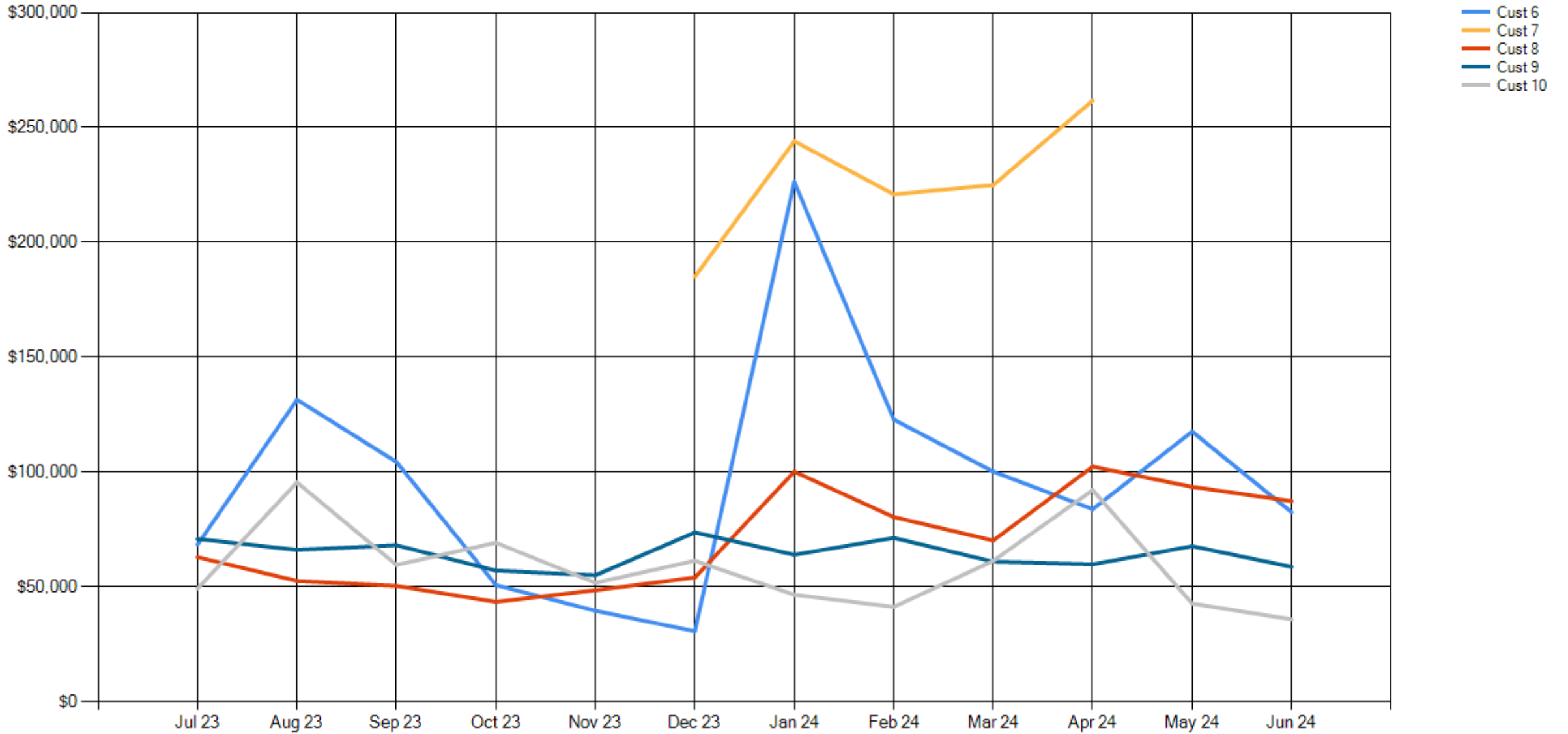


Jul-22	366	Jul-23	476
Aug-22	415	Aug-23	484
Sep-22	409	Sep-23	469
Oct-22	416	Oct-23	505
Nov-22	433	Nov-23	506
Dec-22	410	Dec-23	489
Jan-23	449	Jan-24	520
Feb-23	448	Feb-24	535
Mar-23	477	Mar-24	545
Apr-23	457	Apr-24	550
May-23	482	May-24	558
Jun-23	488	Jun-24	545

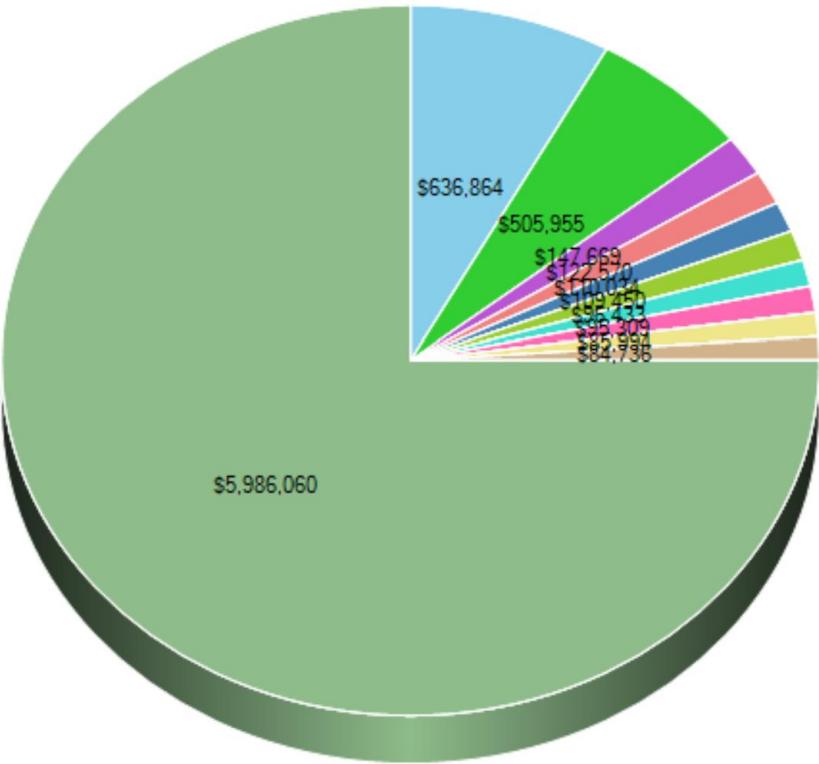
TTM Top 1 to 5 Customers - Revenue



**TTM Top 6 to 10 Customers - Revenue**

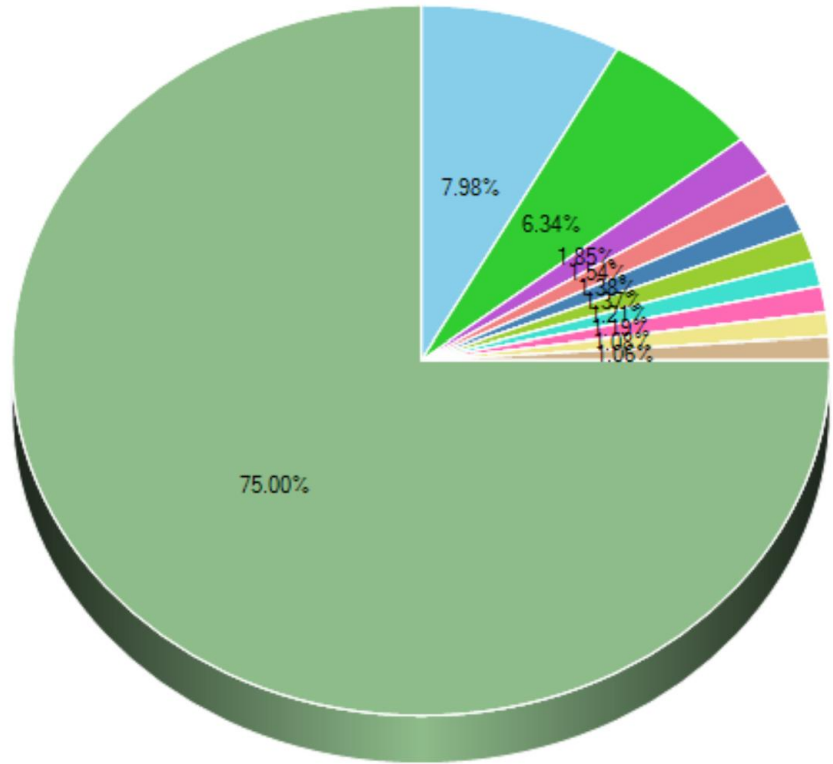


**Top Ten Total Carrier Revenue - 12 mo**



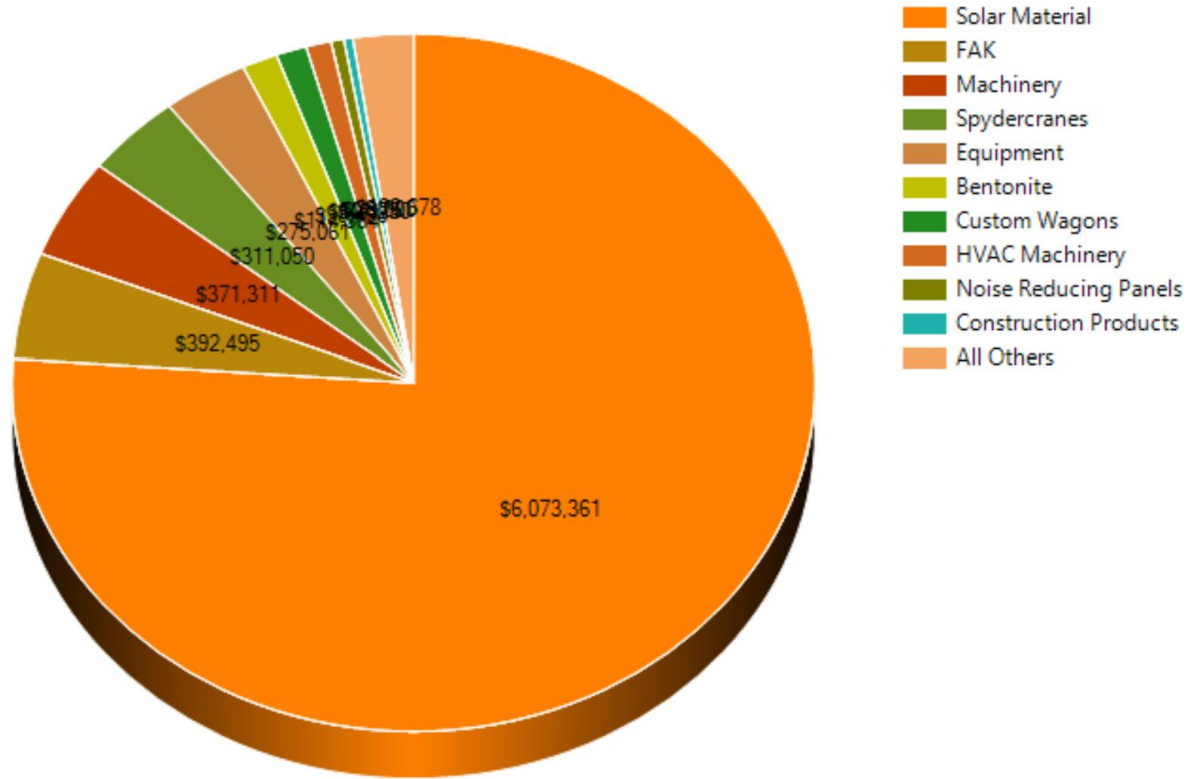
- Carrier 1
- Carrier 2
- Carrier 3
- Carrier 4
- Carrier 5
- Carrier 6
- Carrier 7
- Carrier 8
- Carrier 9
- Carrier 10
- All Others

**Top Ten Total Carrier Revenue % - 12 mo**

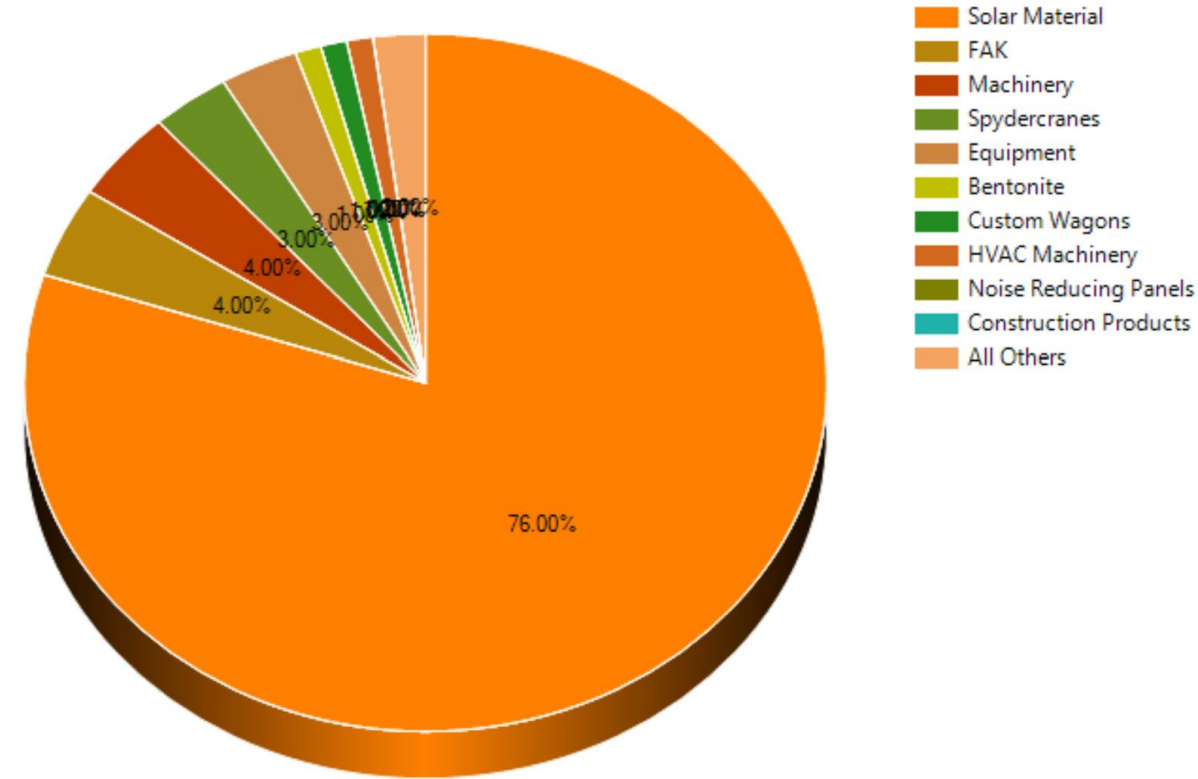


- Carrier 1
- Carrier 2
- Carrier 3
- Carrier 4
- Carrier 5
- Carrier 6
- Carrier 7
- Carrier 8
- Carrier 9
- Carrier 10
- All Others

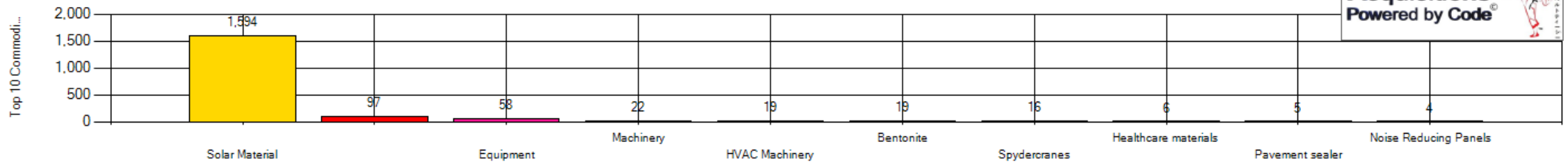
TTM Commodity Revenue Distribution



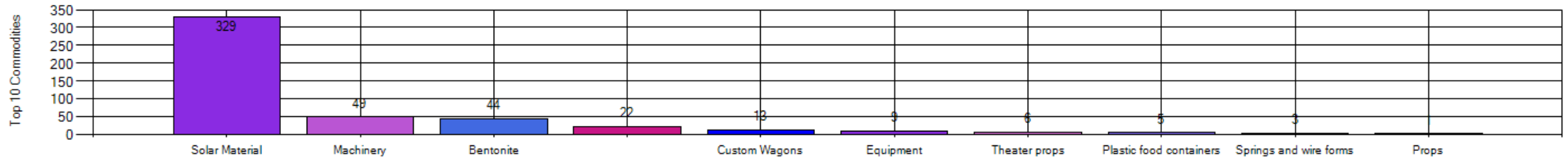
TTM Commodity Revenue Distribution %



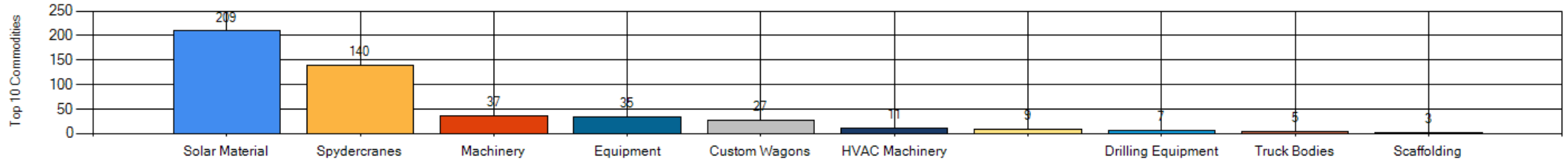
Flatbed Mode - Top 10 Commodities



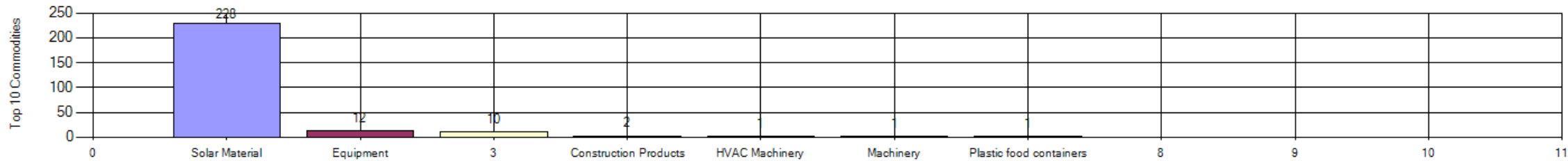
Dry Van Mode - Top 10 Commodities



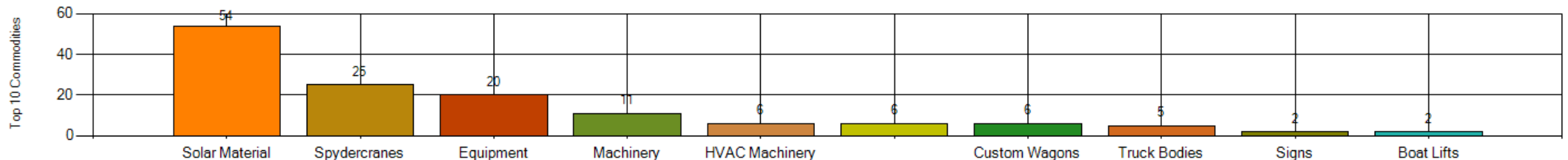
Stepdeck Mode - Top 10 Commodities



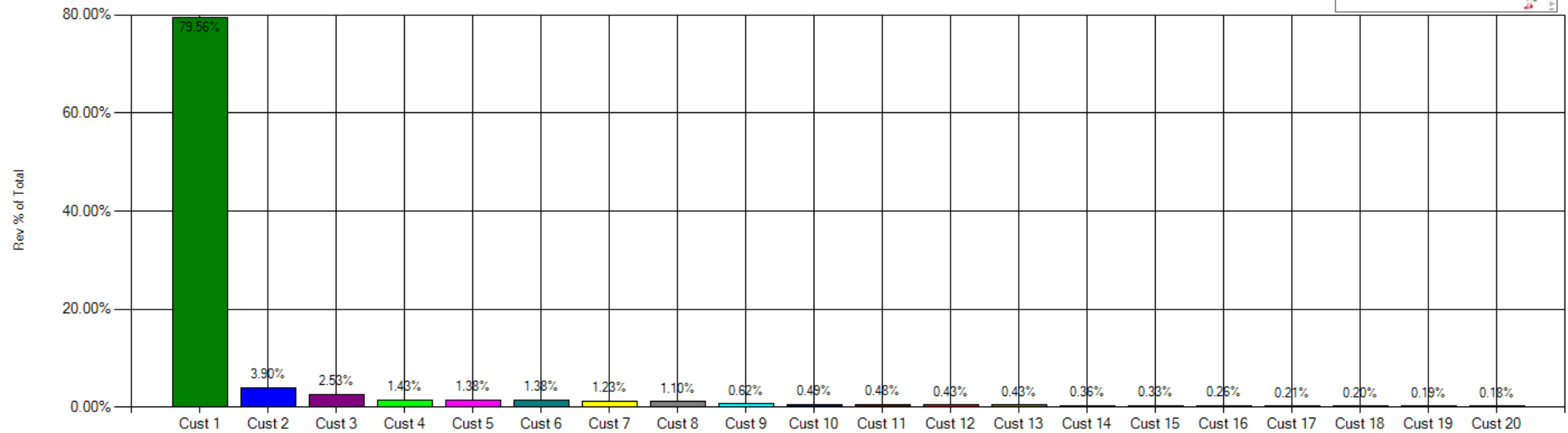
Sprinter Mode - Top 10 Commodities



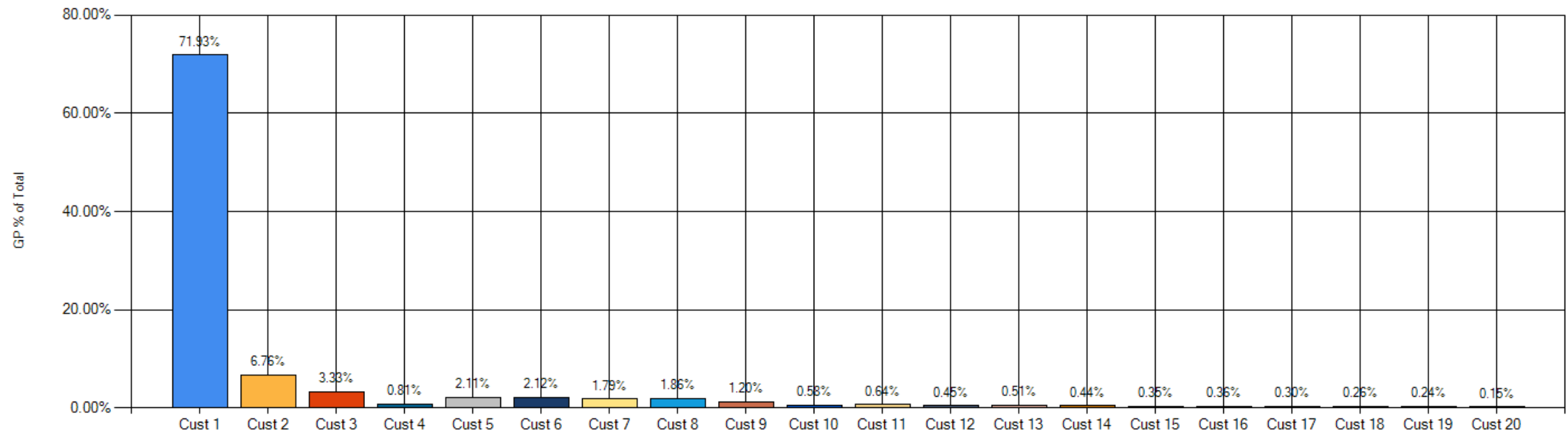
Hotshot Mode - Top 10 Commodities



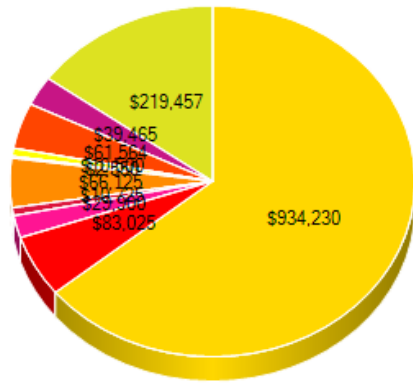
TTM Top 20 Customer Revenue Percentages of Company Total



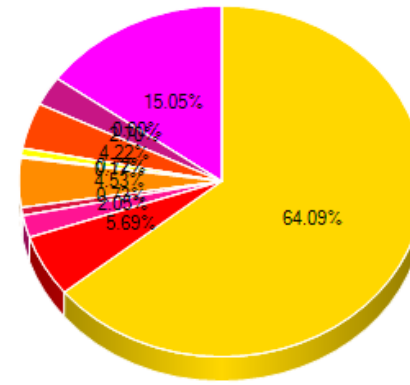
TTM Top 20 Customer Gross Profit as a Percentage of Company Total



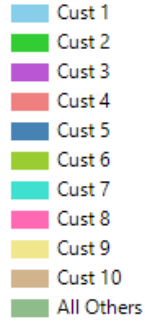
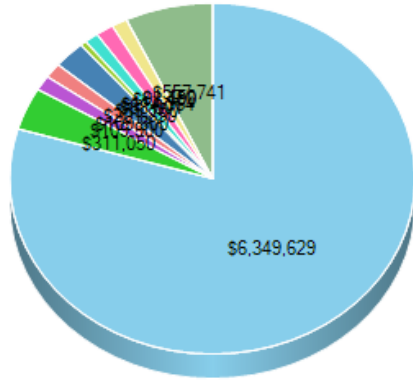
Current T3M Customer Revenue Distribution Sorted by Top Revenue



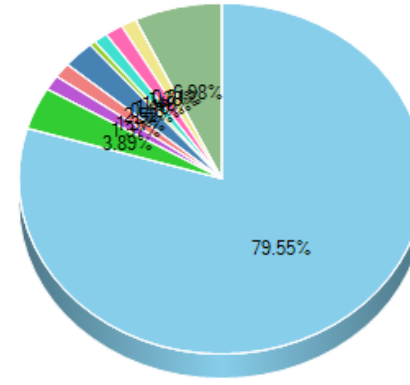
Current T3M Customer Revenue Distribution Sorted by Top Revenue %



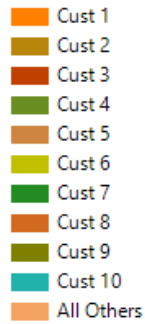
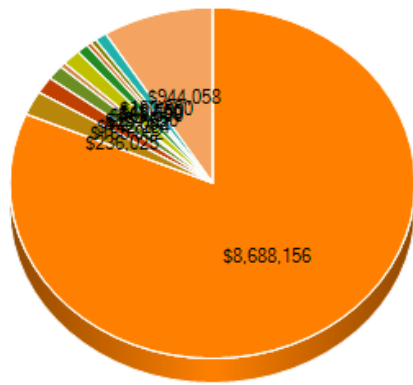
Current T12M Customer Revenue Distribution Sorted by Top Revenue



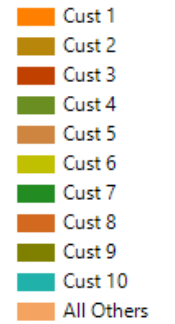
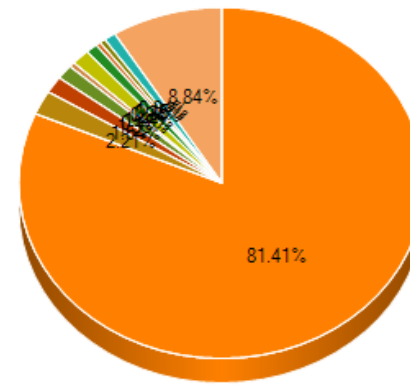
Current T12M Customer Revenue Distribution Sorted by Top Revenue %



Previous T12M Customer Revenue Distribution Sorted by Top Revenue

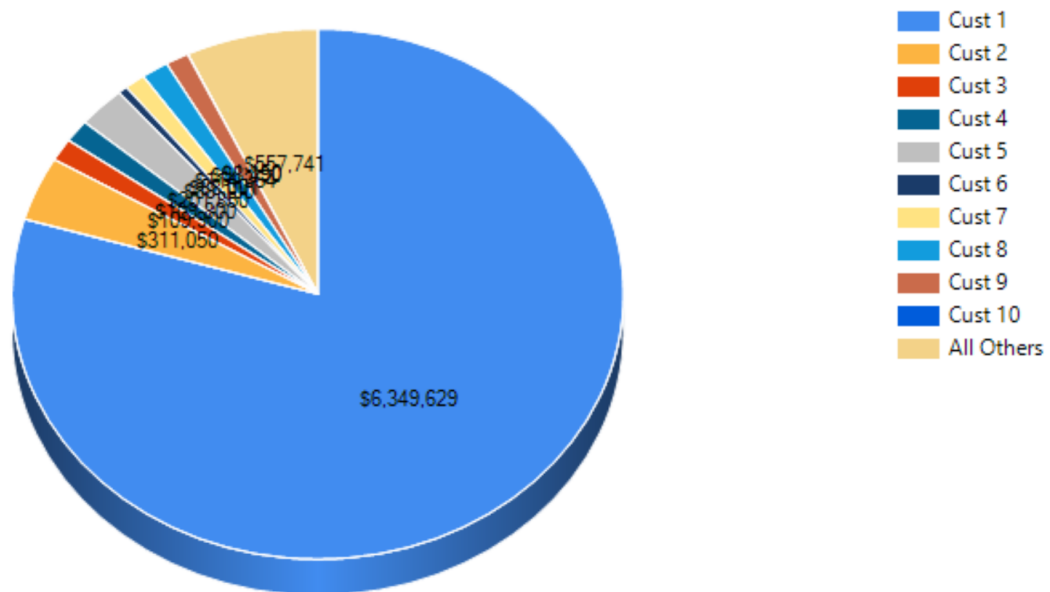


Previous T12M Customer Revenue Distribution Sorted by Top Revenue %

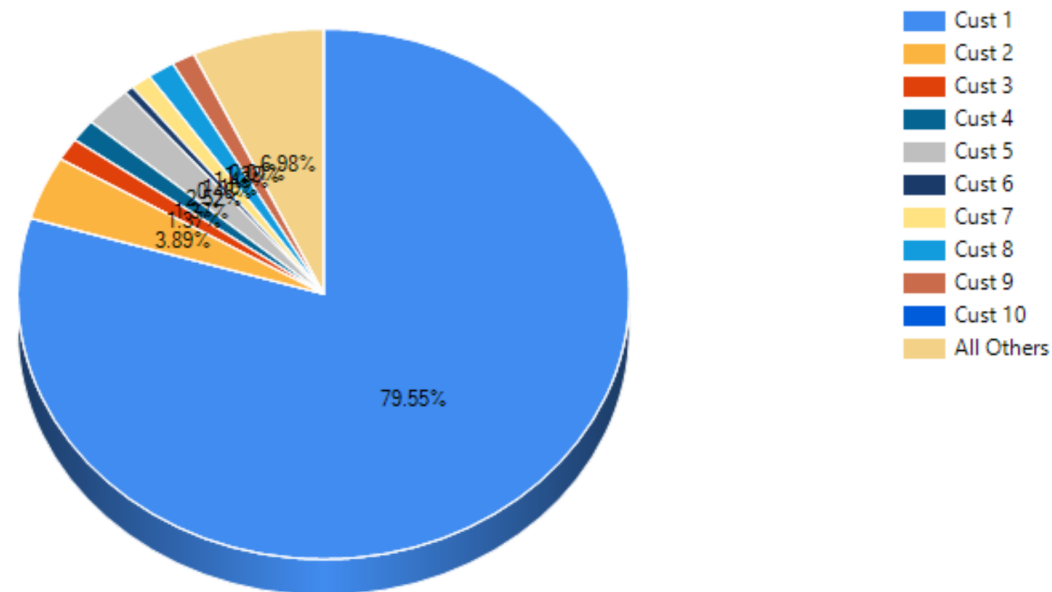




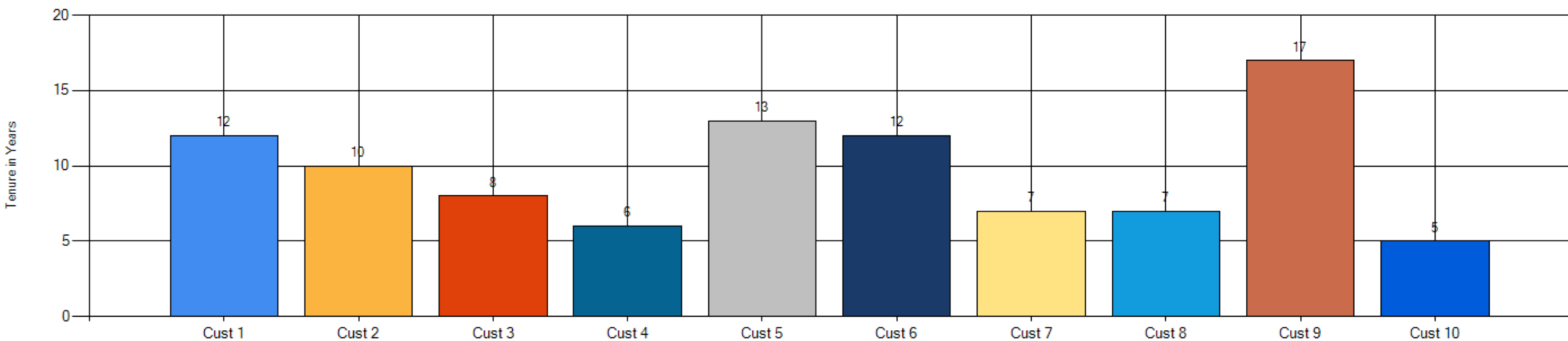
Current TTM Customer Revenue Distribution Sorted by Top Revenue



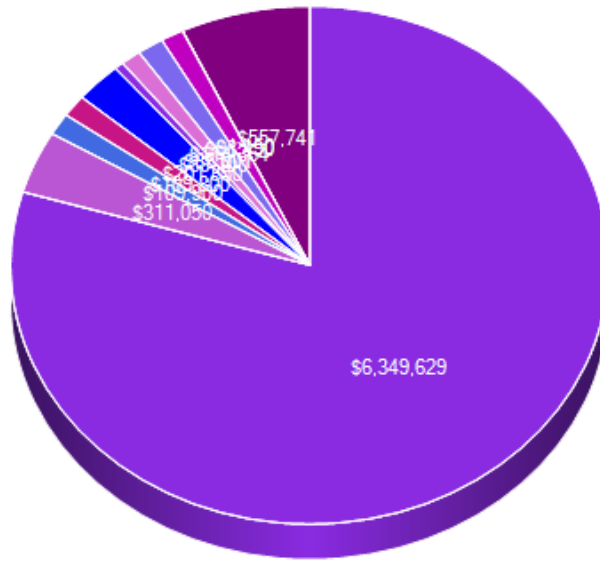
Current TTM Customer Revenue Distribution Sorted by Top Revenue %



Top Ten Revenue Customer Tenure

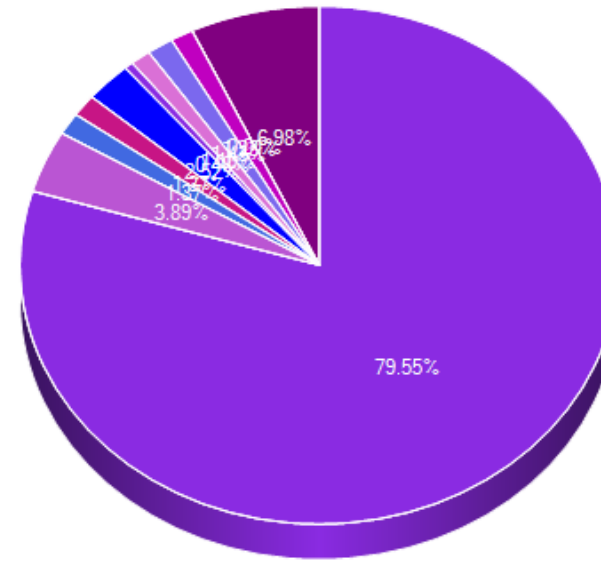


**TTM Customer Revenue Distribution Sorted by Top Revenue**



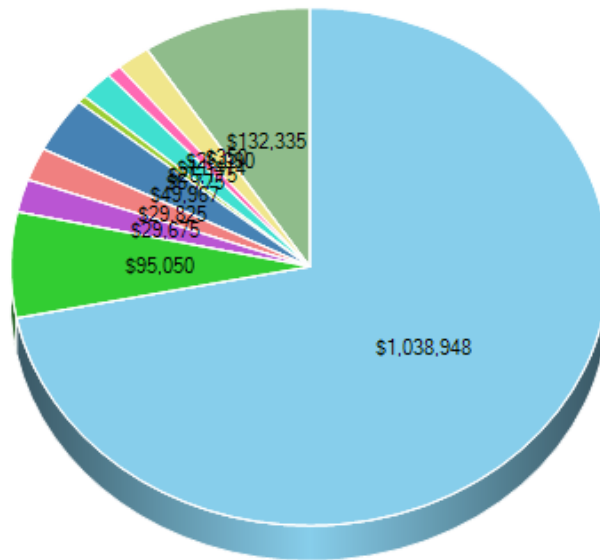
- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

**TTM Customer Revenue Distribution Sorted by Top Revenue %**



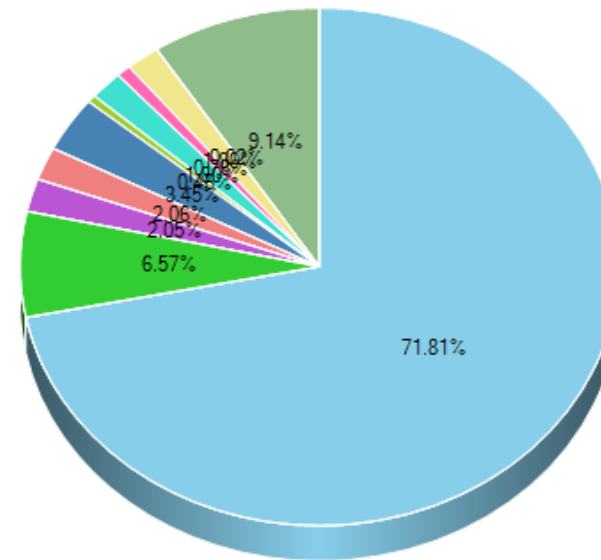
- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

**TTM Customer Gross Profit Distribution Sorted by Top Gross Profit**



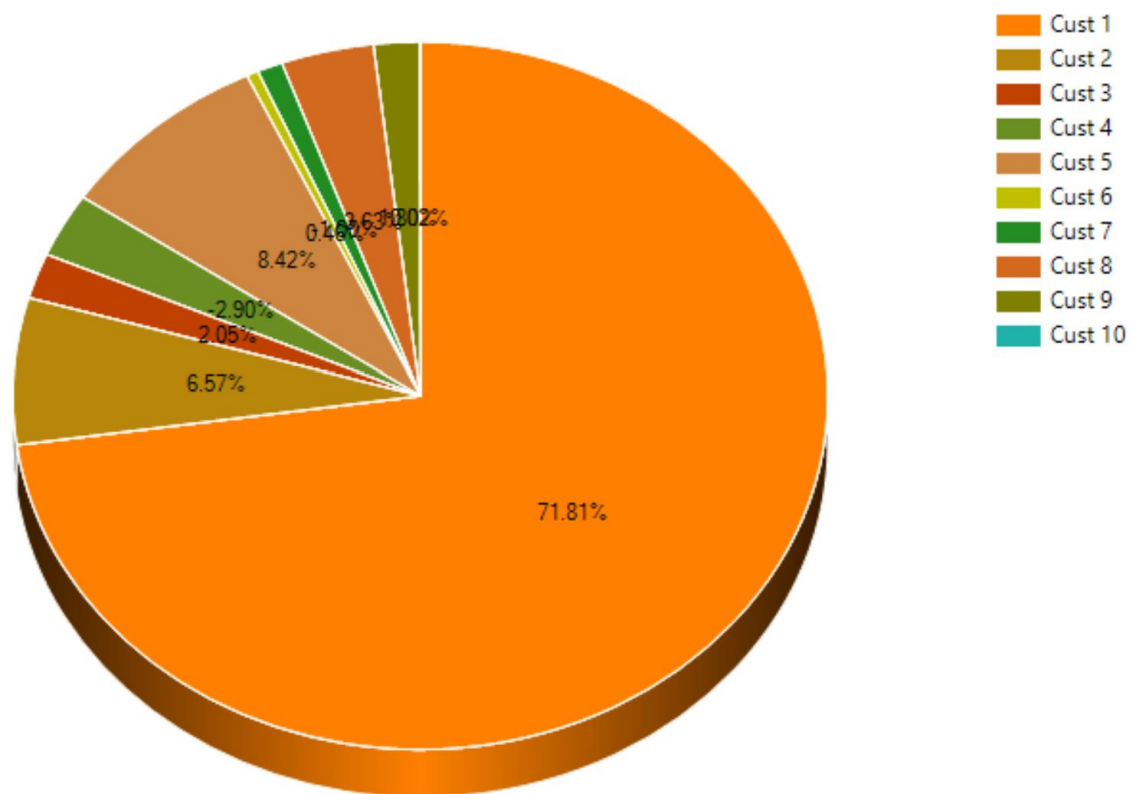
- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

**TTM Customer Gross Profit Distribution Sorted by Top Gross Profit %**

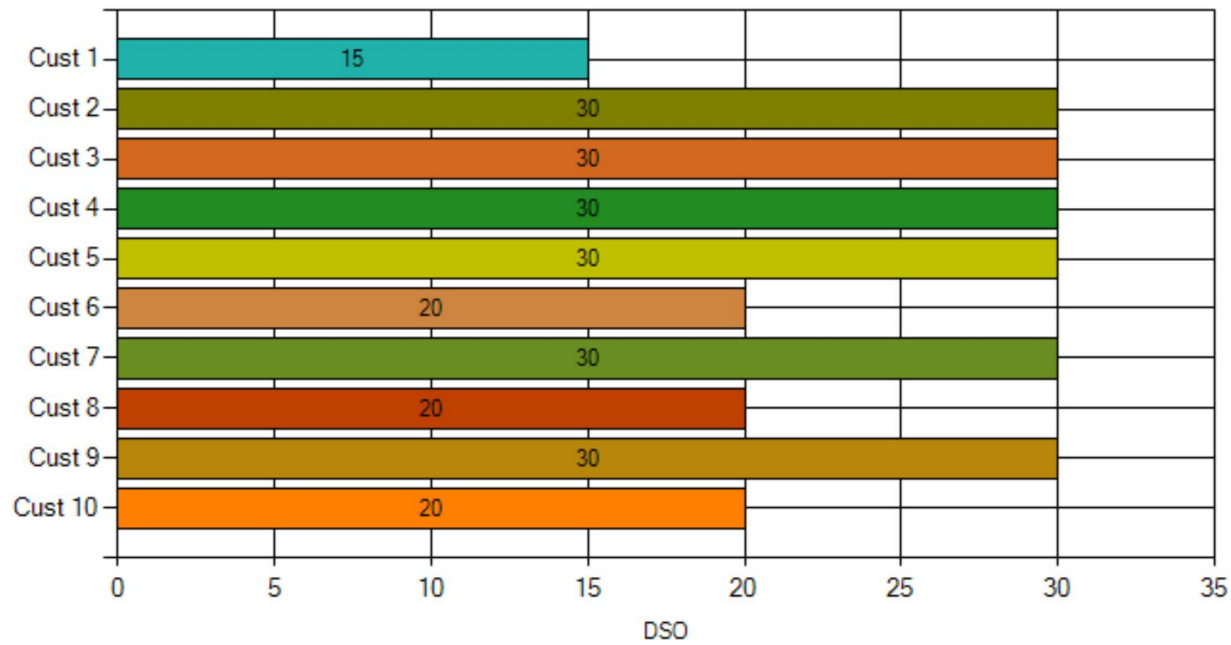


- Cust 1
- Cust 2
- Cust 3
- Cust 4
- Cust 5
- Cust 6
- Cust 7
- Cust 8
- Cust 9
- Cust 10
- All Others

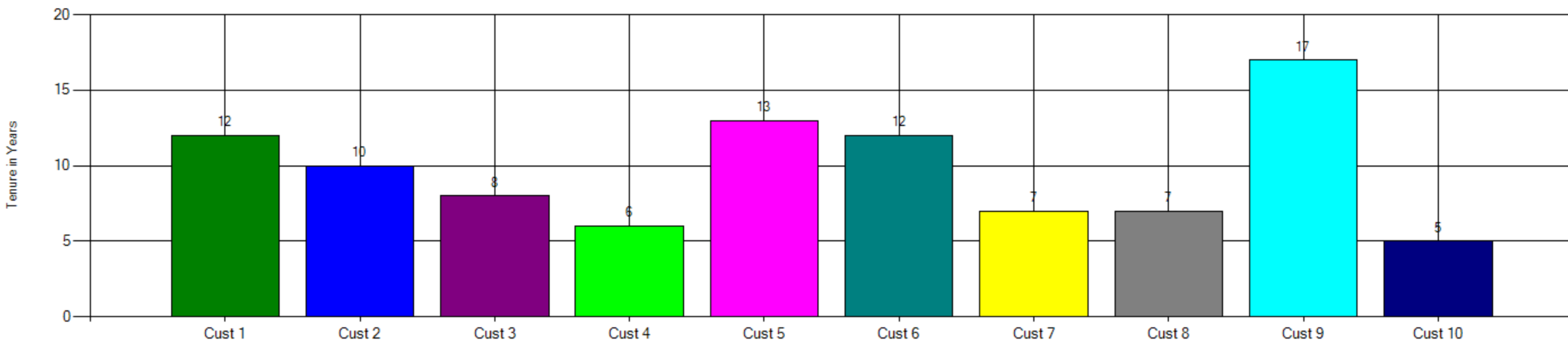
TTM Customer Gross Profit Distribution Sorted by Top Revenue



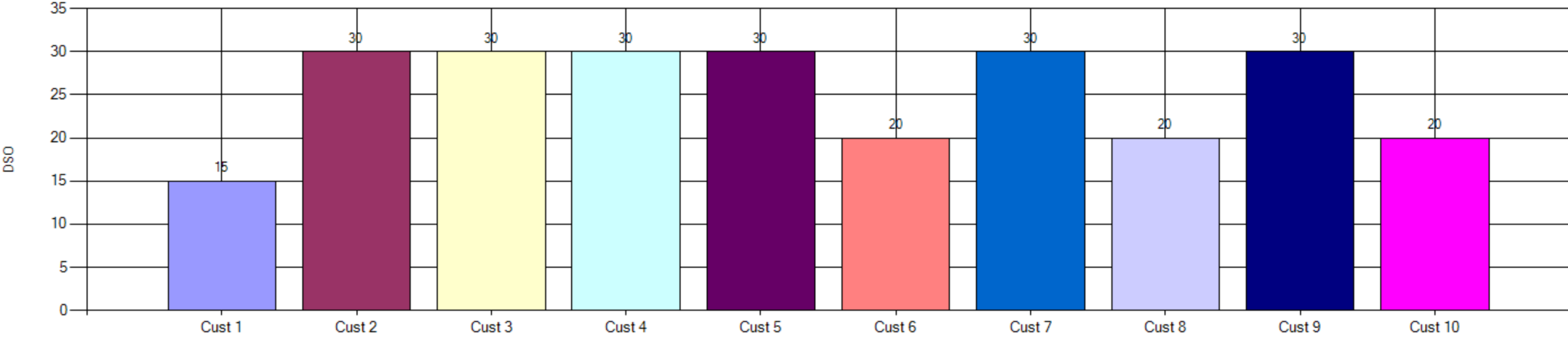
Top Ten Customer DSO



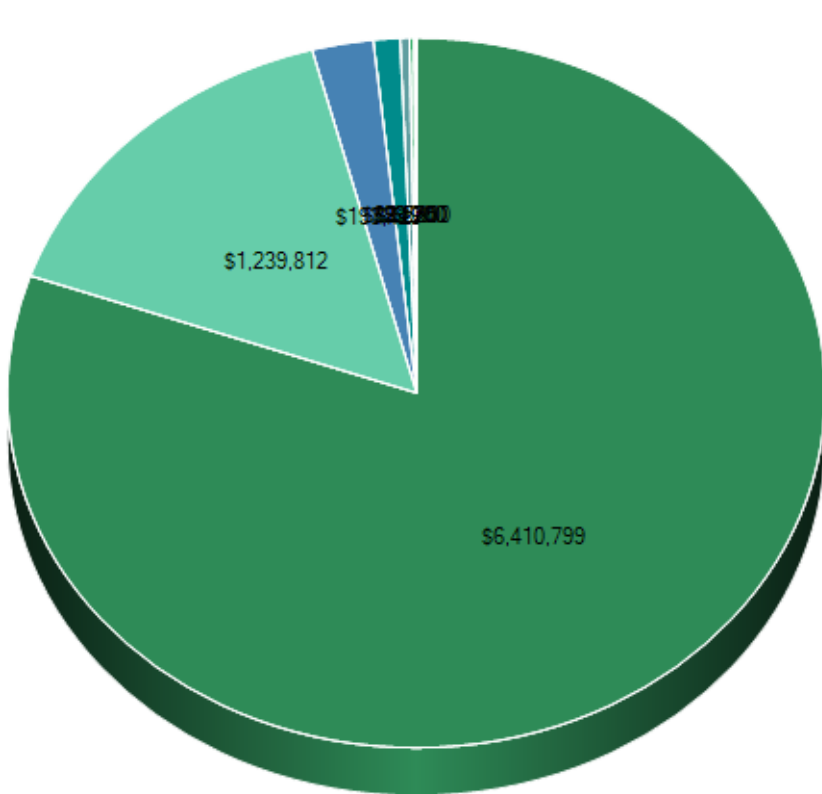
**Top Ten Revenue Customer Tenure**



**Top Ten Revenue Customer DSO**

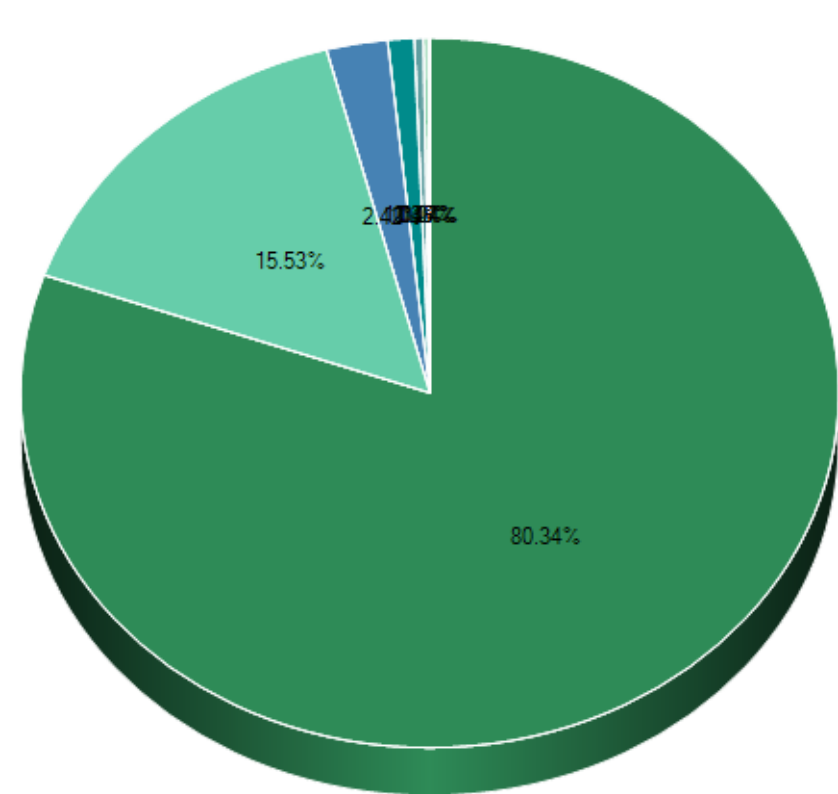


TTM Sales Gross Profit Distribution Sorted by Top Gross Profit



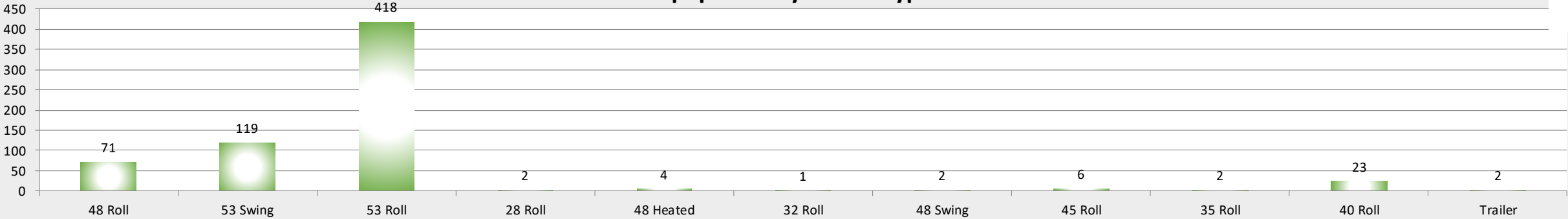
- Sales 1
- Sales 2
- Sales 3
- Sales 4
- Sales 5
- Sales 6
- Sales 7
- Sales 8
- Sales 9

TTM Sales Gross Profit Distribution Sorted by Top Gross Profit %

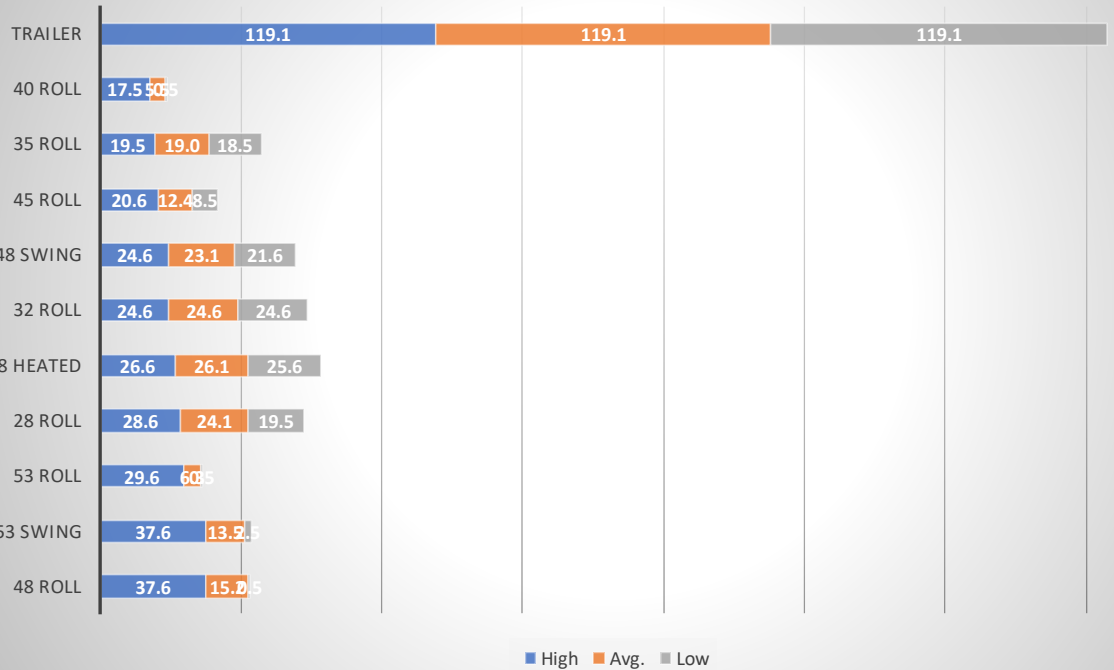


- Sales 1
- Sales 2
- Sales 3
- Sales 4
- Sales 5
- Sales 6
- Sales 7
- Sales 8

### Equipment by Trailer Type

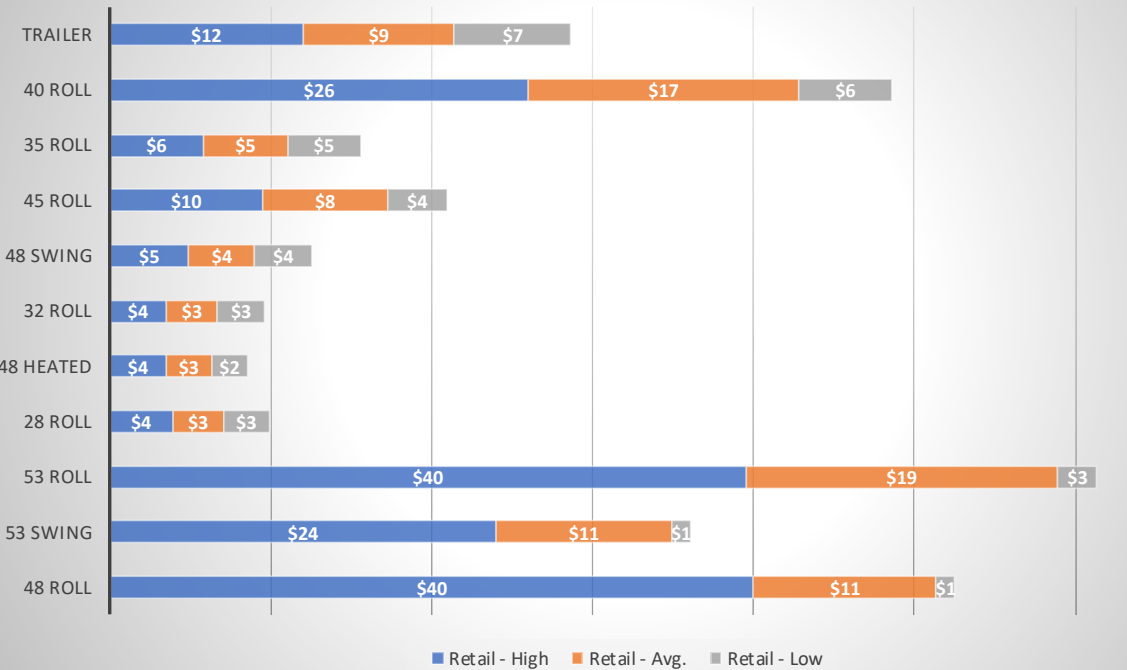


### Trailer Age



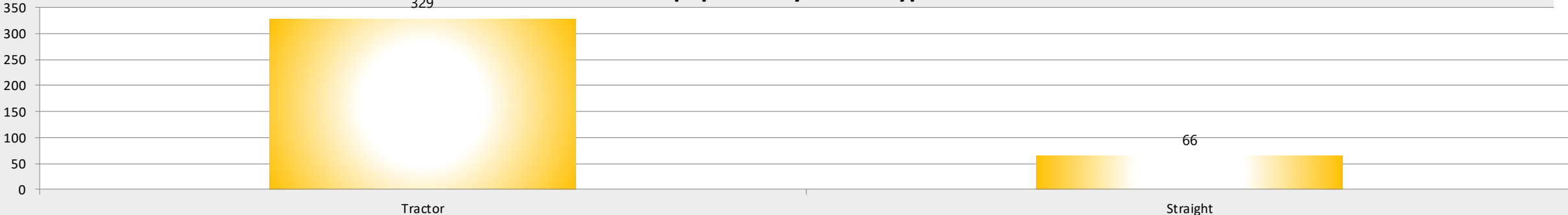
■ High ■ Avg. ■ Low

### Owned Trailer Value (000)

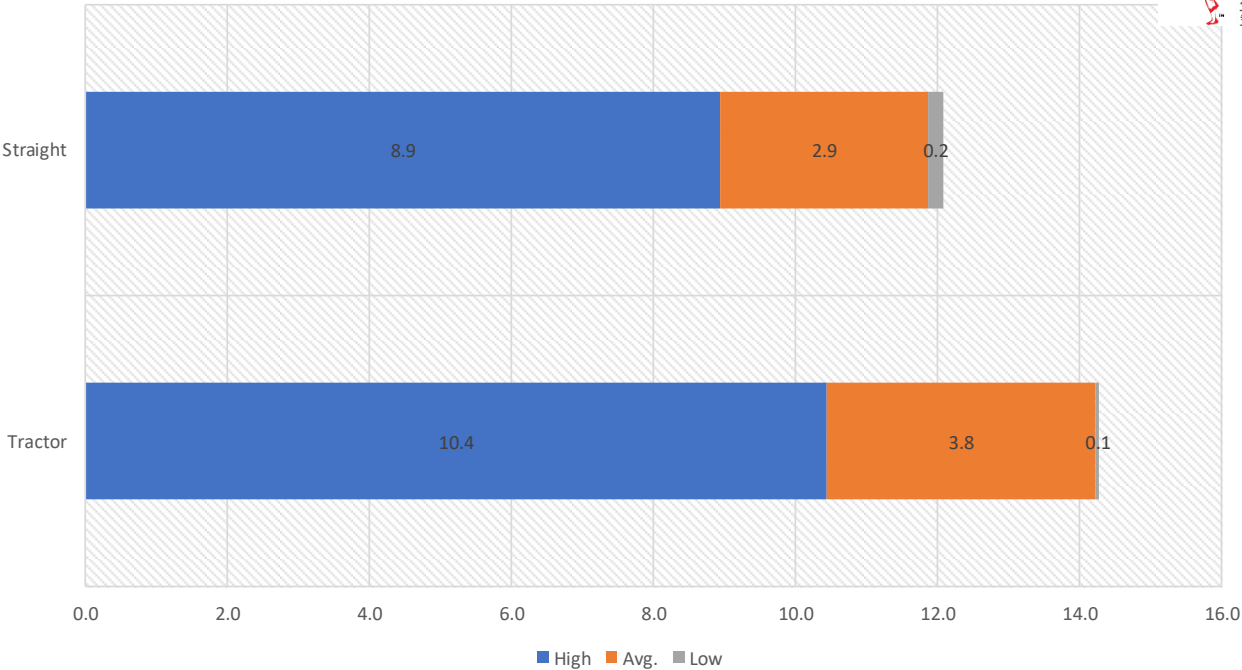


■ Retail - High ■ Retail - Avg. ■ Retail - Low

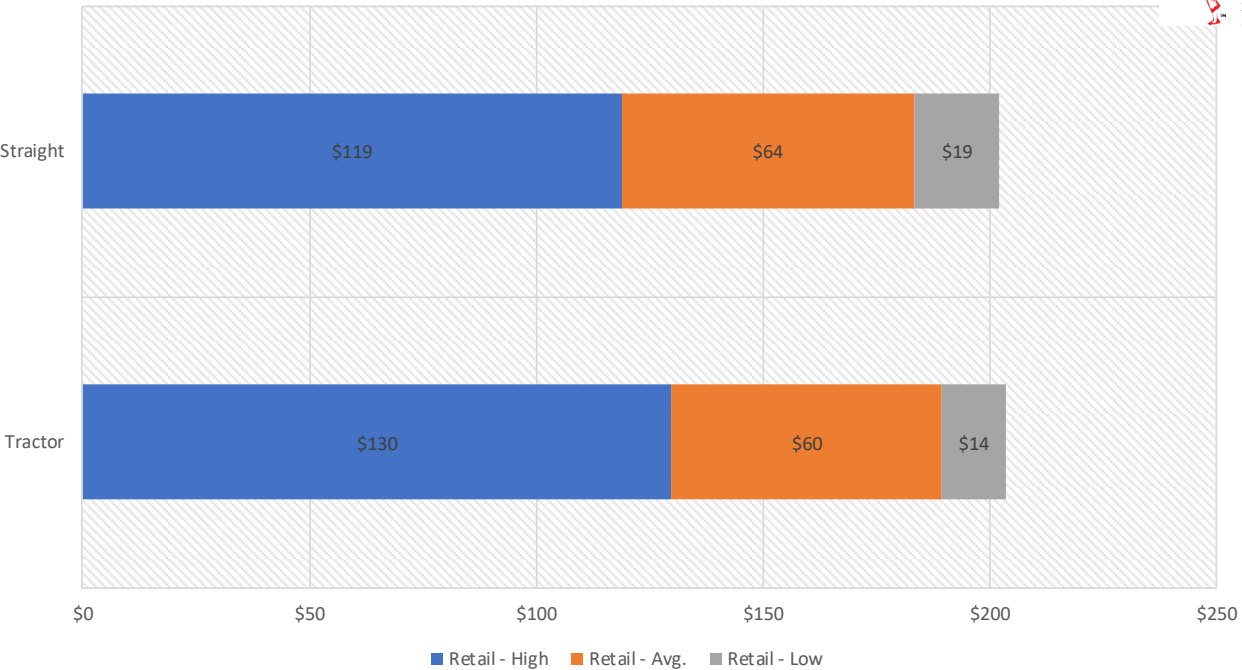
### Equipment by Power Type



### Power Age



### Owned Power Type Value (000)



# Load Origin/Dest Pairings (Top 400 Filter Applied)

Load OD Pairings for 126,302 Shipments in the Last 12 Months

Min

Minimum Load Filter Applied: 400

	AL	AZ	AR	CA	CO	FL	GA	IA	ID	IL	IN	KS	KY	MA	MD	MI	MN	MO	MS	MT	NC	ND	NE	NJ	NV	NY	OH	OK	OR	PA	SC	SD	TN	TX	UT	VA	WA	WI	WV	ON	Totals	
<b>WI</b>	447	595	271	2,068	846	1,375	998	2,000	280	5,709	1,534	480	915	439	368	2,386	3,867	1,332	315	268	1,199	420	551	535	275	1,020	2,022	544	433	1,448	446	439	773	2,495	392	610	672	24,368	164	308	<b>67,498</b>	
<b>IL</b>	63	62	92	345	56	141	136	358	8	2,784	650	116	88	53	78	762	614	613	40	47	172	15	87	75	61	135	442	66	58	216	98	73	125	428	41	149	37	4,645	71	55	<b>14,378</b>	
<b>MO</b>	24	30	80	124	54	76	74	165	10	1,636	232	1,619	41	9	8	112	124	3,134	17	8	49	17	921	21	34	56	60	80	14	81	45	18	89	198	18	45	30	606	11	10	<b>10,104</b>	
<b>IN</b>	7	2	1	10	5	14	9	51	1	1,152	48	6	4		1	68	429	259	1		6	77	4	14		4	51	1		7	5	76	6	16	4	2		1,646	113	1	<b>4,108</b>	
<b>MN</b>	2	7	5	37	74	19	6	140	4	295	55	37	24	15	6	94	565	87	2	3	26	14	16	28	2	10	54	8	7	24	8	174	37	47	4	5	6	1,868	2	34	<b>3,970</b>	
<b>OH</b>	1		2	29	9	30	18	25	2	367	60	2	5	38	20	115	96	85		2	29		6	46	3	12	94	4	4	31	13	17	14	28	5	7	8	1,446	350		<b>3,040</b>	
<b>MI</b>	10	11	6	18	5	21	27	64	5	213	67	41	5	3	2	384	86	35	6	1	42	3	7	7		12	67	4	3	23	27	7	15	27	5	6	13	1,282	46	4	<b>2,644</b>	
<b>PA</b>	1	3		2	10	92	42	18	1	147	24	15	11	109	84	51	35	31	60		180			127		64	120	3	2	202	12	8	32	19		65		654	30	40	<b>2,545</b>	
<b>KS</b>	9	10	17	28	12	8	19	57	2	189	25	125	2	7	2	26	25	1,559	2	5	7		41	25	3	27	11	13	5	17	7	1	22	66	3	13	9	110	9	3	<b>2,538</b>	
<b>TX</b>	5	17	19	3	11	13	18	27	1	109	18	28	4			52	68	56	9	8	15		5	1	5	4	25	17			15	12	15	328	2	8	2	758		1	<b>1,693</b>	
<b>CA</b>	2	134	2	168	6	2		32	3	79	3	5		2	1	9	61	23	3	1	2				24	2	3		3	3		11	2	103	5		15	687	1		<b>1,404</b>	
<b>GA</b>	96	1	10	2		35	65	17		203	6	18	28	9	6	53	20	51	5		82		4	25		3	14	2	5	8	99	4	47	47		15	3	375	19		<b>1,383</b>	
<b>IA</b>	13	6	3	4	5	4	4	422	3	64	8	11	2	4	2	26	51	26	2	1	3	1	62	2	2	7	11			1	6	11	5	18	5	2	8	474	1		<b>1,290</b>	
<b>NC</b>	1		1	16		27	35	11		77	16	2	20	7	1	35	21	16	2		117		1	42		13	28	1	2	39	27	3	5	26		25	1	370	5	9	<b>1,017</b>	
<b>NJ</b>	1	9	3	8	1	13	2	8		64	17	12	1	10	11	8	33	48	3		11	1	4	21	1	19	4	1	2	11		1	4	8	3	5		387	1	1	<b>744</b>	
<b>SC</b>	7					1	23	4		66	10		3	5	3	28	12	8	2		48			28		2	1	1		11	153	3	10	11		2		206	1		<b>650</b>	
<b>CO</b>		38	1	91	128			3	6	4		5	2	1		1	2	6		155	1		3	1	4		2			2	2	11		23		2	15	67			<b>620</b>	
<b>TN</b>			1	3		2	1	12		97	1	1	3			21	12	13	1		11			14		1				8	15	1	2	1		1		294	17		<b>533</b>	
<b>MA</b>					2	2		10	6	31	2			2	1	8	12	3						2		2	2					2					1		200	241		<b>532</b>
<b>KY</b>				1			2	7		94	11	1	3	1	5	10	25	36	1		3			1		3	23	1		2	2	7	3	2	2		2		230		2	<b>481</b>
<b>WA</b>			3	109				4	50	7		5	1	1		3	8			5	1				2	2	2	1	1			2	2	8	1		186	70		1	<b>476</b>	
<b>WV</b>			1			24	12			19	1		13			6			15			16			9		34	12			21	8		6	4		1		198	3		<b>403</b>
<b>TTL</b>	<b>694</b>	<b>1,040</b>	<b>521</b>	<b>3,421</b>	<b>1,285</b>	<b>1,922</b>	<b>1,515</b>	<b>3,498</b>	<b>408</b>	<b>13,787</b>	<b>2,808</b>	<b>2,575</b>	<b>1,179</b>	<b>723</b>	<b>652</b>	<b>4,400</b>	<b>6,278</b>	<b>7,577</b>	<b>473</b>	<b>652</b>	<b>2,049</b>	<b>551</b>	<b>1,740</b>	<b>1,060</b>	<b>428</b>	<b>1,462</b>	<b>3,089</b>	<b>760</b>	<b>549</b>	<b>2,197</b>	<b>1,011</b>	<b>909</b>	<b>1,237</b>	<b>3,967</b>	<b>514</b>	<b>985</b>	<b>1,026</b>	<b>42,779</b>	<b>1,258</b>	<b>479</b>	<b>126,302</b>	



# Revenue Origin/Dest Pairings (Top \$50,000 Filter Applied)



Minimum Load Filter Applied: **50,000**

**Revenue OD Pairings for \$7,981,074 in the Last 12 Months**

	AZ	CA	CT	FL	GA	IL	IN	MA	MD	ME	MI	NJ	NY	OH	PA	RI	TN	TX	VA	WI	Totals
<b>OH</b>	6,900	225,800	114,613	69,077	17,775	85,455	6,850	406,483	14,975	1,559,918	58,470	33,400	581,263	90,086	134,470	318,256	4,050	21,350	264,878	34,090	<b>4,186,800</b>
<b>IN</b>				15,850	1,925	22,788	5,575	44,000		345,890	6,325	1,575	257,040	68,762	10,475		33,943	3,875	119,975	1,200	<b>956,824</b>
<b>NY</b>		22,670	7,350	8,450		12,244		8,876		259,014	28,945	800	99,088	15,486	3,250	14,837		1,850	363,704	8,500	<b>863,315</b>
<b>FL</b>	12,125	20,275	3,600	19,775	25,250	12,925	15,225	11,500		7,050	7,500	13,325	11,175	77,621	27,850		13,851	26,750	7,450	17,650	<b>427,096</b>
<b>MI</b>		10,600		20,100	8,470	4,250	19,425	6,150		16,251	7,106	5,700	12,525	67,908	15,082	3,150	8,956	3,300		13,991	<b>271,185</b>
<b>TX</b>	46,000	8,200		13,475	4,875	2,925	1,900		4,660		2,150	2,325			1,950		4,750	80,750	2,025	2,200	<b>199,060</b>
<b>IL</b>	2,400	6,500		31,225	4,800	6,514	6,500		16,250	7,200	3,950		12,816	5,225	5,600		7,850	27,325	8,940		<b>174,745</b>
<b>AZ</b>	22,400	3,250		5,650	7,200	6,300	4,575	3,400				2,975	3,475		2,500			33,250			<b>111,950</b>
<b>SD</b>						89,064															<b>90,964</b>
<b>NJ</b>		7,250	1,450	12,475	3,150		1,225		3,450	3,875		2,675	1,400	3,950	1,950		1,600	14,675	3,900		<b>78,875</b>
<b>CA</b>	1,675	2,750											19,900					2,700			<b>72,300</b>
<b>PA</b>				30,075							3,647	2,425	2,950	10,300	1,050			8,200	3,650		<b>62,297</b>
<b>KY</b>		3,800			1,882	16,100			1,350		5,300	3,450	2,200	3,100	12,900				1,900	2,000	<b>57,982</b>
<b>TTL</b>	<b>109,675</b>	<b>333,795</b>	<b>127,013</b>	<b>262,962</b>	<b>82,602</b>	<b>264,690</b>	<b>72,875</b>	<b>480,410</b>	<b>52,047</b>	<b>2,203,499</b>	<b>141,068</b>	<b>103,500</b>	<b>1,027,925</b>	<b>443,119</b>	<b>217,077</b>	<b>336,243</b>	<b>75,000</b>	<b>291,750</b>	<b>778,622</b>	<b>79,631</b>	<b>7,981,074</b>

# Gross Margin Origin/Dest Pairings (Partial View)

Gross Margin OD Pairings for 3,440 loads in the Last 12 Months

	AL	AZ	AR	CA	CO	CT	DE	FL	GA	IA	ID	IL	IN	KS	KY	LA	MA	MD	ME	MI	MN	MO	MS	MT	NC	ND	NE	NH	
GA	27.91%			24.64%			27.59%	18.46%	28.17%									23.84%			23.46%		23.26%						
IA													15.97%							25.81%		15.%							
ID		32.39%		27.18%																									
IL		16.67%		24.62%			22.%	14.65%	19.79%			16.33%	19.23%			12.%		20.31%	16.67%	29.11%	22.22%					17.92%			
IN					22.63%			26.5%	40.26%	45.1%		19.91%	22.87%				13.98%		13.6%	27.27%	11.11%		30.43%						
KS		25.%																											
KY				7.89%					30.92%			17.39%						14.81%		23.58%									
LA								23.75%	6.48%																				
MA																													
MD		33.33%						30.73%	34.62%						30.46%											46.9%			
ME																			60.%										
MI	18.26%			23.58%	13.29%			12.19%	16.77%	18.18%		27.06%	23.55%	26.67%			15.45%		14.16%	21.19%		10.96%							
MN								28.57%																		9.09%			
MO				24.14%																32.2%									
MS													31.82%																
MT																													
NC																		43.04%		27.27%									
ND																													
NE																													
NJ				26.9%		17.24%		28.26%	28.57%				38.78%		34.33%			18.84%	29.03%						36.84%				25.%
NM								15.12%																					
NV								17.86%																					
NY				18.84%		31.29%		17.75%				17.1%					19.45%		16.39%	14.15%		16.22%							
OH	24.64%	27.54%	11.11%	11.62%	31.22%	15.61%	16.67%	15.86%	17.02%	32.75%	13.21%	19.12%	29.2%	34.18%	22.02%		14.43%	29.38%	15.45%	18.12%	21.19%	25.93%		22.68%	22.78%				15.38%

# Distinct City OD Pairings (Top 50)

1,122 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
SELKIRK	NY	STEPHENS CITY	VA	209	\$359,713	\$285,388	85,690	\$74,325	20.66%	\$1,721.12	\$355.62	\$4.20	\$0.87
SABINA	OH	STEPHENS CITY	VA	60	\$142,678	\$117,100	24,660	\$25,578	17.93%	\$2,377.97	\$426.30	\$5.79	\$1.04
BELLE FOURCHE	SD	ROCKFORD	IL	58	\$85,864	\$77,675	51,852	\$8,189	9.54%	\$1,480.41	\$141.18	\$1.66	\$0.16
SOUTH BEND	IN	COLUMBUS	OH	58	\$66,927	\$56,050	14,586	\$10,877	16.25%	\$1,153.92	\$187.54	\$4.59	\$0.75
COLUMBUS	OH	STEPHENS CITY	VA	50	\$91,700	\$74,625	18,000	\$17,075	18.62%	\$1,834.00	\$341.50	\$5.09	\$0.95
SOUTH BEND	IN	STEPHENS CITY	VA	48	\$119,975	\$99,050	27,264	\$20,925	17.44%	\$2,499.48	\$435.94	\$4.40	\$0.77
SOUTH BEND	IN	SELKIRK	NY	38	\$109,675	\$95,500	28,100	\$14,175	12.92%	\$2,886.18	\$373.03	\$3.90	\$0.50
DAYTON	OH	COLUMBUS	OH	33	\$30,592	\$26,250	2,417	\$4,342	14.19%	\$927.05	\$131.59	\$12.66	\$1.80
JASPER	TN	COLUMBUS	OH	29	\$41,877	\$35,900	14,413	\$5,977	14.27%	\$1,444.04	\$206.11	\$2.91	\$0.41
DUNDEE	MI	COLUMBUS	OH	27	\$24,795	\$20,200	4,590	\$4,595	18.53%	\$918.33	\$170.18	\$5.40	\$1.00
CINCINNATI	OH	TIVERTON	RI	26	\$78,975	\$67,925	21,398	\$11,050	13.99%	\$3,037.50	\$425.00	\$3.69	\$0.52
CINCINNATI	OH	FONTANA	CA	22	\$138,515	\$122,350	47,014	\$16,165	11.67%	\$6,296.14	\$734.78	\$2.95	\$0.34
COLUMBUS	OH	CANASTOTA	NY	21	\$40,150	\$32,750	10,332	\$7,400	18.43%	\$1,911.90	\$352.38	\$3.89	\$0.72
COLUMBUS	OH	JOHNSTOWN	NY	21	\$44,471	\$37,135	12,138	\$7,336	16.50%	\$2,117.65	\$349.32	\$3.66	\$0.60
TAMPA	FL	COLUMBUS	OH	21	\$44,204	\$37,800	21,042	\$6,404	14.49%	\$2,104.95	\$304.95	\$2.10	\$0.30
CINCINNATI	OH	WEST BROOKFIELD	MA	19	\$58,583	\$49,850	15,542	\$8,733	14.91%	\$3,083.30	\$459.62	\$3.77	\$0.56
SOUTH BEND	IN	JASPER	TN	19	\$31,743	\$26,975	10,279	\$4,768	15.02%	\$1,670.66	\$250.93	\$3.09	\$0.46
CINCINNATI	OH	NORTH STONINGTON	CT	16	\$53,823	\$45,725	12,400	\$8,098	15.05%	\$3,363.96	\$506.15	\$4.34	\$0.65
COLUMBUS	OH	HAMPDEN	ME	16	\$52,775	\$43,875	15,840	\$8,900	16.86%	\$3,298.44	\$556.25	\$3.33	\$0.56
COLUMBUS	OH	LAKE LYNN	PA	16	\$21,200	\$16,850	3,296	\$4,350	20.52%	\$1,325.00	\$271.88	\$6.43	\$1.32
COLUMBUS	OH	PRESQUE ISLE	ME	16	\$47,984	\$43,700	17,856	\$4,284	8.93%	\$2,999.01	\$267.76	\$2.69	\$0.24
SELKIRK	NY	HAMPDEN	ME	16	\$28,120	\$23,075	6,176	\$5,045	17.94%	\$1,757.50	\$315.31	\$4.55	\$0.82
COLUMBUS	OH	JOHNSTOWN	PA	15	\$18,625	\$14,075	3,945	\$4,550	24.43%	\$1,241.67	\$303.33	\$4.72	\$1.15
ERIE	MI	COLUMBUS	OH	15	\$12,676	\$11,050	2,220	\$1,626	12.83%	\$845.06	\$108.39	\$5.71	\$0.73
SOUTH BEND	IN	CANASTOTA	NY	15	\$38,680	\$32,005	9,187	\$6,675	17.26%	\$2,578.67	\$445.00	\$4.21	\$0.73
TONOPAH	AZ	TONOPAH	AZ	15	\$18,150	\$14,520		\$3,630	20.00%	\$1,210.00	\$242.00		
CINCINNATI	OH	FORT HILL	PA	14	\$22,300	\$18,775	4,634	\$3,525	15.81%	\$1,592.86	\$251.79	\$4.81	\$0.76
SELKIRK	NY	MATTAWAMKEAG	ME	14	\$22,145	\$18,925	6,314	\$3,220	14.54%	\$1,581.77	\$229.98	\$3.51	\$0.51
SOUTH BEND	IN	SOUTHWICK	MA	14	\$44,000	\$37,850	11,360	\$6,150	13.98%	\$3,142.86	\$439.29	\$3.87	\$0.54
CINCINNATI	OH	DUNBAR	PA	12	\$20,575	\$15,700	3,648	\$4,875	23.69%	\$1,714.58	\$406.25	\$5.64	\$1.34
CINCINNATI	OH	NORTH DARTMOUTH	MA	12	\$37,075	\$32,900	10,080	\$4,175	11.26%	\$3,089.58	\$347.92	\$3.68	\$0.41
COLUMBUS	OH	NORTH STONINGTON	CT	12	\$27,149	\$23,000	8,112	\$4,149	15.28%	\$2,262.38	\$345.71	\$3.35	\$0.51
COLUMBUS	OH	WESTPORT	MA	12	\$33,069	\$27,050	8,868	\$6,019	18.20%	\$2,755.71	\$501.55	\$3.73	\$0.68
SOUTH BEND	IN	LOSTANT	IL	12	\$14,088	\$11,400	2,040	\$2,688	19.08%	\$1,174.01	\$224.01	\$6.91	\$1.32
WESTON	WI	COLUMBUS	OH	12	\$24,830	\$21,075	7,656	\$3,755	15.12%	\$2,069.21	\$312.96	\$3.24	\$0.49
WINTER SPRINGS	FL	SAVANNAH	GA	12	\$24,000	\$15,500	3,288	\$8,500	35.42%	\$2,000.00	\$708.33	\$7.30	\$2.59
CINCINNATI	OH	DECATUR	IL	11	\$13,975	\$11,850	3,113	\$2,125	15.21%	\$1,270.45	\$193.18	\$4.49	\$0.68
CINCINNATI	OH	NEW BRAintree	MA	11	\$27,262	\$23,550	9,086	\$3,712	13.62%	\$2,478.39	\$337.48	\$3.00	\$0.41
COLUMBUS	OH	ALBANY	NY	11	\$25,050	\$20,825	6,677	\$4,225	16.87%	\$2,277.27	\$384.09	\$3.75	\$0.63
COLUMBUS	OH	ALPENA	MI	11	\$20,750	\$17,175	4,631	\$3,575	17.23%	\$1,886.36	\$325.00	\$4.48	\$0.77
COLUMBUS	OH	DUNBAR	PA	11	\$15,100	\$11,575	2,266	\$3,525	23.34%	\$1,372.73	\$320.45	\$6.66	\$1.56
COLUMBUS	OH	SHARON SPRINGS	NY	11	\$22,912	\$19,250	6,270	\$3,662	15.98%	\$2,082.95	\$332.95	\$3.65	\$0.58
SELKIRK	NY	ALPENA	MI	11	\$25,720	\$22,100	8,140	\$3,620	14.07%	\$2,338.18	\$329.09	\$3.16	\$0.44
SELKIRK	NY	OSWEGO	NY	11	\$11,926	\$10,100	2,002	\$1,826	15.31%	\$1,084.14	\$165.96	\$5.96	\$0.91
SOUTH BEND	IN	HAMPDEN	ME	11	\$35,700	\$34,250	12,337	\$1,450	4.06%	\$3,245.45	\$131.82	\$2.89	\$0.12
SOUTH BEND	IN	LEWISTON	ME	11	\$51,675	\$43,750	11,311	\$7,925	15.34%	\$4,697.73	\$720.45	\$4.57	\$0.70
CINCINNATI	OH	LIMESTONE	ME	10	\$46,450	\$40,575	11,950	\$5,875	12.65%	\$4,645.00	\$587.50	\$3.89	\$0.49
CINCINNATI	OH	PORTSMOUTH	RI	10	\$30,693	\$26,900	8,190	\$3,793	12.36%	\$3,069.26	\$379.26	\$3.75	\$0.46

# Black Belt

## Transportation Consulting



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Black Belt TC Business Analysis

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

MBA, 6σ Certified Black Belt