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The Internet of ‘Transportation Things’
By William B. Cassidy
The Internet of Transportation Things’

IN MAY, I attended the ALK Transportation Technology Summit, which focused a great deal of attention on mobility, connectivity, Big Data and “The Internet of Things.” The IoT, as it’s called, is that growing network of devices connected through the Internet, from the smart thermostat to the very complex, to offer remote visibility, to help truck drivers earn bigger paychecks and manage inventory cycles, providing more value and increased interoperability. Vehicles could autonomously communicate with one another. In fact, they can already do so, as you’ll read in our cover story.

Craig Montgomery of Orbcomm sees great opportunity for improved supply chain efficiency. In fact, shippers are driving the IoT. “You’re seeing demand from players in the industry that own the goods but don’t necessarily own the trailer or container or railcar for visibility,” Montgomery told me. “Trucks aren’t really trucks anymore; they’re becoming beacons of data.”

The key to using that data to improve trucking productivity, help truck drivers earn bigger paychecks and manage international shipments smoothly across multiple modes is taking that data from the truck, container or railcar and turning it into usable business intelligence.

For now, at least, that still requires good-old-fashioned human brainpower. JOC
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Making the
The commercial truck is entering a new stage in its hundred-year evolution. What was once a motorized horse wagon is about to become a rolling WiFi hotspot.

Increasingly, the truck is a node in an always expanding “Internet of Things,” the network of devices of all types—from that Class 8 tractor to your home thermostat—connected wirelessly. The vehicle that used to transport freight is delivering data, and lots of it.

As trucks travel interstate highways, onboard sensors are...
collecting, sending and receiving information, with the lion’s share going to and coming from a fleet management system. But as technology advances, the truck is being knit into a broader, more open network.

“The communications stream used to be monopolized by the carrier, in a bilateral arrangement between the driver and dispatcher,” said Brian Heath, president of technology provider Drivewyze. “Once the truck is able to communicate with other stakeholders, you have a more multilateral relationship.”

Drivewyze is one of those new stakeholders, a company that provides a service using global positioning satellites, wireless communications and a mobile app to send truckers alerts about upcoming weigh stations and permission to bypass long lines at stations in 26 states.

Whether a driver can bypass one of the 378 weigh stations in the Drivewyze network depends on the trucking company’s federal CSA scores in categories such as unsafe driving or hours of service compliance. The better the scores, the more pre-cleared bypasses.

The benefits to truck drivers are quickly obvious: Less time at weigh stations means more time on the road. But improvements in asset utilization — with faster deliveries, fewer delays and freer capacity — could translate into a cascading reduction of transportation costs.

Trucking, and the broader international shipping business, is on the verge of a new era in mobile technology when those multilateral relationships Heath mentioned will multiply exponentially. That will lead to opportunities not just to improve but also to reboot global supply chains.

The implications of “smart mobility” and “connectivity” are therefore just as important for managers overseeing the flow of goods across oceans and rail lines as they are for the truck driver hoping to save half-an-hour of on-duty time by avoiding a crowded weigh station.

“There are going to be dramatic changes, and they will be very important to the supply chain as a whole, not just trucking,” said Craig Montgomery, senior vice president of marketing at Rochelle, New Jersey-based Orbcomm. “We’ll see
fairly positive and powerful economic repercussions in the supply chain.”

The truck, as a basic unit of freight transportation — whether the goods it hauls originate across town or across an ocean — is a key link in that chain and is critical to the kind of visibility and, eventually, automation envisioned by Montgomery and companies like his.

Orbcomm specializes in machine-to-machine communications through its proprietary network of satellites (the company just launched six new spacecraft) and terrestrial cellular partners. The company’s asset-tracking business is evolving rapidly, Montgomery said. “We’ve moved from track and trace to monitor and control,” he said. “We’re seeing the convergence of several pieces of technology. We’ll see pallets talking to trailers, containers talking to trucks, even fleets talking to fleets.”

The result will be an unprecedented level of supply chain visibility, still the shipper’s Holy Grail. “When you step back and look at where things are going, you’re starting to see much better potential clarity from the manufacturing floor to the customer door,” Montgomery said.

For trucking companies and truck drivers, the spread of smart

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“We’re seeing the convergence of several pieces of technology. We’ll see pallets talking to trailers, containers talking to trucks, even fleets talking to fleets.”
mobile technology may be as revolutionary as the development of the combustion engine. It will change how they do business in ways that may be unclear but are likely to deliver big benefits in productivity and earnings.

Among the more radical concepts is the “platooning” of trucks — linking tractor-trailers using vehicle-to-vehicle communications. Peleton Technology is developing a system that links two tractor-trailers in a virtual “road train” using wireless technology.

Peleton and truckload carrier C.R. England tested the concept last November, linking two trucks traveling on Interstate 80 in Utah 36 feet apart at 64 mph. The system uses advanced safety systems to control braking on both units, while drivers retain steering control.

Among the benefits is improved fuel economy. The C.R. England test showed a 7 percent fuel savings, with the lead truck cutting fuel use 4.5 percent and the rear truck 10 percent. The radar-based safety system also applies brakes on both vehicles simultaneously.

Eventually, trucks from different fleets could even meet up on the highway and “link” to share safety, fuel and environmental benefits, with coordination provided by Peleton’s Network Operations Center. The technology could become the basis for an automated highway system.

The basic technology that supports “smart mobility” is here. What’s needed now is integration of the many pipelines carrying data — a technical challenge, but one that is certainly feasible — followed by better means of sorting, analyzing and using all that data intelligently.

“We’ve had sensors out there for years for trailer tracking or temperature monitoring,” said Tom McKenna, senior vice president of engineering and technology at Penske Logistics. “But those sensors have been working in different niches, because systems haven’t been well integrated.”

The rapid development of mobile computing technology and machine-to-machine communications networks will accelerate the integration of onboard systems — or at least get them “talking” to one another in ways that weren’t possible a few years ago, McKenna said. “You’ll see convergence of these technologies, with the truck becoming a WiFi hub,” he said. “All the individual technologies and systems will send data through the truck’s WiFi hub up into the ‘cloud.’ Truck OEMs are paving the way for that today with factory-installed telematics.”

If buses can be rolling WiFi hubs, he said, why not trucks? “It’s not far-fetched,” McKenna said. “For our customers, the question is how can we drive value by collecting the data that’s out there without making the driver do too much? The less they have to punch buttons, the better.”

“I think the real goal for technology developers should center on making the life of the commercial truck driver more rewarding and less stressful,” said Monica Truelsch, director of marketing for TMW Systems, a fleet and transportation management software company.

Truck drivers will have to clearly see the bottom-line benefits of new technologies in terms of increased loaded miles, easier compliance with hours of service rules and more pay. Truelsch believes trucking’s techno-skeptics will be won over as those benefits accumulate. “While some drivers were irked by the ‘Big-Brother’ surveillance aspect of in-cab tracking devices, many others have found huge benefits in having e-logs remove the burden of paper log-keeping as well as greater earnings potential through rapid load turnaround,” she said. “If a mobile technology could make it possible for every driver to be home each evening, that would be miraculous. But I think the solution isn’t a technological one, but a people- and market-driven paradigm shift, perhaps with a good assist from smart mobility.”

Truck drivers aren’t the only ones who could benefit from more smart mobility. “What’s become a pressing reality for us in the last four years is the need to get more data to more mobile management,” said Mark Cubine, vice president of marketing at McLeod Software.

That means McLeod had to extend the reporting capabilities of its fleet and transportation management software from the desktop and laptop to mobile devices. McLeod Software is about to roll out the sixth version of its product for Android and Apple

“The ability to accelerate the capture of data from the source right at the beginning and being able to understand the flow of work through mobile devices, that’s probably the real power of it.”
iOS smartphones. “The goal is to push the whole process out to the management team,” Cubine said. Alerts they once would only have received in the office can be received anywhere. “The owner of a trucking company may be at his kid’s Little League game, but things still happen in real time,” Cubine said.

Having real-time information, rather than downloading data from a truck hours or even days after an event, is central to being able to manage proactively, but knowing what data is needed and when that data should be pushed to someone to make a decision is a big challenge.

“We’re seeing more and more sensors out there that can track different things and track them more accurately than ever before,” said Jim Sassen, senior manager of product marketing at Omnitracs, the San Diego-based pioneer in satellite-based mobile communications in trucking. “Not too long ago, people would say, ‘Give me all the data,’ and they’d have someone combing through it on the back end. At one time, that might have been sustainable, but now there’s just so much data that you need to let the technology do some of the thinking.”

Omnitracs this month introduced a mobile workforce-tracking app — Omnitracs Tracking, powered by Roadnet — to monitor truck driver location, speed and provide exception reporting when drivers perform unsafe maneuvers or exceed certain thresholds set by fleets.

As the data pouring in from mobile devices becomes workable, proactive management and predictive modeling are top priorities. “They’re asking how can I get in front of what could become an event and prevent it? That’s where the strongest innovation is occurring now,” Sassen said.

“We’re all kind of learning how to leverage this more and more,” Penske’s McKenna said. “The ability to accelerate the capture of data from the source right at the beginning and being able to understand the flow of work through mobile devices, that’s probably the real power of it.”

McKenna, who has spent three decades in information technology, is certain smart mobility will evolve rapidly in perhaps unexpected ways. “Today, I’ve got an iPhone in my hand that has more computing power than a room full of Univac computers,” he said.

Contact William B. Cassidy at wcassidy@joc.com and follow him on Twitter: @wbcassidy_joc.
Adam Kahn likes to talk to truck drivers who use his company’s on-board camera safety system, SmartDrive. Stopping at a McDonald’s for lunch recently, the senior director of marketing noticed a truck from Golden State Foods making a delivery.

“I saw the driver unloading some boxes,” Kahn said. “I asked him how he liked our system, and he didn’t. He said, ‘I’m a good driver, and I don’t need it.’ I told him about a video that exonerated a truck driver when someone committed suicide by jumping in front of his truck. He thought that was cool, but still didn’t like the idea of being filmed. ‘Then I told him, ‘You’re the one who controls when that video goes off.’ He looked at me and said, ‘You know what? You’re right.’ ”

Truck-mounted cameras, especially those that capture video of the truck driver during an incident, may be a hard sell to some truckers, but as they realize the amount of control they have over the system, and see benefits, drivers will come around, Kahn said.

Drivers ultimately are responsible for their own behavior, which can trigger the system if they slam on the brakes or swerve out of lane. But they also may purposely trigger the system to record a video, a feature that has helped drivers document incidents on the highway and at docks, Kahn said.

“You see a lot of cases where drivers are hitting a manual trigger button to capture events that would be hard to explain to the front office,” he said. As an example, he cited an incident where one tractor-trailer passed another and clipped the front of the truck.

“The driver hit the manual capture button and then got on the CB and said, ‘Hey, you’d better pull over. You hit my rig, and I’ve got you on video.’ Without the video, his company may have told him he hit something and he would have to pay for it,” Kahn said.

Can on-board cameras improve truck safety? SmartDrive believes so, but trucking operators that want to use them will have to explain how the technology works thoroughly to avoid alienating truck drivers they’re already struggling to hire, train and keep.

Three out of four truck drivers who called in to discuss onboard cameras during a recent Sirius XM Road Dog Trucking News program hosted by journalist Mark Willis were opposed to cameras monitoring the driver, though they weren’t as concerned about exterior cameras.

“A key message is that a driver controls when a video is recorded,” Kahn said. “When GPS came out, that was Big Brother. Electronic logs — it’s the same complaint. With on-board cameras, this is another area where the truth of the solution is really in how you execute it.”

“With on-board cameras, this is another area where the truth of the solution is really in how you execute it.”

Trucking companies need to plan carefully how they will introduce the cameras and prepare a training and coaching program that helps drivers improve and rewards good performance.

“It’s definitely a program, not a product. If you have a couple of driver coaches who point out every mistake a driver makes, you’re going to lose that driver,” Kahn said. “But if you use video to support drivers and as a collaborative tool, that could lead to improved driver retention.”

Drivers interviewed on the radio show worried cameras could be misused

‘Hey, you’d better pull over. You hit my rig, and I’ve got you on video.’ Without the video, his company may have told him he hit something and he would have to pay for it,” Kahn said.

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Trucking companies need to plan and drivers abused by their companies. One driver repeated an anecdotal story about a company that used a camera to spy on a female driver off-duty. Others expressed fears cameras could be hacked to invade their privacy. That’s not how SmartDrive works, however, Kahn said.

Although the camera is on while the vehicle is in operation, only small snippets of video — about 20 seconds — are stored when an incident occurs: a few seconds before and after the event. Those snippets aren’t transmitted directly to the trucking operator, but to SmartDrive, which acts as a third-party clearinghouse. Only videos that meet a certain threshold or certain criteria defined by the customer are sent on to the trucking company for management review.

“Our value is in our ability to capture risk,” Kahn said. “We’re very conscious about being statistically relevant in the amount of events we capture and send on to the customer.”

Contact William B. Cassidy at wcassidy@joc.com and follow him on Twitter: @wbcassidy_joc.
TOP US & CANADIAN TRUCKING COMPANIES

RESEARCHED AND COMPILED FOR THE JOURNAL OF COMMERCE BY SJ CONSULTING GROUP
# LESS-TAN-TRUCKLOAD

## TOP 50 U.S. AND CANADIAN LTL CARRIERS

### 2013 REVENUE, INCLUDING FUEL SURCHARGES

<table>
<thead>
<tr>
<th>RANK</th>
<th>CARRIER NAME</th>
<th>2012 REVENUE (IN MILLIONS)</th>
<th>2013 REVENUE (IN MILLIONS)</th>
<th>YEAR-OVER-YEAR % CHANGE</th>
<th>COVERAGE AREA</th>
<th>PUBLIC/PRIVATE</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FEDEX FREIGHT</td>
<td>$5,011</td>
<td>$5,095</td>
<td>1.7%</td>
<td>Nationwide, Canada, Mexico</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>CON-WAY FREIGHT</td>
<td>$3,393</td>
<td>$3,466</td>
<td>2.2%</td>
<td>Nationwide, Canada, Mexico</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>YRC FREIGHT</td>
<td>$3,187</td>
<td>$3,107</td>
<td>-1.9%</td>
<td>Nationwide, Canada, Mexico</td>
<td>Public</td>
<td>Subsidiary of YRC Worldwide.</td>
</tr>
<tr>
<td>4</td>
<td>UPS FREIGHT</td>
<td>$2,378</td>
<td>$2,502</td>
<td>5.2%</td>
<td>Nationwide, Canada, Mexico</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>OLD DOMINION FREIGHT LINE</td>
<td>$1,942</td>
<td>$2,126</td>
<td>9.5%</td>
<td>Nationwide</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>ESTES EXPRESS LINES</td>
<td>$1,751</td>
<td>$1,835</td>
<td>4.8%</td>
<td>Nationwide</td>
<td>Private</td>
<td>Largest privately owned LTL carrier.</td>
</tr>
<tr>
<td>7</td>
<td>ABF FREIGHT SYSTEMS</td>
<td>$1,669</td>
<td>$1,721</td>
<td>3.1%</td>
<td>Nationwide</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>R-L CARRIERS</td>
<td>$1,250</td>
<td>$1,298</td>
<td>3.8%</td>
<td>Nationwide</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>SAIA MOTOR FREIGHT LINE</td>
<td>$1,099</td>
<td>$1,139</td>
<td>3.7%</td>
<td>Nationwide (excluding Northeast)</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>HOLLAND</td>
<td>$943</td>
<td>$1,010</td>
<td>7.1%</td>
<td>Midwest, Southeast</td>
<td>Public</td>
<td>Subsidiary of YRC Worldwide.</td>
</tr>
<tr>
<td>11</td>
<td>SOUTHEASTERN FREIGHT LINES</td>
<td>$875</td>
<td>$914</td>
<td>4.5%</td>
<td>Southeast, Southeast</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>TRANSFORCE</td>
<td>$653</td>
<td>$619</td>
<td>-5.2%</td>
<td>Canada</td>
<td>Public</td>
<td>Acquired Clarke Transport in December 2013 and Vitran Express Canada in March 2014.</td>
</tr>
<tr>
<td>13</td>
<td>AVERITT EXPRESS</td>
<td>$579</td>
<td>$606</td>
<td>4.6%</td>
<td>Southeast, Southwest</td>
<td>Private</td>
<td>Member of the Reliance Network.</td>
</tr>
<tr>
<td>15</td>
<td>AAA COOPER TRANSPORTATION</td>
<td>$465</td>
<td>$500</td>
<td>7.5%</td>
<td>Southeast, Southwest</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>CENTRAL TRANSPORT INTERNATIONAL</td>
<td>$380</td>
<td>$488</td>
<td>28.4%</td>
<td>Nationwide (excluding Mountain)</td>
<td>Private</td>
<td>Acquired U.S. division of Vitran Express in October 2013.</td>
</tr>
<tr>
<td>18</td>
<td>DAY &amp; ROSS GROUP</td>
<td>$391</td>
<td>$390</td>
<td>-0.3%</td>
<td>Canada</td>
<td>Private</td>
<td>Subsidiary of McCain Group.</td>
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<tr>
<td>19</td>
<td>DAYTON FREIGHT LINES</td>
<td>$353</td>
<td>$386</td>
<td>9.4%</td>
<td>Midwest</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>REDDAWAY</td>
<td>$356</td>
<td>$367</td>
<td>3.1%</td>
<td>Northwest, West, Mountain</td>
<td>Public</td>
<td>Subsidiary of YRC Worldwide.</td>
</tr>
<tr>
<td>21</td>
<td>PITT OHIO EXPRESS</td>
<td>$327</td>
<td>$362</td>
<td>10.9%</td>
<td>Mid-Atlantic</td>
<td>Private</td>
<td>Member of the Reliance Network.</td>
</tr>
<tr>
<td>22</td>
<td>NEW ENGLAND MOTOR FREIGHT</td>
<td>$351</td>
<td>$358</td>
<td>2.0%</td>
<td>Mid-Atlantic, Northeast</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>NEW PENN MOTOR EXPRESS</td>
<td>$342</td>
<td>$353</td>
<td>3.2%</td>
<td>Northeast</td>
<td>Public</td>
<td>Subsidiary of YRC Worldwide.</td>
</tr>
<tr>
<td>24</td>
<td>A. DUE PYLE</td>
<td>$286</td>
<td>$293</td>
<td>2.4%</td>
<td>Northeast</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>MIDLAND TRANSPORT</td>
<td>$201</td>
<td>$209</td>
<td>4.0%</td>
<td>Eastern Canada</td>
<td>Private</td>
<td>Subsidiary of the Irving Group of Companies.</td>
</tr>
<tr>
<td>26</td>
<td>CENTRAL FREIGHT LINES</td>
<td>$202</td>
<td>$208</td>
<td>3.0%</td>
<td>Southwest, West</td>
<td>Private</td>
<td></td>
</tr>
</tbody>
</table>
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<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td>DAYLIGHT TRANSPORT</td>
<td>$169</td>
<td>$183</td>
<td>8.6%</td>
<td>Nationwide (excluding Mountain)</td>
<td>Private</td>
<td>Light-asset carrier.</td>
</tr>
<tr>
<td>29</td>
<td>OAK HARBOR FREIGHT LINES</td>
<td>$156</td>
<td>$168</td>
<td>7.9%</td>
<td>Northwest, West</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>FASTFRATE</td>
<td>$165</td>
<td>$167</td>
<td>1.4%</td>
<td>Canada</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>MARITIME-ONTARIO FREIGHT LINES</td>
<td>$159</td>
<td>$163</td>
<td>2.4%</td>
<td>Eastern Canada</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>WILSON TRUCKING</td>
<td>$150</td>
<td>$156</td>
<td>3.6%</td>
<td>Southeast</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>NEW CENTURY</td>
<td>$151</td>
<td>$145</td>
<td>-4.2%</td>
<td>Nationwide</td>
<td>Private</td>
<td>Filed for bankruptcy and ceased operations in June 2014.</td>
</tr>
<tr>
<td>34</td>
<td>WARD TRUCKING</td>
<td>$128</td>
<td>$140</td>
<td>9.8%</td>
<td>Mid-Atlantic</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>CALYX GROUND TRANSPORTATION SOLUTIONS</td>
<td>$135</td>
<td>$139</td>
<td>3.2%</td>
<td>Canada</td>
<td>Private</td>
<td>Division of Calyx Transportation Group (includes National Fast Freight and Totaline Transport).</td>
</tr>
<tr>
<td>36</td>
<td>ARMOUR TRANSPORTATION</td>
<td>$128</td>
<td>$137</td>
<td>7.1%</td>
<td>Eastern Canada</td>
<td>Private</td>
<td>Acquired Wayne’s Transport in June 2013 and NST Terminal in September 2013.</td>
</tr>
<tr>
<td>37</td>
<td>LAKEVILLE MOTOR EXPRESS</td>
<td>$113</td>
<td>$117</td>
<td>3.5%</td>
<td>Midwest</td>
<td>Private</td>
<td>Member of the Reliance Network.</td>
</tr>
<tr>
<td>38</td>
<td>DOHRN TRANSFER</td>
<td>$109</td>
<td>$115</td>
<td>5.0%</td>
<td>Midwest</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>CLARKE TRANSPORT</td>
<td>$114</td>
<td>$112</td>
<td>-2.2%</td>
<td>Canada</td>
<td>Public</td>
<td>Acquired by TransForce in December 2013.</td>
</tr>
<tr>
<td>40</td>
<td>MULLEN GROUP</td>
<td>$80</td>
<td>$109</td>
<td>35.5%</td>
<td>Western Canada</td>
<td>Public</td>
<td>Includes Grimshaw Trucking, Hwy 9 and Jay’s Moving and Storage (acquired in May 2013).</td>
</tr>
<tr>
<td>41</td>
<td>TRANSX</td>
<td>$104</td>
<td>$108</td>
<td>3.5%</td>
<td>Canada</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>WATKINS &amp; SHEPARD TRUCKING</td>
<td>$101</td>
<td>$105</td>
<td>4.1%</td>
<td>Nationwide (excluding Mountain, Southwest)</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>STANDARD FORWARDING</td>
<td>$94</td>
<td>$97</td>
<td>3.0%</td>
<td>Midwest</td>
<td>Public</td>
<td>Subsidiary of DHL.</td>
</tr>
<tr>
<td>44</td>
<td>MIDWEST MOTOR EXPRESS</td>
<td>$88</td>
<td>$90</td>
<td>3.0%</td>
<td>Midwest, Mountain</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>GARDEWINE</td>
<td>$85</td>
<td>$87</td>
<td>2.4%</td>
<td>Central Canada</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>LAND AIR EXPRESS OF NEW ENGLAND</td>
<td>$75</td>
<td>$83</td>
<td>11.3%</td>
<td>Northeast</td>
<td>Private</td>
<td>Member of the Reliance Network.</td>
</tr>
<tr>
<td>47</td>
<td>HERCULES FREIGHT</td>
<td>$80</td>
<td>$81</td>
<td>0.6%</td>
<td>Nationwide, Canada</td>
<td>Private</td>
<td>Primary service is U.S. to Canada.</td>
</tr>
<tr>
<td>48</td>
<td>DEPENDABLE HIGHWAY EXPRESS</td>
<td>$65</td>
<td>$68</td>
<td>4.6%</td>
<td>West</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>SOUTHWESTERN MOTOR TRANSPORT</td>
<td>$55</td>
<td>$56</td>
<td>1.8%</td>
<td>Southwest</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>NORTH PARK TRANSPORTATION</td>
<td>$51</td>
<td>$54</td>
<td>6.1%</td>
<td>Mountain</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL TOP 50 U.S. AND CANADIAN LTL CARRIER REVENUE</td>
<td>$32,044</td>
<td>$33,239</td>
<td>3.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Revenue primarily for LTL operations and may include less than 10 percent for truckload and other services.

Source: Company reports and SJ Consulting Group estimates


www.joc.com   THE JOURNAL OF COMMERCE'S 2014 GUIDE TO TRUCKING 15
# Top 50 U.S. and Canadian Truckload Carriers

## 2013 Revenue, Including Fuel Surcharges

<table>
<thead>
<tr>
<th>Rank</th>
<th>Carrier Name</th>
<th>2012 Revenue (in millions)</th>
<th>2013 Revenue (in millions)</th>
<th>Year-over-Year % Change</th>
<th>Public/Private</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Swift Transportation</td>
<td>$3,007</td>
<td>$3,052</td>
<td>1.5%</td>
<td>Public</td>
<td>Excludes revenue of Central Refrigerated (acquired August 2013).</td>
</tr>
<tr>
<td>2</td>
<td>Schneider National</td>
<td>$2,290</td>
<td>$2,320</td>
<td>1.3%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Werner Enterprises</td>
<td>$1,686</td>
<td>$1,642</td>
<td>-2.6%</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>J.B. Hunt Transport Services</td>
<td>$1,563</td>
<td>$1,622</td>
<td>3.8%</td>
<td>Public</td>
<td>Dedicated revenue grew 14.1 percent in 2013.</td>
</tr>
<tr>
<td>5</td>
<td>Landstar System*</td>
<td>$1,680</td>
<td>$1,606</td>
<td>-4.4%</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>U.S. Xpress Enterprises</td>
<td>$1,630</td>
<td>$1,480</td>
<td>-9.2%</td>
<td>Private</td>
<td>Revenue decline due to spin-off of Arnold Transportation in January 2013.</td>
</tr>
<tr>
<td>7</td>
<td>Prime**</td>
<td>$1,372</td>
<td>$1,478</td>
<td>7.7%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>C.R. England</td>
<td>$1,071</td>
<td>$1,203</td>
<td>12.3%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>CRST International</td>
<td>$1,061</td>
<td>$1,070</td>
<td>0.8%</td>
<td>Private</td>
<td>Acquired Best Transfer in January 2014.</td>
</tr>
<tr>
<td>10</td>
<td>Crete Carrier**</td>
<td>$999</td>
<td>$1,008</td>
<td>0.9%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Knight Transportation</td>
<td>$836</td>
<td>$822</td>
<td>-1.7%</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Ruan Transportation Management Services</td>
<td>$708</td>
<td>$712</td>
<td>0.6%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Ryder Systems</td>
<td>$665</td>
<td>$709</td>
<td>6.6%</td>
<td>Public</td>
<td>Dedicated contract carriage revenue only.</td>
</tr>
<tr>
<td>15</td>
<td>Covenant Transport</td>
<td>$640</td>
<td>$634</td>
<td>-0.6%</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Con-Way Truckload</td>
<td>$636</td>
<td>$630</td>
<td>-0.8%</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Stevens Transport</td>
<td>$609</td>
<td>$621</td>
<td>2.0%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Celadon Group**</td>
<td>$551</td>
<td>$601</td>
<td>9.2%</td>
<td>Public</td>
<td>Acquired nine companies in 2013.</td>
</tr>
<tr>
<td>19</td>
<td>Anderson Trucking Service</td>
<td>$668</td>
<td>$567</td>
<td>-15.1%</td>
<td>Private</td>
<td>Revenue decline primarily due to a drop in wind turbine installations nationwide.</td>
</tr>
<tr>
<td>20</td>
<td>Central Refrigerated Service</td>
<td>$485</td>
<td>$534</td>
<td>10.2%</td>
<td>Public</td>
<td>Acquired by Swift Transportation in August 2013.</td>
</tr>
<tr>
<td>21</td>
<td>Universal Truckload Services*</td>
<td>$465</td>
<td>$533</td>
<td>14.6%</td>
<td>Public</td>
<td>Acquired Uni Logistics in October 2012.</td>
</tr>
<tr>
<td>22</td>
<td>Heartland Express</td>
<td>$546</td>
<td>$526</td>
<td>-3.6%</td>
<td>Public</td>
<td>Excludes revenue of Gordon Trucking (acquired November 2013).</td>
</tr>
<tr>
<td>23</td>
<td>NFI Industries</td>
<td>$460</td>
<td>$512</td>
<td>11.3%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Marten Transport</td>
<td>$483</td>
<td>$507</td>
<td>5.0%</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Mercer Transportation*</td>
<td>$492</td>
<td>$483</td>
<td>-1.8%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Western Express</td>
<td>$435</td>
<td>$463</td>
<td>6.6%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Kllm</td>
<td>$334</td>
<td>$459</td>
<td>37.2%</td>
<td>Private</td>
<td>Merged with FFE in June 2013.</td>
</tr>
<tr>
<td>RANK</td>
<td>CARRIER NAME</td>
<td>2012 REVENUE (IN MILLIONS)</td>
<td>2013 REVENUE (IN MILLIONS)</td>
<td>YEAR-ON-YEAR % CHANGE</td>
<td>PUBLIC/PRIVATE</td>
<td>COMMENTS</td>
</tr>
<tr>
<td>------</td>
<td>------------------------------</td>
<td>----------------------------</td>
<td>----------------------------</td>
<td>------------------------</td>
<td>----------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>28</td>
<td>ROADRUNNER TRANSPORTATION*</td>
<td>$305</td>
<td>$441</td>
<td>44.5%</td>
<td>Public</td>
<td>Has acquired six trucking companies since April 2013. Fastest-growing company in Top 50 List.</td>
</tr>
<tr>
<td>29</td>
<td>GORDON TRUCKING</td>
<td>$397</td>
<td>$409</td>
<td>3.1%</td>
<td>Public</td>
<td>Acquired by Heartland Express in November 2013.</td>
</tr>
<tr>
<td>30</td>
<td>USA TRUCK</td>
<td>$373</td>
<td>$408</td>
<td>9.3%</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>UNITED VISION LOGISTICS*</td>
<td>$458</td>
<td>$408</td>
<td>-10.9%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>PENSKE LOGISTICS</td>
<td>$398</td>
<td>$404</td>
<td>1.7%</td>
<td>Private</td>
<td>Dedicated transportation revenue only.</td>
</tr>
<tr>
<td>33</td>
<td>TMC/ANNETT HOLDINGS</td>
<td>$397</td>
<td>$396</td>
<td>-0.2%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>ACME TRUCK LINE*</td>
<td>$419</td>
<td>$394</td>
<td>5.9%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>AVERITT EXPRESS</td>
<td>$381</td>
<td>$394</td>
<td>3.4%</td>
<td>Private</td>
<td>Includes revenue for one-way truckload and dedicated divisions.</td>
</tr>
<tr>
<td>36</td>
<td>PAM TRANSPORTATION</td>
<td>$356</td>
<td>$380</td>
<td>6.6%</td>
<td>Public</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>ROEHL TRANSPORT</td>
<td>$367</td>
<td>$379</td>
<td>3.3%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>MESILLA VALLEY/MVT</td>
<td>$361</td>
<td>$368</td>
<td>2.0%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>DART TRANSIT*</td>
<td>$377</td>
<td>$359</td>
<td>-4.9%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>FIRST FLEET</td>
<td>$326</td>
<td>$358</td>
<td>9.9%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>INTERSTATE DISTRIBUTOR</td>
<td>$371</td>
<td>$355</td>
<td>-4.3%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>FEDEX CUSTOM CRITICAL*</td>
<td>$342</td>
<td>$339</td>
<td>-0.9%</td>
<td>Public</td>
<td>Expedited division of FedEx</td>
</tr>
<tr>
<td>43</td>
<td>TRANSPORT AMERICA</td>
<td>$344</td>
<td>$337</td>
<td>-2.1%</td>
<td>Public</td>
<td>Acquired by TransForce in July 2014.</td>
</tr>
<tr>
<td>44</td>
<td>TRANSAM TRUCKING</td>
<td>$301</td>
<td>$303</td>
<td>0.6%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>COMCAR INDUSTRIES</td>
<td>$327</td>
<td>$299</td>
<td>-8.6%</td>
<td>Private</td>
<td>Sold logistics division to Echo Global in February 2014.</td>
</tr>
<tr>
<td>46</td>
<td>MAVERICK TRANSPORTATION</td>
<td>$272</td>
<td>$275</td>
<td>1.0%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>ARNOLD TRANSPORTATION</td>
<td>$282</td>
<td>$274</td>
<td>-2.7%</td>
<td>Private</td>
<td>Includes 2012 revenue of LinkAmerica (merged in January 2013)</td>
</tr>
<tr>
<td>48</td>
<td>NAVAJO EXPRESS</td>
<td>$266</td>
<td>$273</td>
<td>2.7%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>JOHN CHRISTNER TRUCKING</td>
<td>$265</td>
<td>$256</td>
<td>-3.2%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>EPES CARRIERS</td>
<td>$228</td>
<td>$235</td>
<td>3.1%</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>**</td>
<td>TOTAL TOP 50 TRUCKLOAD CARRIERS**</td>
<td><strong>$34,184</strong></td>
<td><strong>$34,621</strong></td>
<td><strong>1.3%</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Light-asset carrier.
**Results adjusted to closer resemble calendar year.
Revenue primarily for truckload operations and may include less than 10 percent for non-truckload services.
Source: Company Reports and SJ Consulting Group estimates

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### 2013 TOP 10 TEMPERATURE-CONTROLLED CARRIERS — REVENUE, INCL. FUEL SURCHARGES

<table>
<thead>
<tr>
<th>Rank</th>
<th>Carrier</th>
<th>2012 Revenue (in millions)</th>
<th>2013 Revenue (in millions)</th>
<th>Y-O-Y Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PRIME</td>
<td>$1,139</td>
<td>$1,242</td>
<td>9.0%</td>
</tr>
<tr>
<td>2</td>
<td>C.R. ENGLAND</td>
<td>$766</td>
<td>$861</td>
<td>12.3%</td>
</tr>
<tr>
<td>3</td>
<td>STEVENS TRANSPORT</td>
<td>$601</td>
<td>$613</td>
<td>2.0%</td>
</tr>
<tr>
<td>4</td>
<td>GREATWIDE/CARDINAL LOGISTICS*</td>
<td>$646</td>
<td>$560</td>
<td>-13.3%</td>
</tr>
<tr>
<td>5</td>
<td>KLLM**</td>
<td>$334</td>
<td>$541</td>
<td>61.9%</td>
</tr>
<tr>
<td>6</td>
<td>CENTRAL REFRIGERATED SERVICE</td>
<td>$453</td>
<td>$499</td>
<td>10.2%</td>
</tr>
<tr>
<td>7</td>
<td>MARTEN TRANSPORT</td>
<td>$438</td>
<td>$474</td>
<td>8.1%</td>
</tr>
<tr>
<td>8</td>
<td>SCHNEIDER NATIONAL</td>
<td>$342</td>
<td>$360</td>
<td>5.4%</td>
</tr>
<tr>
<td>9</td>
<td>TRANSAM TRUCKING</td>
<td>$301</td>
<td>$303</td>
<td>0.6%</td>
</tr>
<tr>
<td>10</td>
<td>NAJAJO EXPRESS</td>
<td>$266</td>
<td>$273</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

**TOTAL TOP 10 TEMPERATURE-CONTROLLED CARRIERS** | $5,286 | $5,725 | 8.3%

### 2013 TOP 10 BULK/TANK CARRIERS — REVENUE, INCLUDING FUEL SURCHARGES

<table>
<thead>
<tr>
<th>Rank</th>
<th>Carrier</th>
<th>2012 Revenue (in millions)</th>
<th>2013 Revenue (in millions)</th>
<th>Y-O-Y Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>KENAN ADVANTAGE GROUP</td>
<td>$1,091</td>
<td>$1,287</td>
<td>18.0%</td>
</tr>
<tr>
<td>2</td>
<td>QUALITY DISTRIBUTION*</td>
<td>$721</td>
<td>$800</td>
<td>11.0%</td>
</tr>
<tr>
<td>3</td>
<td>TRIMAC GROUP</td>
<td>$709</td>
<td>$761</td>
<td>7.2%</td>
</tr>
<tr>
<td>4</td>
<td>SUPERIOR BULK LOGISTICS</td>
<td>$235</td>
<td>$248</td>
<td>5.7%</td>
</tr>
<tr>
<td>5</td>
<td>RUAN</td>
<td>$244</td>
<td>$228</td>
<td>-6.5%</td>
</tr>
<tr>
<td>6</td>
<td>GROENDYKE TRANSPORT</td>
<td>$227</td>
<td>$226</td>
<td>-0.3%</td>
</tr>
<tr>
<td>7</td>
<td>A&amp;R TRANSPORT</td>
<td>$210</td>
<td>$224</td>
<td>6.7%</td>
</tr>
<tr>
<td>8</td>
<td>SCHNEIDER NATIONAL BULK</td>
<td>$223</td>
<td>$218</td>
<td>-2.3%</td>
</tr>
<tr>
<td>9</td>
<td>FOODLINER/QUEST LINER</td>
<td>$203</td>
<td>$216</td>
<td>6.6%</td>
</tr>
<tr>
<td>10</td>
<td>DUPRE LOGISTICS</td>
<td>$198</td>
<td>$210</td>
<td>6.4%</td>
</tr>
</tbody>
</table>

**TOTAL TOP 10 BULK/TANK CARRIERS** | $4,060 | $4,419 | 8.8%
### 2013 TOP 10 FLATBED CARRIERS — REVENUE, INCLUDING FUEL SURCHARGES

<table>
<thead>
<tr>
<th>Rank</th>
<th>Carrier</th>
<th>2012 Revenue (In Millions)</th>
<th>2013 Revenue (In Millions)</th>
<th>Y-O-Y Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>LANDSTAR SYSTEM*</td>
<td>$999</td>
<td>$979</td>
<td>-2.0%</td>
</tr>
<tr>
<td>2</td>
<td>MERCER TRANSPORTATION*</td>
<td>$492</td>
<td>$483</td>
<td>-1.8%</td>
</tr>
<tr>
<td>3</td>
<td>ACME TRUCK LINE*</td>
<td>$466</td>
<td>$438</td>
<td>-5.9%</td>
</tr>
<tr>
<td>4</td>
<td>UNIVERSAL TRUCKLOAD SERVICES*</td>
<td>$442</td>
<td>$421</td>
<td>-4.7%</td>
</tr>
<tr>
<td>5</td>
<td>UNITED VISION LOGISTICS*</td>
<td>$458</td>
<td>$408</td>
<td>-10.9%</td>
</tr>
<tr>
<td>6</td>
<td>TMC/ANNETT HOLDINGS</td>
<td>$397</td>
<td>$396</td>
<td>-0.2%</td>
</tr>
<tr>
<td>7</td>
<td>ANDERSON TRUCKING SERVICE</td>
<td>$484</td>
<td>$372</td>
<td>-23.3%</td>
</tr>
<tr>
<td>8</td>
<td>MAVERICK TRANSPORTATION</td>
<td>$254</td>
<td>$256</td>
<td>1.0%</td>
</tr>
<tr>
<td>9</td>
<td>BOYD BROS.</td>
<td>$195</td>
<td>$210</td>
<td>8.2%</td>
</tr>
<tr>
<td>10</td>
<td>CRST MALONE*</td>
<td>$211</td>
<td>$203</td>
<td>-3.7%</td>
</tr>
<tr>
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<td>TOTAL TOP 10 FLATBED CARRIERS</td>
<td>$4,397</td>
<td>$4,167</td>
<td>-5.2%</td>
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</tbody>
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OUR 2013 INLAND DISTRIBUTION CONFERENCE was a rousing success with 360 shippers, rail, trucking and other intermodal and transportation providers attending. Returning to Kansas City in 2014, this event promises to be a must attend, highlighting the latest cost-saving strategies, best practices, forecasts and trends in the intermodal and inland distribution arena.

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INTERACTIVE Q&As WITH INDUSTRY LEADERS — David L. Starling, President and Chief Executive Officer of Kansas City Southern Railway, will set the stage for a broader panel discussion about the U.S.-Mexico market and how the railroad is tapping cross-border intermodal growth.

HARD-HITTING KEYNOTES

James Welch
CEO, YRC Worldwide

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PREVIEW OF CONFERENCE TOPICS

INTERMODAL AND TRUCK PRICING
A roundtable discussion focusing on the pricing outlook for trucking and intermodal rail, and how economic factors and supply and demand are impacting it.

THE VIEW FROM WALL STREET
A conversation with Goldman Sachs focusing on a range of issues pertaining to the tightening of trucking capacity, e-commerce, regulations and more.

PLANNING YOUR INLAND SUPPLY CHAIN:
IT ALL BEGINS AT THE SEAPORT
Focusing on marine terminal congestion, chassis shortages and labor disruptions at seaports, so shippers and receivers at inland locations can plan their supply chains accordingly.

REFRIGERATED SERVICES:
BEST PRACTICES IN THE COLD CHAIN
Shippers and transportation providers will discuss when refrigerated rail works, how shippers can get onboard and what transportation providers need to do to meet the demand and attract more business.
BE better operating MARGINS are finally on the horizon for the less-than-truckload industry.

LTL profitability has been dismal for years, with most large carriers reporting operating ratios above 95. Such performance barely generates enough cash to pay for replacement trucks needed to stay in business, and during this period, carriers were criticized for lacking pricing discipline.

In this year’s second quarter, however, publicly traded LTL carriers posted their best collective operating margin improvement. With a 2.2 percent increase in margin on a weighted average basis, the LTL improvement is better than the 2.0 percent improvement for the Class 1 railroads, 1.6 percent for the parcel carriers and 0.4 percent for the truckload carriers. These results suggest there is hope for the industry to attain a sub-90 operating ratio.

The weighted average operating ratio of 92.9 for public carriers is the best the LTL segment has experienced since 2007, though it’s not as good as the 91.0 operating ratio for truckload and 87.7 for parcel carriers. The biggest obstacle for higher operating margins is a lack of conviction among some LTL carriers that a sub-90 ratio is achievable. The LTL industry had an OR of 90 in 2005 and 89.9 in the second quarter of 2006.

The LTL segment is experiencing some of the best market conditions since 2005. With railroads still recovering from winter-related service problems in the first quarter, intermodal shipments are being converted to truckload. With the truckload segment unable to put drivers in seats, the shift from intermodal will further push lightweight truckload shipments to LTL carriers.

Though the recent yield improvement is driven by the driver shortage, the industry can’t rely only on such external factors for pricing discipline. With many LTL carriers having raised rates in recent months to improve their operating margins, they still fear that being more aggressive will result in loss of business. However, given tighter capacity, if the marginal customers aren’t lost because of pricing, then companies aren’t raising rates to market levels and aren’t making best use of limited capacity.

Given such favorable market conditions, LTL carriers that fail to improve pricing are missing the opportunity to recover from years of poor margins. From 2008 to 2013, the LTL industry experienced yield growth of 5.1 percent. That compares with yield growth of 8.1 percent for truckload and 13 percent for ground parcel. Even the consumer price index grew 8.2 percent during this five-year period. For the LTL industry to sustain its value proposition, it must achieve margins on par with the truckload and parcel segments and consumer prices.

Now is the time for LTL carriers to raise rates aggressively and rapidly to reward employees with higher wages, shareholders with better return and even customers with reinvestment in equipment, technology and people to meet the rapidly changing supply chain.

When challenged to match the profitability of parcel carriers, LTL executives often cite limited competition in parcel segment for low LTL margins. While that might be a relevant factor, LTL carriers can learn about balancing capacity with demand from the parcel carriers.

When demand exceeds capacity, industries raise prices to bring balance and improve their profitability. Faced with similar capacity problems, the parcel carriers recently raised the rates on lighter bulkier parcels less than three cubic feet that were previously exempt from dimensional weight adjustments. The change is driven by the reduction in load factor of delivery vans and linehaul trailers from larger parcels.

The parcel carriers, however, gave shippers seven months’ notice to eliminate excess cube and packaging from the parcels. The parcel industry could have just replaced smaller vans with larger vans without any governmental approval. Such an action would have imposed a higher cost on the carriers and resulted in cross subsidy among shippers.

But, known for a lack of discipline in matching capacity with demand, the trucking industry is wasting resources and good will with the public by lobbying Congress to approve larger trucks. The carriers should let the shippers lobby Congress for larger trucks if they fear tight capacity.

Transportation managers seeking to hold down carriers’ rates should look internally at the numerous ways their shipping operation contributes to higher shipping charges, such as using premium services when a consignee isn’t able to take advantage of earlier delivery; tendering shipments that don’t optimize utilization of the carrier’s vehicles; and refusing to tender shipment via electronic manifest.

Most shippers won’t be pleased that LTL carriers are seeking such rate hikes, but to put such increases in perspective, transportation costs for most products represent about 3 percent of the product price.

So a 10 percent increase in the cost of transportation amounts to a 0.3 percent increase in the price of a product. This increase should be passed on to customers in the same way airlines are passing the recent 100 percent increase in air travel security fee on to passengers.

With many private and some public carriers consistently operating at below-90 operating ratio, it’s time for the entire LTL industry to achieve similar profitability. JOC
Select companies hauling truckload, LTL, refrigerated, flatbed and expedited freight in North America
<table>
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<tr>
<th>Company Name</th>
<th>Website/Address</th>
<th>Region</th>
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<tr>
<td>A&amp;B FREIGHTLINE</td>
<td><a href="http://www.aandbfreight.com">www.aandbfreight.com</a></td>
<td>Midwest</td>
<td>LTL, truckload, distribution</td>
<td>President: Peter Latta; Phone: 800-523-5020; 610-696-5800</td>
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<tr>
<td>ALIGNED SYSTEMS HOLDINGS (ALLEIED AUTOMOTIVE)</td>
<td><a href="http://www.alliedholdings.com">www.alliedholdings.com</a></td>
<td>Southeast, Midwest</td>
<td>LTL, truckload</td>
<td>President: Marcia G. Taylor; Phone: 800-866-5500; 770-957-1866</td>
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<td>ANDERSON TRUCKING SERVICE</td>
<td><a href="http://www.atson.com">www.atson.com</a></td>
<td>Nationwide, Canada</td>
<td>LTL, flatbed, truckload, heavy haul, specialized</td>
<td>President: Rollie Anderson; Phone: 800-633-8287</td>
</tr>
<tr>
<td>A-C MOTOR EXPRESS</td>
<td><a href="http://www.acmotorexpress.com">www.acmotorexpress.com</a></td>
<td>New England, NY</td>
<td>LTL, flatbed, refrigerated, drayage, LCL</td>
<td>President: John Nekitopoulos; Phone: 800-332-4080; 413-736-0314</td>
</tr>
<tr>
<td>A-DUPEY</td>
<td><a href="http://www.adueypl.com">www.adueypl.com</a></td>
<td>Southwest, Mexico</td>
<td>LTL, truckload, distribution</td>
<td>President: Peter Latta; Phone: 800-523-5020; 610-696-5800</td>
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<tr>
<td>AVERITT EXPRESS</td>
<td><a href="http://www.averittexpress.com">www.averittexpress.com</a></td>
<td>Southeast, Midwest</td>
<td>LTL, truckload, intermodal</td>
<td>President: Gary D. Sasser; Phone: 800-484-9250</td>
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<tr>
<td>B&amp;G DELIVERY SYSTEM</td>
<td><a href="http://www.bgdeliverey.com">www.bgdeliverey.com</a></td>
<td>Western</td>
<td>LTL, truckload, distribution</td>
<td>President: Scott Allgier; Phone: 949-270-6866</td>
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<tr>
<td>BARR FREIGHT SYSTEM</td>
<td><a href="http://www.barrfreightsystem.com">www.barrfreightsystem.com</a></td>
<td>Midwest</td>
<td>LTL, truckload, drayage</td>
<td>President: William Barranco; Phone: 800-747-0023; 630-633-6284</td>
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<tr>
<td>BARR-NUNN TRANSPORTATION</td>
<td><a href="http://www.barrnunn.com">www.barrnunn.com</a></td>
<td>Nationwide, Canada</td>
<td>LTL, small package express</td>
<td>President: Mike Stone; Phone: 800-593-2328; 580-256-6460</td>
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<tr>
<td>BEAVER EXPRESS SERVICE</td>
<td><a href="http://www.beaverexpressservice.com">www.beaverexpressservice.com</a></td>
<td>Texas, Arkansas, Missouri, New Mexico</td>
<td>LTL, truckload, intermodal</td>
<td>President: Trey Childress; Phone: 888-485-7486</td>
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<td>BENNETT INTERNATIONAL GROUP</td>
<td><a href="http://www.bennettig.com">www.bennettig.com</a></td>
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<td>LTL, truckload, intermodal</td>
<td>President: Marcia G. Taylor; Phone: 800-484-9250</td>
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<td>BULkmatic TRANSPORT</td>
<td><a href="http://www.bulkmatic.com">www.bulkmatic.com</a></td>
<td>Nationwide, International</td>
<td>LTL, truckload, drayage, international bulk</td>
<td>Executive Vice President: Alfie Bingham; Phone: 800-866-5500; 770-957-1866</td>
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<td>CAIN EXPRESS</td>
<td><a href="http://www.cainexpress.com">www.cainexpress.com</a></td>
<td>North America</td>
<td>LTL, truckload, drayage</td>
<td>President: Guy D. Sasser; Phone: 800-423-7488</td>
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<td>CANADIAN FREIGHTWAYS</td>
<td><a href="http://www.cfcmw.com">www.cfcmw.com</a></td>
<td>Western</td>
<td>LTL, truckload, drayage</td>
<td>President: Trent Childress; Phone: 403-287-1090</td>
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<td><a href="http://www.bgdeliverey.com">www.bgdeliverey.com</a></td>
<td>Western</td>
<td>LTL, truckload, distribution</td>
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<td>President: Scott Allgier; Phone: 949-270-6866</td>
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<th>Company Name</th>
<th>Website</th>
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<td><a href="http://www.cstruck.com">www.cstruck.com</a></td>
<td>Nationwide, Canada, Mexico</td>
<td>Truckload, LTL, dedicated, flatbed</td>
<td>Paul Will</td>
<td>317-972-7000</td>
<td><a href="mailto:info@cstruck.com">info@cstruck.com</a></td>
<td>1980</td>
<td>4706 THOMAS DR., BENESVILLE, IL 60106</td>
<td><a href="http://www.cstruck.com">www.cstruck.com</a></td>
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<td>CARLEIL TRANSPORTATION SYSTEMS</td>
<td><a href="http://www.carlile.biz">www.carlile.biz</a></td>
<td>Alaska, Alaska, North America</td>
<td>Flatbed, “ice roads,” hazmat</td>
<td>Harry McDonald</td>
<td>800-4-CONWAY (426-6929); 734-757-1444</td>
<td><a href="mailto:customerservice@carlile.biz">customerservice@carlile.biz</a></td>
<td>1975</td>
<td>2211 OLD EARHART ROAD, ANN ARBOR, MI 48105</td>
<td><a href="http://www.carlile.biz">www.carlile.biz</a></td>
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<td>CELAdON TRUCKING SERVICES</td>
<td><a href="http://www.celadontruckings.com">www.celadontruckings.com</a></td>
<td>Nationwide, Canada, Mexico</td>
<td>Flatbed, dedicated</td>
<td>Chuck Riser</td>
<td>860-599-5596</td>
<td><a href="mailto:customerservice@celadon.com">customerservice@celadon.com</a></td>
<td>1997</td>
<td>7450 E. 33RD ST., INDIANAPOLIS, IN 46235</td>
<td><a href="http://www.celadontruckings.com">www.celadontruckings.com</a></td>
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<td>CENTRAL TRANSPORT</td>
<td><a href="http://www.centraltransport.com">www.centraltransport.com</a></td>
<td>Northeast, Maine to Virginia, Dedicated</td>
<td>LTL, truckload, dedicated, flatbed</td>
<td>Matty Meron</td>
<td>800-641-4747; 417-623-5229</td>
<td><a href="mailto:info@centraltransport.com">info@centraltransport.com</a></td>
<td>1986</td>
<td>300 MAPLE GROVE RD., CAMBRIDGE, ON, CANADA N3E 1B7</td>
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<td>CHALLenger LOGISTICS</td>
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<td>Western U.S., West Coast, Ontario, Quebec</td>
<td>Truckload</td>
<td>Matty Meron</td>
<td>800-974-8332; 423-821-821</td>
<td><a href="mailto:info@challenger.com">info@challenger.com</a></td>
<td>2011</td>
<td>400 N.W. 56TH ST., LINCOLN, NE 68528</td>
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<td>CLARK FREIGHT LINES</td>
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<td>Nationwide</td>
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<td>800-265-6358; 519-653-6226</td>
<td><a href="mailto:info@clarkfreight.com">info@clarkfreight.com</a></td>
<td>1997</td>
<td>5129 PINE AVE., PASADENA, CA 91105</td>
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<td>COWAN SYSTEMS</td>
<td><a href="http://www.cowansystems.com">www.cowansystems.com</a></td>
<td>Nationwide</td>
<td>Intermodal drain, truckload</td>
<td>Ronald Masiello</td>
<td>800-882-6326; 410-247-0800</td>
<td><a href="mailto:sales@covantransport.com">sales@covantransport.com</a></td>
<td>1952</td>
<td>3756 S. CICERO AVE., CICERO, IL 60804</td>
<td><a href="http://www.cowansystems.com">www.cowansystems.com</a></td>
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<td>CUSHING TRANSPORTATION</td>
<td><a href="http://www.cushingtrans.com">www.cushingtrans.com</a></td>
<td>Nationwide</td>
<td>LTL, truckload, dedicated, flatbed</td>
<td>Tony Pacella</td>
<td>800-451-2511</td>
<td><a href="mailto:info@cushingtrans.com">info@cushingtrans.com</a></td>
<td>1924</td>
<td>4555 HOLLINS FERRY RD., BALTIMORE, MD 2127</td>
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<td>CRST INTERNATIONAL</td>
<td><a href="http://www.crst.com">www.crst.com</a></td>
<td>Nationwide, North America</td>
<td>Flatbed, dedicated</td>
<td>David L. Rusch</td>
<td>800-4-CONWAY (426-6929); 423-821-821</td>
<td><a href="mailto:info@crst.com">info@crst.com</a></td>
<td>1955</td>
<td>3930 16TH AVE. S.W., P.O. BOX 68, CEDAR RAPIDS, IA 52046</td>
<td><a href="http://www.crst.com">www.crst.com</a></td>
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<td>DATS TRUCKING</td>
<td><a href="http://www.datstruckings.com">www.datstruckings.com</a></td>
<td>Midwest</td>
<td>LTL, flatbed</td>
<td>Don L. Ipson</td>
<td>435-673-1886</td>
<td><a href="mailto:customer.service@datstruckings.com">customer.service@datstruckings.com</a></td>
<td>1988</td>
<td>400 N.W. 56TH ST., LINCOLN, NE 68528</td>
<td><a href="http://www.datstruckings.com">www.datstruckings.com</a></td>
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<td>DART TRANSIT</td>
<td><a href="http://www.dartadvantage.com">www.dartadvantage.com</a></td>
<td>Midwest</td>
<td>LTL, dry van truckload, flatbed, dedicated</td>
<td>John J. Cushing</td>
<td>800-366-3278</td>
<td><a href="mailto:info@dartselling.com">info@dartselling.com</a></td>
<td>1934</td>
<td>400 S. 51ST AVE., WACO, TX 76702</td>
<td><a href="http://www.dartadvantage.com">www.dartadvantage.com</a></td>
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<td>CRST INTERNATIONAL</td>
<td><a href="http://www.crst.com">www.crst.com</a></td>
<td>Nationwide</td>
<td>Truckload</td>
<td>Ron Smith</td>
<td>800-3-CONWAY (326-8297); 734-757-1444</td>
<td><a href="mailto:info@crst.com">info@crst.com</a></td>
<td>1929</td>
<td>4701 E. 32ND ST., JOPLIN, MO 64804</td>
<td><a href="http://www.crst.com">www.crst.com</a></td>
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<td><a href="http://www.crst.com">www.crst.com</a></td>
<td>Nationwide</td>
<td>Truckload</td>
<td>Daniel Starnes</td>
<td>800-3-CONWAY (326-8297); 734-757-1444</td>
<td><a href="mailto:info@crst.com">info@crst.com</a></td>
<td>1929</td>
<td>4701 E. 32ND ST., JOPLIN, MO 64804</td>
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<td>CREST CARRIER</td>
<td><a href="http://www.crestcarrier.com">www.crestcarrier.com</a></td>
<td>Nationwide</td>
<td>LTL, truckload, dedicated, flatbed</td>
<td>John J. Cushing</td>
<td>800-998-4095; 402-475-9521</td>
<td><a href="mailto:info@crestcarrier.com">info@crestcarrier.com</a></td>
<td>1966</td>
<td>400 S. 51ST AVE., WACO, TX 76702</td>
<td><a href="http://www.crestcarrier.com">www.crestcarrier.com</a></td>
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<tr>
<th>Company Name</th>
<th>Type</th>
<th>Region</th>
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<td><strong>398 MAIN ST., HARTLAND, NB, CANADA</strong></td>
<td>LTL, truckload, parcel, expedited, intermodal</td>
<td>Canada, U.S.</td>
<td>dayross.ca</td>
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<td><strong>DOHRN TRANSFER</strong></td>
<td>LTL, truckload, refrigerated, specialized</td>
<td>California, Nevada, Arizona</td>
<td>dohrn.com</td>
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<tr>
<td><strong>DAYLIGHT TRANSPORT</strong></td>
<td>Expedited LTL, truckload, refrigerated</td>
<td>California, Nevada, Arizona</td>
<td>daylight.com</td>
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<td><strong>DAYTON FREIGHT LINES</strong></td>
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<td>Nationwide</td>
<td>daytonfreight.com</td>
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<td><strong>DEPENDABLE HIGHWAY EXPRESS</strong></td>
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<td>dependable.com</td>
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<td><strong>DORRY DISTRIBUTION SYSTEMS</strong></td>
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<td><strong>EMPIRE TRUCK LINES</strong></td>
<td>Truckload, dedicated, dedicated, truckload</td>
<td>Nationwide</td>
<td>empiretrucklines.com</td>
</tr>
<tr>
<td><strong>EVANS NETWORK OF COMPANIES</strong></td>
<td>LTL, truckload, refrigerated, specialized</td>
<td>Nationwide</td>
<td>evansnetwork.com</td>
</tr>
<tr>
<td><strong>FAST WAY FREIGHT SYSTEM</strong></td>
<td>Truckload, dedicated, dedicated, truckload</td>
<td>Nationwide</td>
<td>fastway.com</td>
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<tr>
<td><strong>FEDEX FREIGHT</strong></td>
<td>Ground air freight and expedited LTL</td>
<td>Nationwide</td>
<td>fedexfreight.com</td>
</tr>
<tr>
<td><strong>FROZEN FOOD EXPRESS</strong></td>
<td>LTL, truckload, refrigerated, specialized</td>
<td>Northeast</td>
<td>frozenfood.com</td>
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<tr>
<td><strong>GORDON TRUCKING</strong></td>
<td>Truckload, dedicated, dedicated, truckload</td>
<td>Nationwide</td>
<td>gordontrucking.com</td>
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<tr>
<td><strong>GMG TRANSPORTATION</strong></td>
<td>LTL, truckload, refrigerated, specialized</td>
<td>Nationwide</td>
<td>gmgtransport.com</td>
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<td><strong>FORWARD AIR</strong></td>
<td>LTL, truckload, refrigerated, specialized</td>
<td>Nationwide</td>
<td>forwardair.com</td>
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<tr>
<td><strong>GREATWIDE LOGISTICS</strong></td>
<td>LTL, truckload, refrigerated, specialized</td>
<td>Nationwide</td>
<td>greatwide.com</td>
</tr>
</tbody>
</table>
When your freight is destined for somewhere beyond your local carrier’s coverage area, trust is on the line. Local relationships are often the most trusted, and it’s tough to find that kind of trust with the coverage you need.

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HEARTLAND EXPRESS
www.heartlandexpress.com
901 N. KANSAS AVE., NORTH LIBERTY, IA 52317
Founded: 1978
Phone: 800-451-4621; 319-626-3600
President: Michael Gerdin
Carrier Type: Truckload, dedicated
Region: Nationwide

HESS TRUCKING
www.hesstruckinc.com
5317 GRAYSON RD., HARRISBURG, PA 17111
Founded: 1987
Phone: 800-733-2509; 717-561-8344
President: William Nelson
Carrier Type: Specialized LTL, dedicated
Region: Mid-Atlantic

HOLLAND (YRC WORLDWIDE)
www.yrcregional.com
750 E. 40TH ST., HOLLAND, MI 49423
Founded: 1929
Phone: 800-456-6322; 616-395-5000
President and CEO: Scott D. Ware
Phone: 800-733-2509; 717-561-8344
President: Mark H. George
Phone: 901-312-2244
President and CFO: Ron Faiella
Phone: 973-491-5151
Carriers: LTL, Truckload, dedicated
Region: Midwest, Southeast, Ontario

HONOLULU FREIGHT SERVICE
www.hfsnet.com
933 N. NIMITZ HWY. NO. A, HONOLULU, HI 96817
Founded: 1936
Phone: 800-777-4963, 808-531-0258
President: Mike Beidleman
Carrier Type: Multimodal, LTL, Truckload, Refrigerated
Region: Linking Hawaii, continental U.S.

HOT SHOT DELIVERY
www.hotsotdelivery.com
747 N. SHEPHERD DR., SUITE 100, HOUSTON, TX 77077
Founded: 1978
Phone: 866-261-3184; 713-869-7575
President: Eric Donaldson
Carrier Type: Expedited, dedicated, Courier
Region: Texas, Nationwide

HUB GROUP
www.hubgroup.com
2000 CLEARWATER DRIVE, OAK BROOK, IL 60523
Founded: 1991
Phone: 800-377-5833
CEO: David P. Yeager
President and CEO: Mark Yeager
E-mail: GoGreen@hubgroup.com
Carrier Type: Intermodal, Drayage, Truckload, Logistics
Region: Nationwide

IMC
www.imccompanies.com
3150 LEXINGTON PARK BOULEVARD, SUITE 312, MEMPHIS, TN 38115
Founded: 1982
Phone: 901-312-2244
Chairman: Mark H. George
E-mail: khooser@imccompanies.com
Carrier Type: Intermodal trucking, Drayage through network of companies
Region: Nationwide

INTERSTATE DISTRIBUTOR
www.intd.com
11707 21ST AVE. S., TACOMA, WA 98444
Founded: 1993
Phone: 800-426-8560; 253-537-9455
President: Marc Rogers
E-mail: Web_Info@intd.com
Carrier Type: Truckload, dedicated, Intermodal, Refrigerated
Region: Nationwide, Western Canada

IRONBOUND INTERMODAL INDUSTRIES
www.ironboundintermodal.com
65 JABEZ ST., NEWARK, NJ 07105
Founded: 1995
Phone: 973-491-5151
President and CFO: Ron Faiella
E-mail: info@ironboundintermodal.com
Carrier Type: Intermodal Drayage
Region: Northeast

J.B. HUNT TRANSPORT SERVICES
www.jbhunt.com
P.O. BOX 130, DENTON, AR 72725
Founded: 1964
Phone: 1-800-4-BHJON (424-6468)
President and CEO: John N. Roberts III
Carrier Type: Intermodal rail, Truckload, dedicated
Region: Nationwide, Canada, Mexico

KANE IS ABLE
www.kaneisable.com
P.O. BOX 931, SCRANTON, PA 18501-0931
Founded: 1991
Phone: 800-489-2000; 602-269-2000
CEO: Kevin Knight; President: David A. Jackson
Carrier Type: Truckload, refrigerated, dedicated
Region: Nationwide

KENAN ADVANTAGE GROUP
www.thekag.com
4366 MT. PLEASANT ST. NW, NORTH CANTON, OH 44720
Founded: 1989
Phone: 800-969-5419
CEO: Dennis Nash; President: Bruce Blaise
E-mail: webmaster@thekag.com
Carrier Type: Bulk fuel, chemicals
Region: Nationwide, Canada

KINGSWAY TRANSPORT
www.kingswaytransport.com
5425 DIXIE ROAD, BUILDING 2, MUSKOKA, ONTARIO, L4W 1E6
Founded: 1941
Phone: 514-856-5559
President and CEO: Bob Robinson
Carrier Type: LTL
Region: Ontario, Quebec

KLLM TRANSPORT SERVICES
www.kllm.com
135 RIVERVIEW DRIVE, JACKSON, MS 39288-6098
Founded: 1963
Phone: 800-925-1000
President: James M. Richards, Jr.
Carrier Type: Refrigerated truckload, dedicated, Intermodal
Region: Nationwide, Mexico

KMX INTERNATIONAL (KREITZ MOTOR EXPRESS)
www.kmxintl.com
2ND AND GRAND ST., HAMBURG, PA 19526
Founded: 1921
Phone: 800-523-8175; 610-562-0800
President: James Vitez
E-mail: info@kmxintl.com
Carrier Type: Specialized, heavy haul, Flatbed, rigging, railcar, barge
Region: Nationwide, International

KNIGHT TRANSPORTATION
www.knighttransportation.com
5601 W. BUCKEYE RD., PHOENIX, AZ 85043
Founded: 1991
Phone: 800-489-2000; 602-269-2000
CEO: Kevin Knight; President: David A. Jackson
Carrier Type: Truckload, refrigerated, dedicated
Region: Nationwide

LAKEVILLE MOTOR EXPRESS
www.lakevillenotor.com
P.O. BOX 10280, ROSEVILLE, MN 55113-1199
Founded: 1921
Phone: 800-888-4950; 651-636-8900
CEO: Roger Wilsey
E-mail: info@lakevillenotor.com
Carrier Type: LTL, Truckload
Region: LTL, Midwest; Truckload, nationwide (Reliance Network)

LAND AIR EXPRESS OF NEW ENGLAND
www.mylandair.com
P.O. BOX 503, WILLISTON, VT 05495
Founded: 1968
Phone: 800-639-3095
President: William Spencer
Carrier Type: Next-day LTL, Truckload
Region: Northeast (New Jersey to Maine)

LANDSTAR SYSTEM
www.landstar.com
13140 SUTTON PARK DR. S., JACKSONVILLE, FL 32224
Founded: 1988
Phone: 800-872-9400; 904-398-9400
Chairman, President and CEO: Henry H. Gerkens
Carrier Type: Truckload, Flatbed, specialized, International (Air & Ocean)
Region: Nationwide

LYNDEN TRANSPORT
www.lynden.com/tita
3027 RAMPART DRIVE, ANCHORAGE, AK 99501
Founded: 1906 (Lynden Transfer)
Phone: 800-326-5700
President: Paul Grimland
E-mail: trananccs@lynden.com
Carrier Type: LTL, Truckload, Flatbed, specialized, Drayage, Refrigerated
Region: U.S. mainland to Alaska, Hawaii, Western Canada

M&S EXPRESS
www.msexpress.com
200 MYSTIC AVE., MEDFORD, MA 02155
Founded: 1942
Phone: 781-395-8772; 781-395-8033
President: Michael Gerdin
Phone: 901-312-2244
President and CEO: Mark Yeager
E-mail: info@hubgroup.com
Carrier Type: Intermodal, Drayage, Truckload, Logistics
Region: Nationwide

M&S EXPRESS
www.msexpress.com
200 MYSTIC AVE., MEDFORD, MA 02155
Founded: 1942
Phone: 781-395-8772; 781-395-8033
President: Richard Sparks
Carrier Type: Container Drayage
Region: New England
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<table>
<thead>
<tr>
<th>Company Name</th>
<th>Website</th>
<th>Address</th>
<th>Region</th>
<th>Carrier Type</th>
<th>Key Contact Person</th>
<th>Phone Numbers</th>
<th>Founded</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>MANITOULIN TRANSPORT</td>
<td><a href="http://www.mcttrans.com">www.mcttrans.com</a></td>
<td>7035 Ordan Drive Mississauga, ON L5T 1T1 Canada</td>
<td>Region: U.S., international</td>
<td>Dedicated, intermodal, specialized</td>
<td>Region: Canada, U.S.</td>
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<td>MCT TRANSPORT</td>
<td><a href="http://www.mcttrans.com">www.mcttrans.com</a></td>
<td>129 Marten ST., MONDOVI, WI 54755</td>
<td>Region: Nationwide</td>
<td>Flatbed, glass, dry van</td>
<td>Region: Nationwide, Canada, Mexico</td>
<td></td>
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<tr>
<td>MASON DIXON INTERMODAL (UNIVERSAL TRUCKLOAD SERVICES)</td>
<td><a href="http://www.mdintermodal.com">www.mdintermodal.com</a></td>
<td>12755 E. 9 MILE RD., WARREN, MI 48089</td>
<td>Region: Nationwide, Mexico, Ontario</td>
<td>Refrigerated, truckload, dedicated</td>
<td>Region: Nationwide, Canada,Mexico</td>
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<tr>
<td>MCT TRANSPORTATION (COMCAR)</td>
<td><a href="http://www.mcctrans.com">www.mcctrans.com</a></td>
<td>6000 E. BENSON RD. SIOUX FALLS, SD 57104</td>
<td>Region: Nationwide</td>
<td>Truckload, refrigerated, dedicated</td>
<td>Region: Nationwide</td>
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<tr>
<td>MELTON TRUCK LINES</td>
<td><a href="http://www.meltontruck.com">www.meltontruck.com</a></td>
<td>808 N. 16th St. E. AVE., TULSA, OK 74116</td>
<td>Region: Nationwide, Mexico, Canada</td>
<td>Flatbed</td>
<td>Region: Nationwide, Mexico, Canada</td>
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<tr>
<td>MERCER TRANSPORTATION</td>
<td><a href="http://www.mercer-trans.com">www.mercer-trans.com</a></td>
<td>1128 WEST MAIN STREET, LOUISVILLE, KY 40203</td>
<td>Region: Nationwide, Canada, Mexico</td>
<td>Flatbed, truckload, specialized</td>
<td>Region: Nationwide, Canada, Mexico</td>
<td></td>
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</tr>
<tr>
<td>MIDWEST MOTOR EXPRESS</td>
<td><a href="http://www.mmieinc.com">www.mmieinc.com</a></td>
<td>5015 E. MAIN AVE., P.O. BOX 1058, BISMARCK, ND 58502</td>
<td>Region: Nationwide</td>
<td>LTL, truckload, flatbed, drayage</td>
<td>Region: Nationwide</td>
<td></td>
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<tr>
<td>MILTON TRANSPORTATION</td>
<td><a href="http://www.miltontrans.com">www.miltontrans.com</a></td>
<td>5505 STATE ROUTE 405, P.O. BOX 355, MILTON, PA, 17847</td>
<td>Region: Nationwide</td>
<td>Dedicated, LTL, truckload, drayage</td>
<td>Region: Northeast, Mid-Atlantic</td>
<td></td>
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<tr>
<td>NEW ENGLAND MOTOR FREIGHT</td>
<td><a href="http://www.nemf.com">www.nemf.com</a></td>
<td>171 NORTH AVE. EAST, ELIZABETH, NJ 07201</td>
<td>Region: East Coast</td>
<td>Container drayage</td>
<td>Region: Nationwide</td>
<td></td>
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</tr>
<tr>
<td>NEW PENN (YRC WORLDWIDE)</td>
<td><a href="http://www.newpen.com">www.newpen.com</a></td>
<td>625 S. 5TH AVE., LEBANON, PA 17042</td>
<td>Region: Nationwide</td>
<td>Dedicated, LTL, truckload, drayage</td>
<td>Region: Northeast, Mid-Atlantic, Ontario, Quebec</td>
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<tr>
<td>NEW CENTURY TRANSPORTATION</td>
<td><a href="http://www.ncrans.com">www.ncrans.com</a></td>
<td>45 E. PARK DR., WESTAMPTON, NJ 08060</td>
<td>Region: Nationwide</td>
<td>Dedicated, LTL, truckload, drayage through subsidiaries including Keystone Freight, National Retail Transportation</td>
<td>Region: Nationwide</td>
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<tr>
<td>NFI INDUSTRIES</td>
<td><a href="http://www.nfindustries.com">www.nfindustries.com</a></td>
<td>1515 BURNT MILL ROAD, CHERRY HILL, NJ 08003</td>
<td>Region: Nationwide</td>
<td>Dedicated, LTL, truckload, flatbed, distribution, intermodal, ocean &amp; air forwarding</td>
<td>Region: Nationwide</td>
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<tr>
<td>NFI INDUSTRIES</td>
<td><a href="http://www.nfisg.com">www.nfisg.com</a></td>
<td>1515 BURNT MILL ROAD, CHERRY HILL, NJ 08003</td>
<td>Region: Nationwide</td>
<td>Dedicated, LTL, truckload, flatbed, distribution, intermodal, ocean &amp; air forwarding</td>
<td>Region: Nationwide</td>
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<tr>
<td>NFI INDUSTRIES</td>
<td><a href="http://www.nfindustries.com">www.nfindustries.com</a></td>
<td>1515 BURNT MILL ROAD, CHERRY HILL, NJ 08003</td>
<td>Region: Nationwide</td>
<td>Dedicated, LTL, truckload, flatbed, distribution, intermodal, ocean &amp; air forwarding</td>
<td>Region: Nationwide</td>
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<tr>
<td>O.S.T. TRUCKING</td>
<td><a href="http://www.ostrucking.com">www.ostrucking.com</a></td>
<td>1205 68TH ST., BALTIMORE, MD 21237</td>
<td>Region: East Coast</td>
<td>Container drayage</td>
<td>Region: Nationwide</td>
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<tr>
<td>OAK HARBOR FREIGHT LINES</td>
<td><a href="http://www.oakh.com">www.oakh.com</a></td>
<td>1239 W. VALLEY HIGHWAY NORTH, P.O. BOX 1469, AUBURN, WA 98007-1469</td>
<td>Region: Nationwide</td>
<td>Dedicated, LTL, truckload, expedited, LCL &amp; FCL, drayage</td>
<td>Region: Nationwide</td>
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<tr>
<td>OLD DOMINION FREIGHT LINE</td>
<td><a href="http://www.odfl.com">www.odfl.com</a></td>
<td>500 OLD DOMINION WAY, THOMASVILLE, NC 27360</td>
<td>Region: Nationwide</td>
<td>Dedicated, LTL, truckload, drayage</td>
<td>Region: Nationwide</td>
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<tr>
<td>PACER INTERNATIONAL</td>
<td><a href="http://www.pacer.com">www.pacer.com</a></td>
<td>6805 PERIMETER DR., DUBLIN, OH 43016</td>
<td>Region: Nationwide</td>
<td>Dedicated, LTL, truckload, drayage</td>
<td>Region: Nationwide</td>
<td></td>
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<tr>
<td>PACIFIC ALASKA FREIGHTWAYS</td>
<td><a href="http://www.pafak.com">www.pafak.com</a></td>
<td>2817 70th Ave. E., FIFE, WA 98424</td>
<td>Region: Alaska</td>
<td>Dedicated, LTL, truckload, expedited, LCL &amp; FCL, drayage</td>
<td>Region: Nationwide</td>
<td></td>
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</tbody>
</table>

**Notes:**
- **Region** indicates the geographic area the company serves.
- **Carrier Type** specifies the types of services the company offers.
- **Key Contact Person** provides the name of the individual responsible for the company.
- **Phone Numbers** list the primary contact numbers for the company.
- **Founded** denotes the year the company was established.
- **Notes** include additional details about the company.
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<table>
<thead>
<tr>
<th>Company Name</th>
<th>Website</th>
<th>Address</th>
<th>Phone Number</th>
<th>President</th>
<th>Contact Person</th>
<th>Region</th>
<th>Carrier Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penske Logistics</td>
<td>penske.logistics.com</td>
<td>13806 Industrial Road, Houston, TX 77015</td>
<td>713-225-3303</td>
<td>Michael Rex King; E-mail: <a href="mailto:lorenb@palletized-trucking.com">lorenb@palletized-trucking.com</a></td>
<td>President &amp; CEO; Sales Support</td>
<td>Nationwide, international</td>
<td>Dedicated, equipment, leasing, rental, logistics</td>
</tr>
<tr>
<td>Panther Expedited Services (Arkansas Best)</td>
<td>pantherexpedited.com</td>
<td>4940 Panther Parkway, Seville, OH 44073</td>
<td>800-685-0657</td>
<td>R. Louis Schneeberger; E-mail: <a href="mailto:salessupport@pantherpremium.com">salessupport@pantherpremium.com</a></td>
<td>President; Sales Support</td>
<td>Nationwide, Pacific Northwest</td>
<td>LTL, truckload, expedited, refrigerated, energy (fracking)</td>
</tr>
<tr>
<td>Peninsula Truck Lines</td>
<td>peninsula.truck.com</td>
<td>3443 U.S. Highway 641 South, P.O. Box 1080, Murray, KY 42071</td>
<td>800-626-3374</td>
<td>Robert E. Low; E-mail: <a href="mailto:info@roadone.com">info@roadone.com</a></td>
<td>President; carrier type</td>
<td>Nationwide</td>
<td>LTL, truckload, flatbed, intermodal, expedited, drayage</td>
</tr>
<tr>
<td>Pen &amp; T</td>
<td>penandt.com</td>
<td>200 W. 45th Street, Schenectady, NY 12306</td>
<td>518-377-1661</td>
<td>Gary Enzor; E-mail: <a href="mailto:info_qdi@qualitydistribution.com">info_qdi@qualitydistribution.com</a></td>
<td>President; CEO</td>
<td>Nationwide</td>
<td>Truckload, dedicated, intermodal, regional, drayage</td>
</tr>
<tr>
<td>Prime</td>
<td>primelines.com</td>
<td>12000 Corporate Drive, Suite 1000, Dallas, TX 75243</td>
<td>877-429-4687</td>
<td>Mark A. DiBlasi; E-mail: <a href="mailto:info@roadone.com">info@roadone.com</a></td>
<td>President; General Manager</td>
<td>Nationwide</td>
<td>LTL, truckload, expedited, drayage</td>
</tr>
<tr>
<td>R+L Carriers</td>
<td>rplusl.com</td>
<td>2700 Vista Drive, Suite 1000, Dallas, TX 75201</td>
<td>800-704-8675</td>
<td>Raja Muthuvel; E-mail: <a href="mailto:info@roadone.com">info@roadone.com</a></td>
<td>President; carrier type</td>
<td>Nationwide</td>
<td>LTL, truckload, flatbed, intermodal, expedited, refrigerated, drayage</td>
</tr>
<tr>
<td>Pitt Ohio</td>
<td>pittohio.com</td>
<td>15 27th St., Pittsburg, PA 15222</td>
<td>800-366-7488; 412-232-3015</td>
<td>Charles Hammel III; E-mail: <a href="mailto:info@roadone.com">info@roadone.com</a></td>
<td>President; Carrier type</td>
<td>Midwest, Nationwide</td>
<td>LTL, truckload, ground package, dedicated, bulk, refrigerated, air, ocean</td>
</tr>
<tr>
<td>Reddaway (YRC Worldwide)</td>
<td>reddaway.com</td>
<td>7720 SW Mohawk St., BLDG H, Tualatin, OR 97062</td>
<td>888-420-8960</td>
<td>TJ O’Connor; E-mail: <a href="mailto:sales@usfreddaway.com">sales@usfreddaway.com</a></td>
<td>President; CEO</td>
<td>Nationwide, Western U.S., British Columbia</td>
<td>LTL, truckload, regional, drayage</td>
</tr>
<tr>
<td>Schneider National</td>
<td>schneider.com</td>
<td>310 S. Packerland Drive, Green Bay, WI, 54313</td>
<td>800-558-6767</td>
<td>Christopher Lofgren; E-mail: <a href="mailto:ad-request@schneider.com">ad-request@schneider.com</a></td>
<td>President; CEO</td>
<td>Nationwide</td>
<td>LTL, truckload, dedicated, regional, interregional, drayage</td>
</tr>
<tr>
<td>Ryder System</td>
<td>ryder.com</td>
<td>11690 N.W. 105th St., Miami, FL 33178</td>
<td>888-783-3702; 305-500-3726</td>
<td>Robert E. Sanchez; E-mail: <a href="mailto:customerservice@ryder.com">customerservice@ryder.com</a></td>
<td>President; CEO</td>
<td>Nationwide, Canad</td>
<td>LTL, truckload, dedicated, regional, drayage</td>
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**INTERMODALISTS SINCE 1971**

ContainerPort Group was formed in 1971 to provide inland terminal and cargo transportation services to ocean carriers, railroads, shippers/receivers, and freight intermediaries. With our forty-three years of experience in the intermodal industry, CPG has the knowledge and expertise it takes to fully understand the requirements of our customers.

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**STRATEGIC INTERMODAL NETWORK**

CPG’s strategic intermodal network includes twenty terminal facilities in fifteen geographic markets throughout the East Coast and Midwest — and we continue to grow.

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**COMPREHENSIVE SERVICE OFFERINGS**

CPG’s primary services to the global shipping industry include:

- Container trucking services
- Container terminal operations
- Container, chassis and trailer maintenance and repair
- ISO Container sales

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**EXPERIENCED PROFESSIONALS**

Our team of over 400 employees and fleet of 600 contracted drivers, combined with our full service product capabilities and exemplary reputation, makes CPG your complete intermodal resource.
SOUTHWESTERN MOTOR TRANSPORT
www.smtl.com
4600 GOLDFIELD, SAN ANTONIO, TX 78218
Founded: 1930
Phone: 800-531-1071; 210-662-2390
President: Charles Wilthers
E-mail: info@smtl.com
Carrier Type: LTL, truckload, expedited
Region: Direct service in 14 states in Southwest, Midwest

STERLING TRANSPORTATION
www.sterlingtransportation.com
5353 W. IMPERIAL HWY., STE. 300, LOS ANGELES, CA 90045
Founded: 1993
Phone: 310-338-9333 (Los Angeles); 305-591-1276 (Miami)
CEO: Kent Davie
E-mail: sales@sterlingtransportation.com
Carrier Type: Expedited LTL, truckload, drayage
Region: LTL, Los Angeles-Miami; Truckload, nationwide

STEVE'S TRANSPORT
www.stevestransport.com
9757 MILITARY PARKWAY, DALLAS, TX 75227
Founded: 1983
Phone: 800-233-9369; 800-806-4917
CEO: Steven L. Aaron; President: Clay M. Aaron
CEO: H.E. “Scott” Wolfe; President: Donald B. Cochran
Carrier Type: Truckload, flatbed, intermodal, specialized, bulk, dedicated subsidiaries
Region: Canada, U.S.

TRANSFORCE
www.transforce.ca
8801 TRANS-CANADA HWY., STE. 500, ST. LAURENT, PQ, CANADA H4S 1Z6
Founded: 1997 (as Cabano; Renamed TransForce 1999)
Phone: 514-331-4000
Chairman, President and CEO: Alain Bédard
Carrier Type: Holding company for LTL, truckload, same-day expedited, flatbed, specialized, bulk, dedicated subsidiaries
Region: Canada, U.S.

TRANSWAYS MOTOR EXPRESS
www.twme-gerard.com
1600 STATE ST., PERTH AMBOY, NJ 08861
Founded: 1984
Phone: 732-442-4630
Owner: Gerard Dooley
Carrier Type: Truckload, LTL, drayage, import/export
Region: New York/New Jersey

U.S. XPRESS ENTERPRISES
www.usxpress.com
4080 JENKINS RD., CHATTANOOGA, TN 37421
Founded: 1985
Phone: 800-251-6291
Chairman and CEO: Max Fuller; President: Ray Harlin
Carrier Type: Truckload, dedicated, intermodal, specialized LTL
Region: Nationwide

USA TRUCK
www.usatruck.com
3200 INDUSTRIAL PARK RD., VAN BUREN, AR 72956
Founded: 1983
Phone: 800-872-8782; 479-471-2500
President: John M. Simone
E-mail: info@usatruck.com
Carrier Type: Truckload, dedicated, intermodal
Region: Nationwide

UNIVERSAL TRUCKLOAD SERVICES
www.goutsi.com
12755 E. NINE MILE RD., WARREN, MI 48091
Founded: 1981 (Seven subsidiaries)
Phone: 586-920-0100
CEO: H.E. “Scott” Wolfe; President: Donald B. Cochran
Carrier Type: Truckload, flatbed, intermodal
Region: Nationwide, Canada

VITRAN
www.vitran.com
185 THE WEST MALL, SUITE 701, TORONTO, ONTARIO, CANADA M9C 5L5
Founded: 1983
Phone: 416-798-4965, Canada (Vitrans Express); 800-245-1244 (U.S.)
President and CEO: Tony Trichilo
Carrier Type: LTL, cross-border transport
Region: Canada, Eastern, Central, Southern U.S.

WAGGONERS TRUCKING
www.wagontrucking.com
5220 MIDLAND RD., BILLINGS, MT 59101
Founded: 1951
Phone: 406-245-1244 (U.S.)
Owner and CEO: Larry Waggoner; President: John E. Waggoner
Carrier Type: Auto transport, flatbed, specialized, wind energy, oilfield equipment
Region: Nationwide

WARD TRUCKING
www.wardtrucking.com
WARD TOWER, 1436 WARD TRUCKING DR., P.O. BOX 1553, ALTOONA, PA 16603
Founded: 1931
Phone: 800-458-3625
Chairman and CEO: William T. Ward
Carrier Type: LTL, truckload, cartage
Region: Mid-Atlantic, Midwest

WATSONTOWN TRUCKING
www.watsontowntrucking.com
60 BELFORD BLVD., MILTON, PA 17847
Phone: 800-344-0313; 570-522-9820
President: Steve Patton
Carrier Type: Solo and team truckload, flatbed, dedicated
Region: Nationwide

WERNER ENTERPRISES
www.werner.com
3051 FRONTIER RD., OMAHA, NE 68138
Founded: 1956
Phone: 800-228-2240; 402-895-6640
Chairman: Gary L. Werner; CEO: Gregory L. Werner; President: Derek J. Leathers
Carrier Type: Truckload, flatbed, dedicated, intermodal, refrigerated
Region: Nationwide

WESTERN EXPRESS
www.westernexp.com
7135 CENTENNIAL PL., NASHVILLE, TN 37209
Founded: 1991
Phone: 800-316-7160; 615-259-9920
President: Paul Wieck
Carrier Type: Truckload, dedicated, flatbed, intermodal, expedited
Region: Nationwide

WILSON TRUCKING
www.wilsontrucking.com
P.O. BOX 200, FISHERSVILLE, VA 22939-0200
Founded: 1926
Phone: 540-949-3200
CEO: C.L. “Chuck” Wilson; President: T.G. “Guy” Wilson
E-mail: csd@wilsontrucking.com
Carrier Type: LTL, regional truckload
Region: Southeast

YRC FREIGHT (YRC WORLDWIDE)
www.yrc.com
10990 ROE AVE., OVERLAND PARK, KS 66211
Founded: 1924
Phone: 540-949-3200
CEO: C.L. “Chuck” Wilson; President: T.G. “Guy” Wilson
E-mail: csd@wilsontrucking.com
Carrier Type: LTL, regional truckload
Region: Southeast
So Long to the Bandit

At current wage rates, the numbers just don’t add up for folks looking to enter the profession. Of the road,” seeing the U.S. from behind the wheel of a big, gleaming 18-wheeler, master of his own destiny. What that produced was a period in which prospective truck drivers proved willing to accept low wages in return for the opportunity to get behind the wheel and gain access to a lifestyle they thought was glamorous and independent.

Of course, to the extent that was ever true, it certainly isn’t in today’s world. Today’s truck drivers are subject to a myriad of regulations, with every mile tracked by GPS and satellite, bound to tight schedules and routes. In other words, it’s about as far from being the “Bandit” as you can get. As a result, drivers are taking a cold, hard look at the profession and its rewards — and it isn’t pretty in many respects.

Today’s long-haul, irregular-route common carrier is asking its drivers to spend a couple of weeks at a time away from home, sitting in a constantly vibrating seat with no companion while maintaining complete alertness and concentration — not to mention irregular hours, truck-stop food and sleeping in the cab — all for a paycheck that varies from week to week and adds up on average to less than $50,000 a year.

Is it any wonder the driver supply is becoming tight? During a recent investor conference call, driver supply and compensation expert Gordon Klemp indicated that 56 percent of the current for-hire driver population is older than 45, and more than 22 percent is 55 or older. Compare that to 8.1 percent of drivers under the age of 30. That should set the alarm bells ringing.

At current wage rates, the numbers just don’t add up for folks looking to enter the profession. And the need for new drivers is only going to grow. How many shippers think testing drivers for sleep apnea is a bad idea? Or that in today’s day and age trucks shouldn’t be equipped with an electronic logging device that reliably tracks driving hours and eliminates cheating on the paper logs? Or that a test of hair follicles that captures 24 months of drug use versus an easier-to-beat urine test shouldn’t be put into practice?

The departure of Federal Motor Carrier Safety Administrator Ann Ferro may lead some to think the supposed “war on trucking” is coming to an end. But the changes under way are about far more than a single individual. The American public has always had an uneasy relationship with the 40-ton vehicles with which they share the nation’s highways. They want those trucks to be as safe as possible, and that desire will continue to drive regulation no matter who heads the agency, or sits in the Oval Office come 2017, for that matter.

What all this means is that driver pay is going to increase, and not by a little bit. Each reader can form his or her opinion as to what level of annual pay will be needed to generate the new drivers on which our economy depends. The numbers generally floated are in the $75,000 range — 50 to 90 percent more than current levels. Wages won’t get there overnight, but they will get there eventually.

FTR Associates estimates labor costs account for almost 70 cents per mile today, so you get some idea of the rate changes this will entail. To be clear, compensation isn’t the only issue, nor is raising driver pay the only solution. Changes in the work environment could go a long way toward helping the situation. A great place to start is at the shipper’s dock. Start treating the driver decently and stop wasting his or her time.

But the status quo in driver compensation is unsustainable, and we need to move to a different paradigm. The days of the Bandit behind the wheel are long gone. The sooner we can get to a more reasonable level of driver pay, the sooner we can start digging out of the demographic hole in which we find ourselves today. JOC
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ContainerPort Group is a leading provider of services to the container shipping industry and is in its 43rd year of operation. CPG provides motor carrier services and terminal services (container depot, CY, equipment repair and maintenance, intermodal rail operations) to ocean carriers, railroads, shippers/receivers, and freight intermediaries. CPG operates facilities throughout the Midwest, Ohio Valley and Northeast regions with a team of over 400 employees and fleet of 600 contracted drivers.

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