

TRANSPORTATION & LOGISTICS M&A PULSE

FIRST QUARTER 2023



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Transportation & Logistics Team

ABOUT PMCF

PMCF is an investment bank focused exclusively on middle market transactions with professionals in Chicago, Detroit, Denver, and across the globe through International™ Corporate Finance affiliates. Offering a depth of advisory services, PMCF helps clients worldwide meet their sale, acquisition, financing, strategic growth objectives. and Additional information on PMCF can be found by visiting our website, pmcf.com.

INVESTMENT BANKING SERVICES:

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SELECT PMCF TRANSPORTATION & LOGISTICS TRANSACTIONS











What We're Discussing with Clients



With sustainability and economic uncertainty top of mind for most investors, there is a growing preference among buyers to explore alternative deal structures to minimize risk and address valuation discrepancies. As non-traditional deal structures are becoming more common in today's market, it is increasingly important to have a trusted advisor to navigate and negotiate deal outcomes that align with the

Timing is critical when selling a business. Launching a sale process during a period of growth offers significant advantages as it can maximize value, minimize other risks, and increase competition among prospective buyers. Engaging an investment banker well in advance of a potential sale is paramount in optimizing your outcome in a sale process.

seller's transaction objectives.

In uncertain M&A markets, buyers tend to adopt a more cautious and discerning approach to their acquisition strategies. They will prioritize companies that have demonstrated resilience in challenging market conditions, possess strong fundamentals and growth potential. and align with their long term strategic objectives. To enact a highly successful transaction in these times, it is important to highlight a story that incorporates the above mentioned attributes.

Q1 2023 Market Summary & Outlook

Q1 2023 - US & GLOBAL 2023 DEAL OUTLOOK

Mergers and acquisitions within the Transportation and Logistics "(T&L)" sector are no longer reaching the levels observed during the record-breaking highs of 2021 and 2022, however, they are still in line with historical averages. In the United States, deal volumes experienced a decline from 60 closed transactions in Q1 2022 to 44 closed transactions in Q1 2023. Globally, a similar trend is being observed with deal volumes down 42% in Q1 2023 compared to Q1 2022. This decrease in deal volume can be attributed to the combination of rising interest rates and economic instability, impacting both debt providers and buyers. Specifically, the Federal Reserve implemented two interest rate hikes in the first quarter of 2023, causing an expectation of a future recession and financial uncertainty.

Buyers are aware of the heightened risks and are adjusting their investment thesis by targeting top-tier assets with considerable insulation to market volatility. The T&L industry is poised to remain resilient amidst market volatility, driven by its focus on value-added services, innovative customer solutions, and the consistent demand in all markets. Companies that match this profile have and will continue to see a premium valuation due to the amount of dry powder that needs to be deployed and will be viewed as safe-haven assets amidst the prevailing economic uncertainty.

PMCF PERSPECTIVES: THE EVOLVING MARKET DYNAMICS

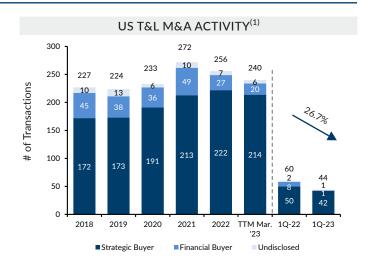
The Transportation and Logistics industry has been experiencing significant changes in recent years, driven by technological

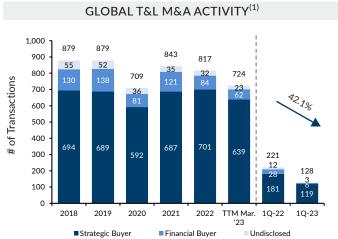
advancements and evolving market dynamics. These changes are impacting both operations and the landscape of mergers and acquisitions. Some of the key areas driving change to the M&A landscape in T&L include:



- Expansion of Capabilities: As there is pressure to scale to meet new demand amidst rapidly changing consumer habits, companies are strategically acquiring firms that provide complementary services to enhance their capabilities and efficiency to capture a larger market share.
- Geographic Expansion: Globalization and the increasing demand for international logistics services have fueled M&A
 activities aimed at geographic expansion. Companies are acquiring firms in new regions to establish a presence in strategic
 markets.
- <u>Technological Integration and Innovation</u>: As companies are looking for a strategic edge in the market-place, innovation in technology is a way businesses can quickly gain an upper hand. Acquisitions for the sole purpose of acquiring IP, advanced digital platforms, data analytics capabilities, or Al-powered solutions are becoming more frequent, rather than investing in R&D to develop internally.

The Transportation and Logistics industry is undergoing significant changes via digital transformation, e-commerce growth, consolidation, sustainability initiatives, and disruptive technologies. All are playing a crucial role in shaping the future of the industry. Companies that adapt to these changes and embrace innovation will be well-positioned to thrive in this evolving landscape.





Sources: Capital IQ, PMCF proprietary research

Macro T&L Indicators and Signals

CASS FREIGHT INDEX: SHIPMENTS

Index (Jan. 1990 avg. =1, Not Seasonally Adjusted)



Source: Federal Reserve Bank of St. Louis

CASS FREIGHT INDEX: EXPENITURES

Index (Jan. 1990 avg. =1, Not Seasonally Adjusted)



Source: Federal Reserve Bank of St. Louis

FREIGHT TRANSPORTATION SERVICES INDEX

Index (Year 2000 avg. =100, Seasonally Adjusted)



Source: U.S. Bureau of Transportation Statistics

TRUCKING TONNAGE INDEX

Index (Year 2015 avg. =100, Seasonally Adjusted)



Source: U.S. Bureau of Transportation Statistics

RAIL FREIGHT CARLOADS

of Carloads



Source: Federal Reserve Bank of St. Louis

LOGISTICS & DISTRIBUTION INDEX

Index (above 50 indicates healthy economy)



Source: University of Louisville, Logistics & Distribution Institute

PMCF Transportation & Logistics Index

| \$ in Millions ⁽³⁾ Company Name | Headquarters | Market | Enterprise | TTM | Cuana | A 1 | | EDITO | | | | |
|--|---------------|---------------------|----------------------|----------|-----------------|--------------------|-----------------|------------------|--------|----------------|--------|------------------------------|
| | | Cap. ⁽¹⁾ | Value ⁽¹⁾ | Revenue | Gross Profit | Adjusted EBITDA | Gross Margin | EBITDA Margin | Debt/ | EV/ Revenue | EV/EBI | TDA ⁽²⁾ Q1 '22 |
| Air & Express Delivery | Location | Сар. | value | Revenue | PIOIIL | EDITUA | Margin | Iviaigiii | EDITUA | Revenue | Q1 23 | Q1 22 |
| Expeditors Int. of Washington, Inc. | United States | \$17.009 | \$15,497 | \$15,000 | \$2,041 | \$1,701 | 13.6% | 11.3% | NM | 1.0x | 9.1x | 7.6x |
| Forward Air Corporation | United States | 2,838 | 3,070 | 1,934 | 596 | 306 | 30.8% | 15.8% | 1.0x | 1.6x | 10.0x | 12.5x |
| Air Transport Services Group, Inc. | United States | 1,490 | 3,005 | 2,061 | 814 | 610 | 39.5% | 29.6% | 2.5x | 1.5x | 4.9x | 6.3x |
| Cargojet Inc. | Canada | 1,400 | 1,918 | 723 | 167 | 211 | 23.1% | 29.2% | 2.4x | 2.7x | 9.1x | 12.6x |
| Air T, Inc. | United States | 71 | 227 | 224 | 51 | 13 | 22.9% | 6.0% | 10.7x | 1.0x | 16.9x | 17.4x |
| Median | omica otatos | , , | 227 | | 31 | - 10 | 23.1% | 15.8% | 2.5x | 1.5x | 9.1x | 12.5x |
| Asset Heavy Trucking | | | | | | | | | | | | |
| J.B. Hunt Transport Services, Inc. | United States | \$18,208 | \$19,727 | \$14,555 | \$2,598 | \$1,946 | 17.8% | 13.4% | 0.8x | 1.4x | 10.1x | 12.7x |
| Knight-Swift Transportation Holdings Inc. | United States | 9,106 | 11,008 | 7,239 | 2,323 | 1,527 | 32.1% | 21.1% | 1.2x | 1.5x | 7.2x | 6.4x |
| Ryder System, Inc. | United States | 4,147 | 10,964 | 12,109 | 2,362 | 2,611 | 19.5% | 21.6% | 2.6x | 0.9x | 4.2x | 4.2x |
| Schneider National, Inc. | United States | 4,762 | 4,615 | 6,413 | 1,194 | 910 | 18.6% | 14.2% | NM | 0.7x | 5.1x | 4.9x |
| Werner Enterprises, Inc. | United States | 2,877 | 3,545 | 3,358 | 777 | 500 | 23.2% | 14.9% | 1.2x | 1.1x | 7.1x | 5.8x |
| Heartland Express, Inc. | United States | 1,257 | 1,642 | 1,148 | 370 | 248 | 32.2% | 21.6% | 1.3x | 1.4x | 6.6x | 5.5x |
| Marten Transport, Ltd. | United States | 1,700 | 1,620 | 1,275 | 339 | 244 | 26.6% | 19.1% | NM | 1.3x | 6.7x | 6.6x |
| Daseke, Inc. | United States | 349 | 1,103 | 1,752 | 511 | 182 | 29.2% | 10.4% | 3.4x | 0.6x | 6.1x | 6.4x |
| P.A.M. Transportation Services, Inc. | United States | 634 | 783 | 949 | 222 | 162 | 23.4% | 17.0% | 0.7x | 0.8x | 4.8x | 5.5x |
| Median | omica otates | 33. | , 55 | | | 102 | 23.4% | 17.0% | 1.2x | 1.1x | 6.6x | 5.8x |
| Marine Transportation | | | | | | | | | | | | |
| A.P. Møller - Mærsk A/S | Denmark | \$31,036 | \$36,807 | \$76,444 | \$31,641 | \$27,375 | 41.4% | 35.8% | NM | 0.5x | 1.3x | 2.2x |
| Kirby Corporation | United States | 4,183 | 5,363 | 2,924 | 772 | 438 | 26.4% | 15.0% | 2.8x | 1.8x | 12.2x | 17.8x |
| Matson, Inc. | United States | 2,152 | 2,813 | 3,882 | 1,177 | 1,063 | 30.3% | 27.4% | 0.7x | 0.7x | 2.6x | 3.6x |
| Eagle Bulk Shipping Inc. | United States | 624 | 788 | 641 | 289 | 231 | 45.2% | 36.0% | 0.8x | 1.2x | 3.4x | 3.5x |
| Genco Shipping & Trading Limited | United States | 663 | 770 | 495 | 222 | 184 | 44.9% | 37.1% | 0.6x | 1.6x | 4.2x | 4.0x |
| Algoma Central Corporation | Canada | 449 | 641 | 521 | 136 | 107 | 26.0% | 20.6% | 2.3x | 1.2x | 6.0x | 5.7x |
| Median | Sanada | | 0.12 | 021 | 100 | 10, | 35.9% | 31.6% | 0.8x | 1.2x | 3.8x | 3.8x |
| Rail Freight & Services | | | | | | | | | | | | |
| Union Pacific Corporation | United States | \$123,146 | \$157,084 | \$25,071 | \$13,315 | \$12,007 | 53.1% | 47.9% | 2.9x | 6.3x | 13.1x | 17.0x |
| Canadian National Railway Company | Canada | 78,680 | 90,185 | 13,091 | 7,451 | 7,451 | 56.9% | 56.9% | 1.6x | 6.9x | 12.1x | 15.5x |
| Canadian Pacific Kansas City Limited | Canada | 71,600 | 85,990 | 6,831 | 3,760 | 3,661 | 55.0% | 53.6% | 3.9x | 12.6x | 23.5x | 26.8x |
| CSX Corporation | United States | 61,330 | 77,975 | 15,146 | 7,611 | 7,611 | 50.3% | 50.3% | 2.2x | 5.1x | 10.2x | 14.1x |
| Norfolk Southern Corporation | United States | 48,257 | 63,927 | 12,962 | 6,186 | 5,799 | 47.7% | 44.7% | 2.6x | 4.9x | 11.0x | 14.1x |
| Westinghouse Air Brake Tech. Corp. | United States | 18,226 | 22,089 | 8,629 | 2,652 | 1,535 | 30.7% | 17.8% | 2.7x | 2.6x | 14.4x | 15.0x |
| Trinity Industries, Inc. | United States | 1,977 | 7,860 | 2,146 | 397 | 489 | 18.5% | 22.8% | 11.7x | 3.7x | 16.1x | 19.1x |
| The Greenbrier Companies, Inc. | United States | 1,055 | 2,588 | 3,633 | 390 | 255 | 10.7% | 7.0% | 5.0x | 0.7x | 10.1x | 16.9x |
| Median | Ormed otates | 1,000 | 2,500 | 5,555 | 0,0 | 200 | 49.0% | 46.3% | 2.8x | 5.0x | 12.6x | 16.2x |
| Third Party Logistics | | | | | | | | | | | | |
| Old Dominion Freight Line, Inc. | United States | \$37,501 | \$37,464 | \$6,205 | 2,484 | 2,103 | 40.0% | 33.9% | NM | 6.0x | 17.8x | 18.9x |
| C.H. Robinson Worldwide, Inc. | United States | 11,575 | 13,719 | 22,492 | \$1,705 | \$1,185 | 7.6% | 5.3% | 1.7x | 0.6x | 11.6x | 12.3x |
| TFI International Inc. | Canada | 10,333 | 11,915 | 8,471 | 1,808 | 1,197 | 21.3% | 14.1% | 1.3x | 1.4x | 10.0x | 11.1x |
| GXO Logistics, Inc. | United States | 5,993 | 9,750 | 9,233 | 1,632 | 704 | 17.7% | 7.6% | 5.3x | 1.1x | 13.9x | 17.0x |
| XPO, Inc. | United States | 3,685 | 6,482 | 7,731 | 1,639 | 1,034 | 21.2% | 13.4% | 2.9x | 0.8x | 6.3x | 17.5x |
| Landstar System, Inc. | United States | 6,457 | 6,262 | 7,440 | 1,510 | 626 | 20.3% | 8.4% | NM | 0.8x | 10.0x | 9.1x |
| Radiant Logistics, Inc. | United States | 309 | 367 | 1,236 | 224 | 68 | 18.1% | 5.5% | 0.7x | 0.3x | 5.4x | 6.5x |
| Median | | | | , | | | 20.3% | 8.4% | 1.7x | 0.8x | 10.0x | 12.3x |
| Median | | | | | | | 26.4% | 19.1% | 2.3x | 1.3x | 9.1x | 11.1x |
| | | | | | | | 29.6% | 23.0% | 2.7x | 2.2x | 9.2x | 10.9x |

Source: Capital IQ
(1) Market capitalizations and total enterprise values as of March 31, 2023; income statement and balance sheet data as of last period reported (2) Multiple of EBITDA based on EBITDA inclusive of equity income from affiliates (3) Currency conversions assume the historical rate

Key T&L Public Company Statistics

VALUATION TRENDS:

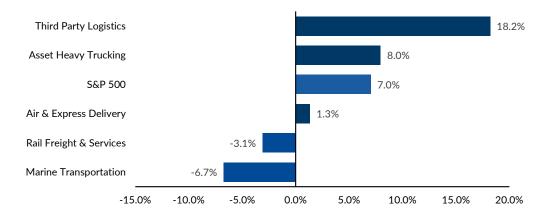
- With the exception of Rail & Freight Services, forward price-to-earnings ratios are trending above the trailing twelvemonth price to earnings multiples, pointing to the potential of stagnant or reduction in earnings for the next period.
- In Q1 2023, the median public equity EV/EBITDA multiple rose to 9.1x, marking an increase from the previous quarter's 8.4x. This uptick occurred alongside a decline in deal volumes, indicating that both strategic and financial investors maintain their enthusiasm for participating in transactions and are willing to offer a premium for promising businesses.
- The PMCF Transportation & Logistics Index indicates robust earnings in the third-party logistics and asset heavy trucking subsectors, surpassing the S&P 500's median 3-month change in stock price by 11.2% and 1.0% respectively.

| | | Stock Price % Change | | EV/EBITDA % Change | | Current Valuation Stats | | | Net Debt/ |
|------------|-------------------------|----------------------|--------|--------------------|--------|-------------------------|--------|-----------|------------|
| | Industry & Segment | 3 Month | 1 Year | 3 Month | 1 Year | Fwd PE | TTM PE | EV/EBITDA | TTM EBITDA |
| es | Air & Express Delivery | 1.3% | 6.7% | -8.7% | -26.5% | 16.8x | 13.7x | 9.1x | 2.3x |
| Categories | Asset Heavy Trucking | 8.0% | 11.0% | 10.4% | -6.3% | 14.2x | 12.4x | 6.6x | 1.1x |
| ate | Marine Transportation | -6.7% | -33.4% | 0.5% | -34.9% | 8.4x | 4.5x | 3.8x | 0.6x |
| &L C | Rail Freight & Services | -3.1% | -22.9% | -5.2% | -24.3% | 16.7x | 26.0x | 12.6x | 2.7x |
| T.8 | Third Party Logistics | 18.2% | 3.0% | 11.4% | -31.5% | 12.5x | 8.2x | 10.0x | 2.3x |
| | Overall Median | 1.3% | 3.0% | 0.5% | -26.5% | 14.2x | 12.4x | 9.1x | 2.3x |

| | PMCF TRANPORTATION & LOGISTICS INDEX PUBLIC VALUATIONS(1)(2) | | | | | | | | |
|--------------------------------|--|---------|---------|---------|---------|---------|---------------|---------|---------|
| | Q1 2021 | Q2 2021 | Q3 2021 | Q4 2021 | Q1 2022 | Q2 2022 | Q3 2022 | Q4 2022 | Q1 2023 |
| Revenue Multiple | | · | | | · | | | _ | |
| Median | 1.7x | 1.7x | 1.6x | 1.7x | 1.6x | 1.3x | 1.2x | 1.2x | 1.3x |
| Mean | 2.9x | 2.9x | 2.7x | 2.9x | 2.8x | 2.3x | 2.2x | 2.3x | 2.2x |
| EBITDA Multiple ⁽¹⁾ | | | | | | | | | |
| Median | 13.8x | 13.2x | 12.0x | 11.9x | 11.1x | 8.5x | 8.3x (| 8.4x | 9.1x |
| Mean | 10.9x | 10.1x | 10.8x | 11.4x | 10.9x | 9.0x | 8.4x | 9.0x | 9.2x |

MEDIAN 3-MONTH CHANGE IN STOCK PRICE(3)

(Q1-23 vs. Q4-22)



⁽¹⁾ Multiple of EBITDA based on EBITDA inclusive of equity income from affiliates (2) Quarterly figures based on the last trading day of each quarter shown

⁽³⁾ Industry and segment returns are based on price-weighted performance

Market Commentary

In Q1 of 2023, China's economy initiated the reopening of international trade, and the worldwide impacts of Covid-19 are no longer burdening the supply chain as seen in prior years. Global leaders in the T&L industry are benefiting from the removal of these restrictions and can facilitate multinational logistics services once more.

<u>May 2023:</u> "Regarding the current dry bulk market, freight rates have rebounded meaningfully since the February lows and currently stand at year-to-date highs for Capesizes at over \$19,000 per day on the non-scrubber-fitted Baltic Capesize Index. We remain expectant for the balance of the year given the reopening in China, and the impact this has on the dry bulk market, which continues to be geared towards not only the world's second largest economy, but also developing Asia."

John Wobensmith, CEO, President, Secretary & Director, Genco Shipping & Trading Limited (Marine Transportation)

May 2023: "... [a] factor that has had a disproportionate impact on our volumes is the shift in consumer spending away from goods to spending on travel and leisure activities during the post-pandemic period...We are seeing a higher portion of disposable income being spent on travel and leisure activities versus pre-pandemic levels. We expect this mix to normalize in the later part of this year."

Ajay Kumar Virmani, Found, CEO, President & Director, Cargojet Inc. (Air & Express Delivery)

<u>May 2023:</u> "...our industry is facing weaker demand than many of us were forecasting at the beginning of this year. Smaller operators are experiencing near breakeven spot rates, prompting an exodus of capacity from the industry with net relocations holding at record high levels. While at the same time, remaining capacity is being reallocated into the strongest end markets, resulting in rate pressure across nearly every industry sub-vertical. Compound this with persistent inflationary headwinds, most notably maintenance costs and driver pay, with driver pay typically lagging in response to the rate environment. The cumulative effect of weaker demand, lower prices, and inflationary headwinds set the backdrop for what is framing up to be a challenging year."

Jonathan Shepko, CEO & Director, Daseke, Inc. (Asset Heavy Trucking)

<u>May 2023:</u> "We expect to see segment operating margins up significantly as we take advantage of the operating leverage of the business, manufacturing backlog, and strong railcar lease environment.... The rail services issues that plagued us in 2022, specifically around the border, have largely been resolved. And while there's still some variation in our supply chain, we have learned to operate through it and do not view this as a significant issue in the future."

E. Jean Savage, President, CEO, & Director, Trinity Industries, Inc. (Rail Freight & Services)

Sources: Company SEC Filings and conference call transcripts

Transportation & Logistics M&A Activity

SELECT TRANSPORTATION & LOGISTICS TRANSACTIONS

| | | lions | |
|--|--|-------|--|
| | | | |
| | | | |
| | | | |

| Closed Date | Target | Buyer | Industry Segment | Implied EV |
|----------------|--|---|-------------------------|------------|
| an-23 | Weeks Marine, Inc. | Kiewit Corporation | Marine Transportation | \$- |
| an-23 | Elmer Buchta Trucking, LLC | Transport Acquisitions LLC | Asset Heavy Trucking | - |
| Jan-23 | Severance Trucking Co., Inc. | TLSS Acquisition, Inc. | Asset Heavy Trucking | 2.3 |
| Jan-23 | ATS Logistics, Inc. | Harbor Logistics, LLC | Third Party Logistics | = |
| Jan-23 | Next Press, LLC | B2B Industrial Packaging LLC | Third Party Logistics | - |
| Jan-23 | Horizon Moving Group, LLC | Dircks Moving & Logistics | Third Party Logistics | - |
| Jan-23 | GTO 2000, LLC | Fitzmark, Inc. | Asset Heavy Trucking | - |
| Jan-23 | Epps Air Service, Inc. | SAR Trilogy Management, LLC | Air & Express Delivery | - |
| Jan-23 | Worldwide Aircraft Services, Inc. | Air T, Inc. | Air & Express Delivery | 3.1 |
| Jan-23 | Carver Maritime Manatee LLC | Agencias Universales S.A. | Marine Transportation | - |
| eb-23 | Huntington Coach Corporation | Beacon Mobility Corp. | Asset Heavy Trucking | - |
| eb-23 | Sustainable Harvest Coffee Importers, Inc. | Sucafina NA Inc. | Third Party Logistics | - |
| eb-23 | Nationwide Express, LLC | Jones Logistics, LLC | Third Party Logistics | - |
| eb-23 | Dolphin Aviation, Inc. | Hawthorne Global Aviation Services, LLC | Air & Express Delivery | - |
| eb-23 | Central Delivery Systems | Package Express, LLC | Air & Express Delivery | - |
| eb-23 | Macro Companies, Inc. | The Lemoine Company Incorporated | Other T&L | - |
| eb-23 | Constant Aviation, LLC | Flexjet, LLC. | Air & Express Delivery | - |
| eb-23 | Cactus Transport, Inc. | American Pavement Preservation LLC | Other T&L | - |
| eb-23 | Trans American Customhouse Brokers, Inc. | EFL Global LLC (USA) | Air & Express Delivery | 42.5 |
| eb-23 | RTR LLC | Big G Express, Inc. | Asset Heavy Trucking | - |
| eb-23 | FleetNet America, Inc. | Cox Automotive Mobility Solutions, Inc. | Other T&L | 100.0 |
| Mar-23 | Amware Fulfillment, LLC | Staci SAS | Third Party Logistics | - |
| Mar-23 | Safety Bus Service Inc. | First Student, Inc. | Other T&L | - |
| Mar-23 | Taylored Services, LLC | Yusen Logistics (Americas) Inc. | Third Party Logistics | - |
| Mar-23 | Byland Transportation LLC | Sage Freight, LLC | Asset Heavy Trucking | - |
| Mar-23 | RSI Logistics, Inc. | Trinity Industries, Inc. | Rail Freight & Services | 72.1 |
| Mar-23 | Excel Disposal of Wisconsin LLC | GFL Environmental Inc. | Other T&L | - |
| Mar-23 | Vac2Go, LLC | Argosy Capital Group, Inc. | Asset Heavy Trucking | - |
| Mar-23 | Mt. Hood Railroad Company | The Fruit Company, Inc. | Rail Freight & Services | - |
| Mar-23 | Global Diversity Logistics, LLC | DSV A/S | Third Party Logistics | - |

Sources: Capital IQ, company websites, and PMCF proprietary research

What is a Strategic Assessment and Why is it Important?

A Strategic Assessment is a comprehensive report that examines a business holistically with specific consideration given to the financial results, operations, and organizational structure. Our goal is to minimize any potential surprises and develop a tailored transaction plan with results-driven solutions to maximize value through our process, which includes:

- Determining your company's current value
- Identifying factors that enhance or erode value and related risk considerations
- Developing strategies to bridge gaps in value and market position

The Strategic Assessment allows shareholders time to fully assess the business and implement changes and align strategies with the value-creation objectives of shareholders.



SIGNIFICANT INDUSTRY **EXPERTISE AND RESOURCES**

Founded in 1995, PMCF has spent 25+ years successfully advising clients in the middle market. From M&A advisory or capital raising to strategic assessment and transaction planning, we execute transactions to achieve life-changing outcomes for our clients. We leverage our significant deal experience, industry relationships, and a deep understanding of sectors we serve to support our clients' organic and inorganic growth initiatives.

PMCF takes a strategic approach to transaction planning, ensuring the positioning and messaging conveys the unique differentiators of your company. Our affiliation with Plante Moran provides us access to transaction tax experts to provide insight into structure planning considerations. Together, our team and the Strategic Assessment prepare companies to navigate the challenges of, and succeed in, today's competitive environment. Areas of assessment may include:

- Developing strategies to effectively deploy capital and resources to maximize ROI on your high-priority growth initiatives
- Aligning your process capabilities with key macro trends driving industry growth
- Evaluating KPI trends and results and understanding how they are used in daily management
- Reviewing the organizational chart and the internal plan for turnover and/or succession of key management team members
- Pursuing customer diversification at attractive, appropriate margins
- Understanding margin trends and concentrations of margin within product groups or customers
- Assessing your company's differentiation and position in the marketplace
- Leveraging our extensive global relationships to help penetrate new customers and/or markets

As an investment in your company, PMCF will complete a complimentary Strategic Assessment. For additional information, please visit pmcf.com

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Recent PMCF Awards



2021 M&A ATLAS AWARD WINNER - USA MIDDLE MARKETS **ENERGY PRODUCTS & SERVICES DEAL OF THE YEAR**

2021 M&A ATLAS AWARD WINNER - USA MIDDLE MARKETS PLASTICS & PACKAGING DEAL OF THE YEAR







2020 M&A ATLAS AWARD WINNER - AMERICAS PLASTICS & PACKAGING DEAL OF THE YEAR

2020 M&A ATLAS AWARD WINNER - AMERICAS INDUSTRIALS BOUTIQUE INVESTMENT BANK OF THE YEAR





2019 MiBiz DEAL OF THE YEAR WINNER MANUFACTURING DEAL OF THE YEAR





2019 M&A ADVISORS AWARD FINALIST **BOUTIQUE INVESTMENT BANK OF THE YEAR**





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