

Supply Chain & Logistics

Market Update

August 2025

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Key Themes in Supply Chain & Logistics

What is the Impact of Potential Macro or Supply Chain Shocks?

- Trade wars and tariffs are disrupting normal buying patterns, and the efficient flow and costs of goods, potentially reinvigorating inflation
- · Threat of collective bargaining action and labor supply tension
- Rail capacity continues to outpace demand amid geopolitical tensions and recent freight market volatility
- Despite a formalized ceasefire, tensions between Israel and Iran remain high, disrupting shipping routes and leading to a rise in Brent crude oil prices
- Vigilance during the summer season amid heightened risk of disruption from wildfire and other extreme weather

Will the Economy Help Fuel Substantive Freight Demand Growth?

- Real US GDP in Q2 weighed down by front loading of imports; despite lower recession risks in Q3, long-run impacts from tariffs remain
- Multiple major domestic investments in manufacturing announced, which will take time to lead to higher freight levels; companies maintain 'wait and see' approach to CapEx as uncertainty remains around what materializes in near-term
- Consumer sentiment posted its first improvement in six months, with June's index up 8.5 points from May, driven in part by delayed tariffs that have yet to be fully implemented
 - Housing market remains challenged and Q4 optimism is cut by last five Fed meetings





Does M&A Activity Meaningfully Rebound in 2025?

- More favorable interest rate environment but capital markets are volatile
- Favorable regulatory environment theme is cooling
- CEOs have grown more optimistic that trade uncertainty will soon resolve, leading to more clear path for businesses
- Significant dry powder inside global private equity, infrastructure, and private credit funds
- Pent up demand exists among sellers and buyers of companies
- Bid/ask spread between seller and buyer expectations remains but has narrowed significantly
- Many companies preparing for market without immediate launch scheduled – waiting for market uncertainty to subside



Will Freight Supply/Demand Dynamics Improve the Freight Rate Environment?

- Truckload rates nearly flat year-over-year, with a modest decline in current levels
- Trucking capacity exited the market during 2024 and into 2025, but is still at pre-COVID peak levels
- In Q1 the spread between contract and spot truckload rates turned negative for the first time since 2022, but has since receded. This is a good indication that any sustained demand increase can flip the market
- Seasonality returned to the market throughout 2024 and is expected to continue as we enter 2H25, though on an irregular time schedule to minimize tariffs amid temporary 90-day pauses given uncertainty
- Any sustained increase in trucking rates will provide a lift to other modalities, particularly intermodal





Economic Demand Indicators: The Industrial Economy

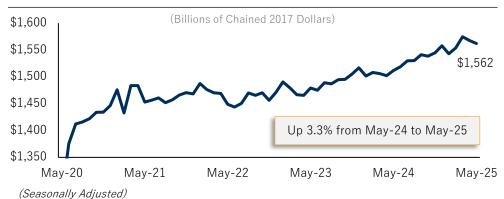
Producer goods like machinery, primary metals, etc. aren't showing the types of pricing drops that consumer goods are showing. This helps explain the relatively tame CPI data. However, to the extent the price for producer goods increases, we would expect inflationary pressures to build over a much longer time horizon. This suggests the FOMC would be wise to wait to postpone interest rate reductions until September at the earliest.

- Jason Miller, Professor, MSU

Source: LinkedIn - July 21, 2025

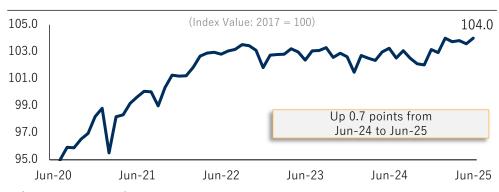


Real Manufacturing and Trade Industries Sales



Source: Federal Reserve Bank of St. Louis

Industrial Production: Total Index



(Seasonally Adjusted)
Source: Federal Reserve Bank of St. Louis

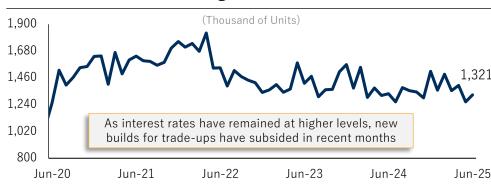
ISM Manufacturing Index



Note: Readings above 50 indicate expansion in manufacturing activity.

Source: Institute for Supply Management

Housing Units Started



(Seasonally Adjusted)

Source: Federal Reserve Bank of St. Louis



Economic Demand Indicators: The Consumer Economy



Although swings in net exports continue to affect the data, recent indicators suggest the growth of economic activity moderated in the first half of the year...The unemployment rates remain low, and labor market conditions remain solid...Inflation remains somewhat elevated [and] uncertainty about the economic outlook remains elevated.

- Fed's Rate Setting Committee, FOMC

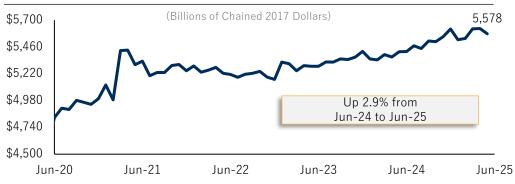
Source: WSJ - July 30, 2025





August 2025

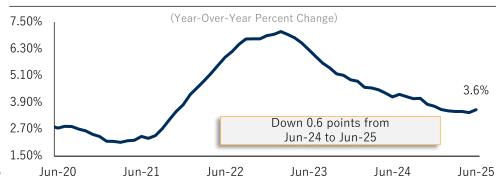
Real Personal Consumption Expenditures: Goods



(Seasonally Adjusted)

Source: Federal Reserve Bank of St. Louis

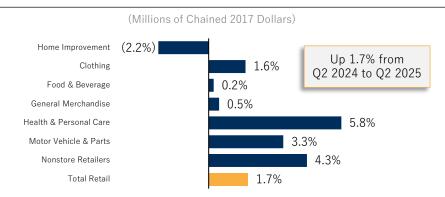
Median Consumer Price Index



(Seasonally Adjusted)

Source: Federal Reserve Bank of Cleveland

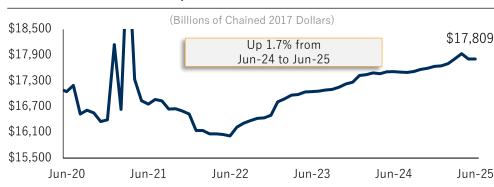
Q2 2025 Retail Store Sales



(Seasonally Adjusted)

Source: Intrepid Research, US Census Bureau, US Bureau of Labor Statistics

Real Disposable Personal Income



Source: Federal Reserve Bank of St. Louis



Demand Indicators: International Trade

Following the April 2nd tariff announcement, customer concerns increased and as a result, volume softened. In early May, upon tariff implementation, China to US volumes deteriorated sharply and remained weak throughout the rest of the quarter. Our international export revenue was flat, reflecting the tariff-related impact on our Trans-Pacific trade lane.

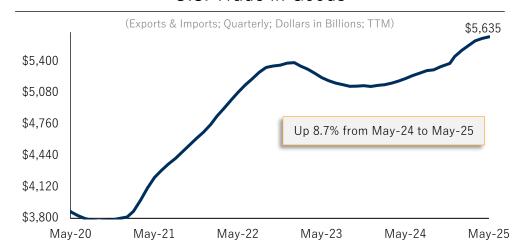
- Brie Carere, Executive VP, FedEx

Source: FedEx Earnings Call - June 21, 2025



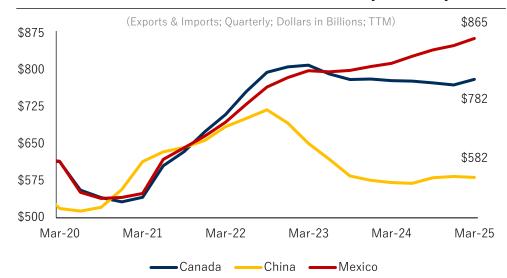


U.S. Trade in Goods



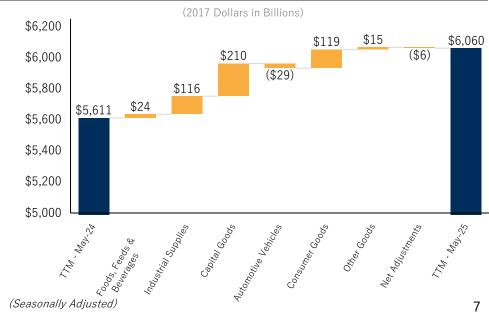
(Seasonally Adjusted) Source: United States Census Bureau

U.S. International Trade in Goods by Country



(Seasonally Adjusted) Source: Bureau of Economic Analysis

U.S. Trade in Goods by Principal End-Use Category



Source: United States Census Bureau



Demand Indicators: Trucking

Trucking Ton-Mile Index



May-21 May-22 May-23 (Seasonally Adjusted)

Sources: Fed, Census Bureau, BEA, BLS by Jason Miller, PhD

Cass Freight Index – Shipments



Retailers Inventory-to-Sales Ratio

The seasonally adjusted May trucking tonmile index indicates suggests seasonally adjusted demand for for-hire trucking services cooled in May after strong growth in March and April in the USA.

- Jason Miller, Professor, MSU

Source: LinkedIn - July 15, 2025



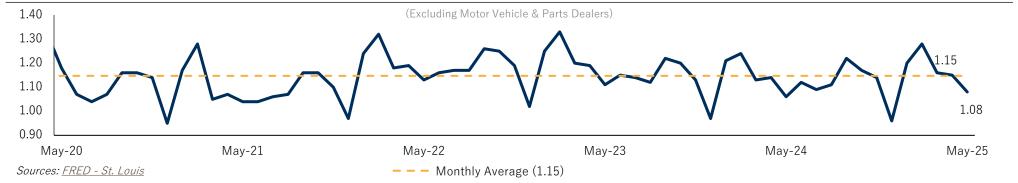
The trade war is likely to extend the for-hire fright recession further as higher prices reduce goods affordability and consumers' real income.

- Cass Transportation Index Report

Source: Cass - July 1, 2025



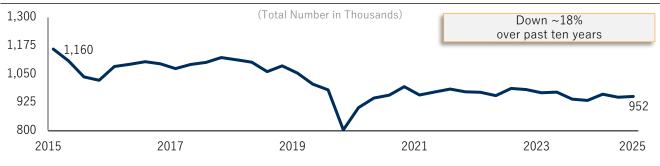






Demand Indicators: Other

U.S. Rail Freight Carloads



The U.S. economy...caught between signals of underlying strength and uncertainty...Rail freight volumes have followed that lead, reflecting a mix of cautious optimism and lingering hesitation across key sectors.

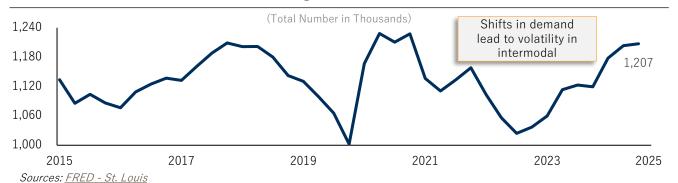
- Association of American Railroads

Source: Rail Overview - July 3, 2025



Sources: FRED - St. Louis

U.S. Rail Freight Intermodal Traffic



The U.S. export market remains heavily reliant on inbound cargo flows from Asia...to get access to containers. Recent tariff-related demand shifts and blank sailings have significantly reduced the volume of incoming containers.

- C.H. Robinson Freight Market Update

Source: C.H. Robinson - June 1, 2025 C.H. ROBINSON





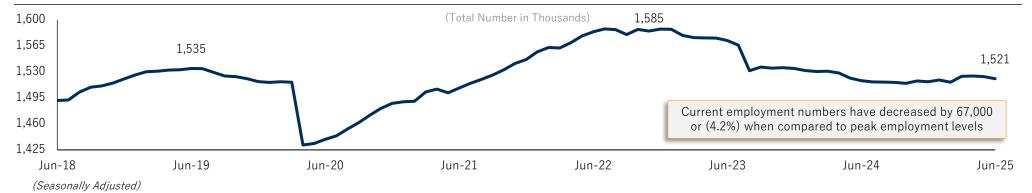






Capacity Indicators: Trucking

Truck Transportation Employment



Source: Federal Reserve Bank of St. Louis

While we continue to see strong results in our newer markets, the overall shipment trends reflect the continued cautious approach from customers amidst an ever-changing economic landscape... Additionally, we saw muted trends out of our Los Angeles region partially contributed to shorter length of haul compared to the first quarter, which is a headwind to sequential revenue per shipment

- Fritz Hulscrief, President and CEO, Saia Inc.

Source: Investing.com - July 26, 2025



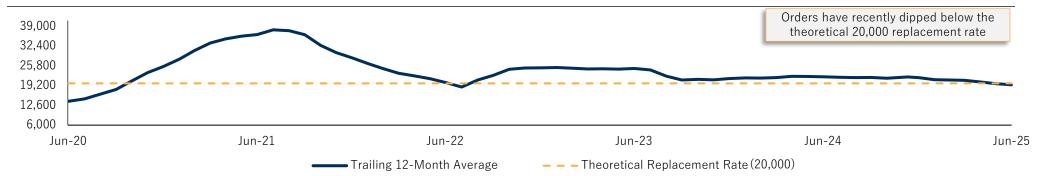


Net Change in Carrier Registrations



Source: FTR Transportation Intelligence, FMCSA

Class 8: Net Truck Orders



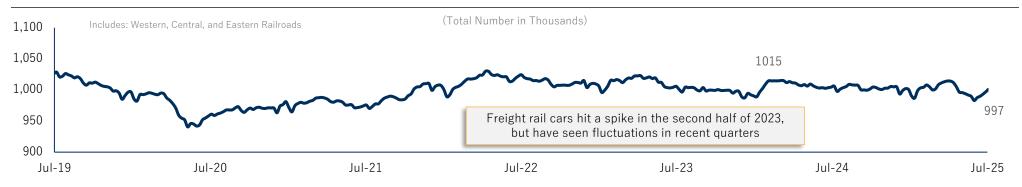
Source: FTR Transportation Intelligence

Note: Theoretical replacement rate refers to the amount of new trucks that must be purchased within a month to maintain the existing North American fleet size



Capacity Indicators: Other

Rail Cars Online



Source: Bureau of Transportation Statistics

In our brokerage and truck segments, demand followed more normal seasonal patterns, including some market tightness in May around the annual road check event. However, the market tightness was relatively short-lived, and truckload spot rates remain soft, suggesting the truckload market, while close to equilibrium, continues to experience some excess capacity.

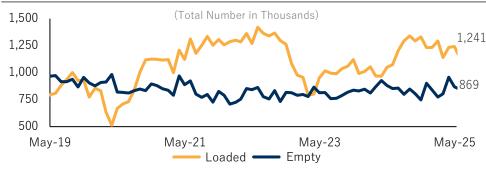
- Spencer Frazier, Executive VP, JB Hunt

Source: JB Hunt Earnings Call - July 15, 2025



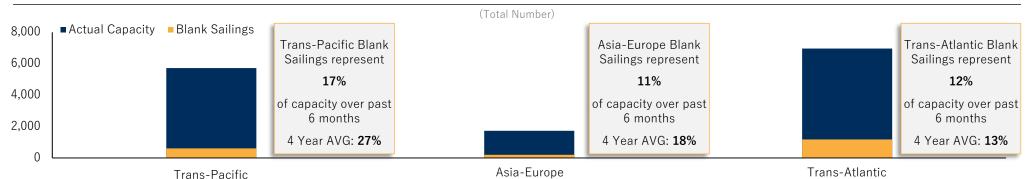


Empty & Loaded Export Containers at Port



Source: Bureau of Transportation Statistics

Percentage of Blank Sailings



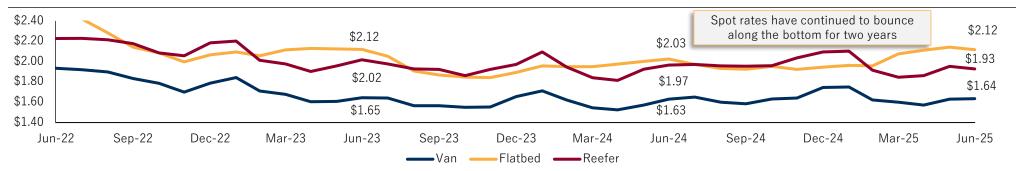
Source: <u>JOC (Asia-Eur)</u>, <u>JOC (Trans-Pac)</u>, <u>JOC (Trans-Atl)</u> Note: Blank Sailings figures references past 6 months data





Freight Rates: Trucking

National Spot Rates



Source: DAT; S&P Journal of Commerce

Brokerage Net Revenue Margin



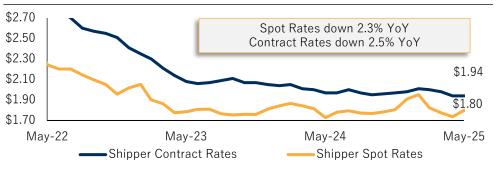
Sources: Transportation Intermediaries Association

LTL Pricing Index



Source: Federal Reserve Bank of St. Louis

Shipper Contract & Spot Rates



Sources: Intrepid Research, DAT Freight & Analytics , S&P JOC Contract TL & Spot TL Shipper Rates

TL Pricing Index



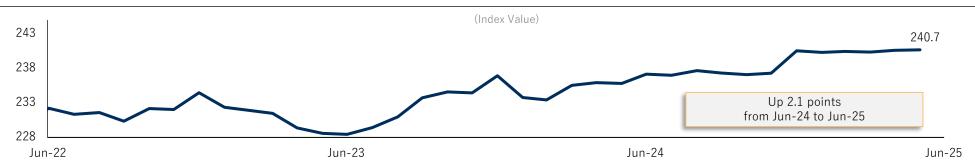
Source: Federal Reserve Bank of St. Louis

Note: The Producer Price Index measures average change in the selling prices of goods and services. It is a reliable indication of truck freight pricing for shippers, but is contract weighted



Freight Rates: Other

Rail Transportation PPI



Source: Federal Reserve Bank of St. Louis

Warehousing capacity is tight, which means there is no inventory movement, and the associated costs (e.g., warehousing prices and inventory costs) are much higher than what we would normally see at this time of the year...This means the inventory is getting more expensive to hold - Zachary Rogers, Assoc Professor, Colorado State University

Source: CNBC - June 5, 2025

COLORADO STATE UNIVERSITY

Warehouse Pricing Index (WPI)

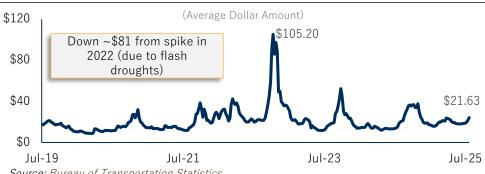


Scheduled Freight Air Transportation PPI



Source: Federal Reserve Bank of St. Louis

Downbound Grain Barge Rate



Source: Bureau of Transportation Statistics

Note: The Producer Price Index measures average change in the selling prices of goods and services. It is a reliable indication of rail freight pricing for shippers





Selected Industry Transactions

Recent Significant M&A

Date	Acquiror	Target
July 2025	Tobin Scientific	Wakefield Moving & Storage
July 2025	Hub Group	Marten Transport (intermodal assets)
July 2025	Velocity Rail	Liquid Tech Solutions
June 2025	American Track	Rapid Track Service
June 2025	Redwood Holdings	Canal Barge Company
June 2025	Argosy	Heavy Equipment Colleges of America
June 2025	I Squared	Royale Cold Storage
May 2025	Littlejohn	RailPros
May 2025	Providence	Global Critical Logistics
May 2025	Radiant Logistics	Universal Logistics
May 2025	DHL Supply Chain	IDS Fulfillment
April 2025	Mullen Group	Cole Group
April 2025	Proficient Auto Logistics	Brothers Auto Transport
April 2025	Fitzmark	HPL & Pentonix Freight





General Market Commentary

- The global transportation and logistics market is poised for robust growth, expanding from \$8.5 trillion in 2024 to an anticipated \$18.6 trillion by 2034 at an 8.1% CAGR
- Diverse public sector performance, with select indices such as air and truck transportation showing resilience amid broader market challenges, underscores a dynamic valuation landscape

Unique Market Commentary

- Al-driven route planning is revolutionizing logistics through dynamic, real-time optimization that mitigates disruptions and improves fuel efficiency
- The emergence of Mobility as a Service (MaaS) is fundamentally reshaping urban transport by converging multi-modal services and leveraging real-time data for enhanced journey planning

Deal activity in the transportation and logistics (T&L) sector remained consistent in early 2025 as compared to the same period in 2024. In the United States, deal volume was muted as companies navigated sustained macroeconomic pressure, policy shifts and geopolitical volatility. T&L leaders are prioritizing strategic alignment over volume with subsectors like airfreight, logistics, and marine ports and terminals attracting the most interest.

- PWC US T&L Deals 2025 Midyear Outlook

Source: US Deals 2025 Midyear Outlook - June 18. 2025



Sources: Pitchbook, S&P Capital IQ.



Public Multiples: Diversified Trucking

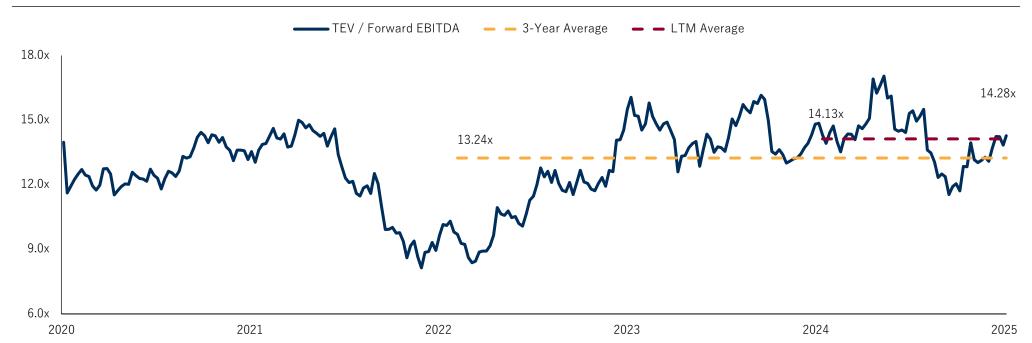
(\$ in millions)		2025E			LTM		
Company	EV / EBITDA	EV / EBIT	Price / Earnings	Operating Ratio %	EBITDA %	ROIC	
J.B. HUNT	10.3x	19.7x	23.7x	93.3%	12.9%	6.5%	
KNIGHT SUFFT	8.5x	22.8x	23.6x	96.5%	14.1%	0.5%	
SCHNEIDER	6.9x	20.8x	23.6x	96.6%	10.7%	1.7%	
HI GHUD	8.0x	16.1x	16.8x	96.4%	8.6%	3.2%	
WERNER ENTERPRISES	6.9x	35.5x	34.7x	97.6%	11.9%	2.4%	
MARTEN.	6.6x	30.4x	34.5x	98.0%	14.6%	2.7%	
Harris Harris	5.7x	NM	NM	104.8%	13.7%	(3.5%	
Covenant	6.5x	15.8x	10.9x	94.6%	13.0%	5.0%	
TITANIUM	5.4x	29.3x	NM	98.0%	7.6%	(11.3%	
N	lean 7.2x	23.8x	24.0x	97.3%	11.9%	0.8%	
N	ledian 6.9x	21.8x	23.6x	96.6%	12.9%	2.4%	





Public Multiples: LTL

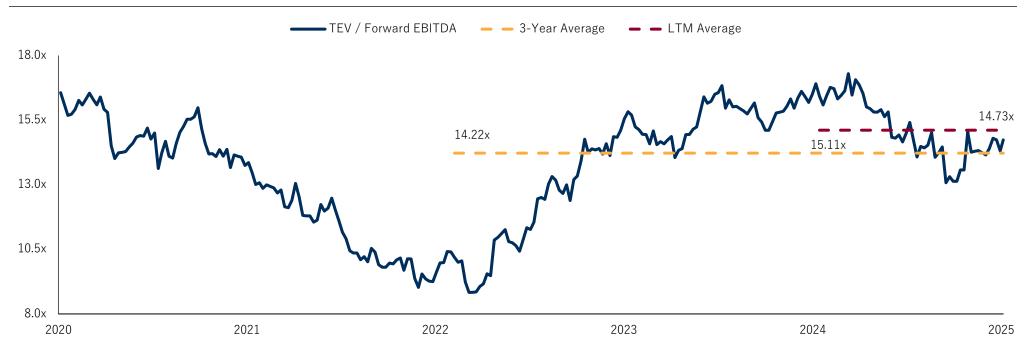
(\$ in millions)		2025E			LTM	FY	
Company	<u> </u>	EV / EBITDA	EV / EBIT	Price / Earnings	Operating Ratio %	EBITDA %	ROIC
(9)		18.3x	23.2x	29.7x	74.6%	31.7%	25.5%
XPO		14.5x	23.4x	28.9x	91.1%	15.2%	5.9%
SALA		14.5x	24.9x	29.8x	87.6%	19.5%	10.9%
TFI International		8.5x	16.6x	16.7x	92.4%	12.9%	3.9%
Forward Air.		10.1x	20.0x	NM	97.3%	8.5%	(27.9%)
ArcBest		6.7x	13.7x	13.1x	97.2%	6.7%	8.5%
	Mean	12.1x	20.3x	23.6x	90.0%	15.7%	4.5%
	Median	12.3x	21.6x	28.9x	91.7%	14.0%	7.2%





Public Multiples: Logistics

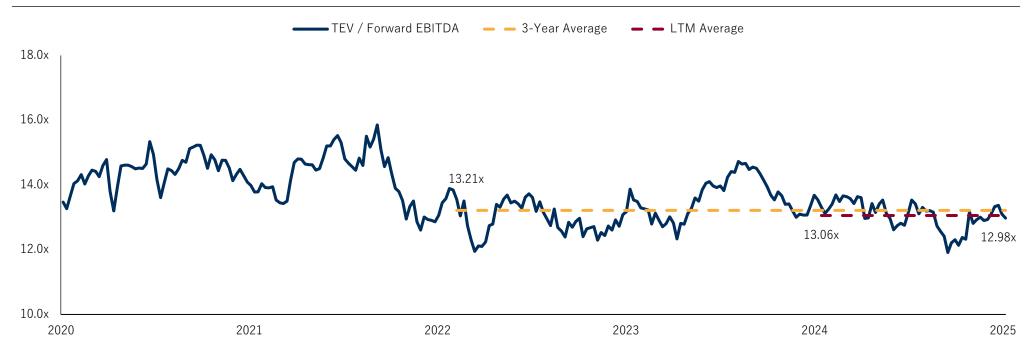
(\$ in millions)		2025E			LTM	FY	
Company		EV / EBITDA	EV / EBIT	Price / Earnings	Operating Ratio %	EBITDA %	ROIC
Expeditors		14.8x	15.8x	22.1x	90.1%	10.4%	22.7%
C.H. ROBINSON		16.9x	18.9x	22.4x	95.4%	4.9%	6.7%
LANDSTAR 矣		16.4x	20.1x	24.8x	92.8%	5.6%	10.5%
RXO		21.7x	48.1x	76.9x	99.6%	2.4%	(17.9%)
Mullen Group		6.6x	11.7x	9.8x	90.8%	13.6%	1.4%
RADIANT.		8.2x	17.6x	11.8x	97.6%	4.6%	6.1%
	Mean	14.1x	22.0x	28.0x	94.4%	6.9%	4.9%
	Median	15.6x	18.3x	22.3x	94.1%	5.2%	6.4%





Public Multiples: Rail

(\$ in millions)		2025E			LTM	
Company	EV / EBITDA	EV / EBIT	Price / Earnings	Operating Ratio %	EBITDA %	ROIC
PARCE OF THE PARCE	12.9x	16.2x	17.9x	59.3%	50.7%	7.4%
	11.8x	15.3x	16.4x	59.9%	51.4%	5.8%
CPKC	14.6x	18.9x	20.0x	60.6%	52.5%	5.0%
CSX	13.0x	17.6x	19.7x	65.1%	46.9%	6.7%
NORFOLK SOUTHERN	13.5x	17.8x	20.8x	61.5%	49.7%	6.7%
Mear	13.2x	17.2x	19.0x	61.3%	50.2%	6.3%
Medi	an 13.0x	17.6x	19.7x	60.6%	50.7%	6.7%





Public Multiples: Marine

(\$ in millions)		2025E			LTM		
Company	EV / EBITDA	EV / EBIT	Price / Earnings	Operating Ratio %	EBITDA %	ROIC	
Kirsv	8.6x	13.2x	14.2x	87.1%	20.5%	6.7%	
Matson.	6.1x	8.8x	10.3x	83.2%	21.4%	14.8%	
©	7.9x	38.4x	23.6x	88.2%	25.3%	(1.7%)	
GOLDEN OCEAN	9.5x	17.4x	13.7x	78.1%	37.8%	(2.9%)	
Mean	8.1x	19.5x	15.4x	84.2%	26.3%	4.2%	
Media	n 8.3x	15.3x	14.0x	85.2%	23.4%	2.5%	







Leadership Team - Supply Chain & Logistics



Dave serves as a Managing Director and Head of Intrepid's Supply Chain & Logistics group. He has 20+ years of experience providing middle market companies with M&A advisory support and other capital markets solutions.

For more than a decade, Dave has focused exclusively on the transportation and logistics sector, where he has advised businesses across a broad range of sectors, including freight management, global freight, intermodal/drayage, and other specialized logistics.

Leveraging his deep transaction experience and regular dialogue with key industry constituents, Dave brings an in-depth knowledge of key market trends as well as the investment criteria and process behavior of strategic and financial buyers.

Prior to joining Intrepid, he served as co-head of William Blair's Transportation and Logistics practice and also led the Transportation and Logistics practice at Piper Sandler, where he spent 15+ years after joining as an associate in 2007.



Mike joined Intrepid in 2024 as a Managing Director in the Supply Chain & Logistics group. He has more than 20 years of banking experience and has focused on the transportation, logistics, and supply chain sector since 2016. His experience includes hundreds of M&A and capital raising transactions for public and private businesses. He has represented clients across a variety of industry segments, including trucking, logistics, short-line and regional railroads, warehousing, shipping, and transportation services firms including factoring and fleet leasing.

As a former CDL holder, he has a tremendous amount of respect for the owners, operators, and employees who drive the lifeblood of the US economy.

Prior to joining Intrepid, Mike was a Managing Director and Head of Transportation and Logistics at Bridgepoint Investment Banking and previously spent nearly 20 years with Bank of America where he was the transportation industry sector lead.



Scott is a Vice President on Intrepid's Supply Chain & Logistics team. Scott has over 12 years of investment banking experience, primarily focused on middle-market mergers and acquisitions in the broader industrials space. He has transaction experience in many logistics subverticals, including truck brokerage, freight forwarding, customs brokerage, spare parts logistics, and reverse logistics. Additional industrials transaction experience includes building products distribution, bakery products distribution, vehicle electronics, specialty vehicle manufacturing, commercial furniture manufacturing, and heavy civil construction.

Prior to joining Intrepid, Scott advised middle-market clients on mergers and acquisitions transactions at Deloitte Corporate Finance, Wells Fargo Advisors, FocalPoint Partners, Wells Fargo Securities, and Barrington Associates. Scott earned a BSE from Princeton University where he was awarded a prize for innovative research and exceptional senior thesis.

Scott currently resides with his wife and two children in Los Angeles. Outside of the office, he enjoys baking and drawing Dog Man cartoons with his daughter, building Legos with his son, and playing games at the beach as a family.



Overview of Intrepid's Supply Chain & Logistics Practice

Our team leverages in-depth industry knowledge and experience combined with a diverse offering of capital solutions to serve as a value-added advisor and thought partner to companies across the supply chain and logistics universe.

In-Depth Supply Chain and Logistics Expertise

Experienced Team Focused on the Supply Chain and Logistics Sector

Deep Sector Knowledge Gained Through Ongoing Dialogue and Transaction Activity

Proven Process Excellence in M&A and Capital Markets
Transactions

Extensive Global Strategic Buyer Relationships Providing Superior Access and Unique, Real-Time Market Insights

Established Relationships with Financial Sponsors Actively Investing in this Sector

Experience Leading Transactions in a Broad Range of Freight
Market Environments

Diverse Capital Solutions for the Middle Market



EXPERTISE SPANNING FULL CAPITAL STRUCTURE

- Senior Debt
- Junior & Mezzanine Debt
- Structured & Minority Equity
- Control Equity
- Rescue Financing

ACCESS TO ALL POOLS OF INSTITUTIONAL CAPITAL

- Commercial Banks
- Private Credit
- Hedge Funds
- Private Equity
- Strategic Investors



Supply Chain & Logistics Sector Coverage

We provide M&A and capital advisory services for companies operating across a broad range of supply chain sectors.

Freight Management

- ✓ Freight Brokerage
- ✓ Managed Transportation
- √ 4PL
- ✓ Driveaway

WORLDWIDE C.H. ROBINSON

SUNTECK*tts*

Asset - Based Transportation

- ✓ TL, LTL, Dedicated
- ✓ Flatbed
- ✓ Auto



Bulk Logistics

- ✓ Liquid, Dry, Chemical
- ✓ Short Line & Regional Rail
- ✓ Rail Services
- ✓ Jones Act
- ✓ ISO Tank







Infrastructure

- ✓ Chassis / Trailer Leasing
- ✓ Aircraft Leasing
- ✓ Terminals & Storage
- ✓ Port Infrastructure





Global Freight

- ✓ Air Cargo Handling
- ✓ Freight Forwarding
- ✓ Customs Brokerage
- ✓ Ocean Shipping



Intermodal / Drayage

- ✓ Drayage
- ✓ IMCs
- ✓ Transloading
- ✓ Port Services







Warehousing / Fulfillment

- ✓ Ambient / Temp Controlled
- ✓ eCommerce Fulfillment
- ✓ Reverse Logistics
- ✓ Parcel / Courier
- ✓ Final Mile
- ✓ LTL Consolidation





Specialized Logistics

- ✓ Student Transportation
- ✓ Medical / Life Sciences
- ✓ Environmental
- ✓ Aerospace & Defense
- ✓ Entertainment
- ✓ Moving & Storage



Fleet Services

- ✓ Fleet Management
- ✓ Freight Audit, Bill, & Pay
- ✓ Factoring / Finance
- ✓ Staffing
- ✓ Spotting / Yard Management







Supply Chain Technology

- ✓ Freight Software / TMS
- ✓ Telematics
- ✓ Supply Chain Visibility
- ✓ Warehouse Automation

GPSHER®ES (1) ISAAC



Deep Transaction Experience across Supply Chain & Logistics

Differentiated sector coverage, proven process excellence and trusted advisory relationships across the supply chain and logistics landscape.

























































