



Greater Toronto Area Region



01-Jan-20 to 31-Jan-20

## \$2.01m

Total Revenue

▲ 18.26% MoM Increase

Just short of meeting targets, despite a strong YoY growth, but profitability and portfolio have issues.

## 62,890

Total Volume (MT)

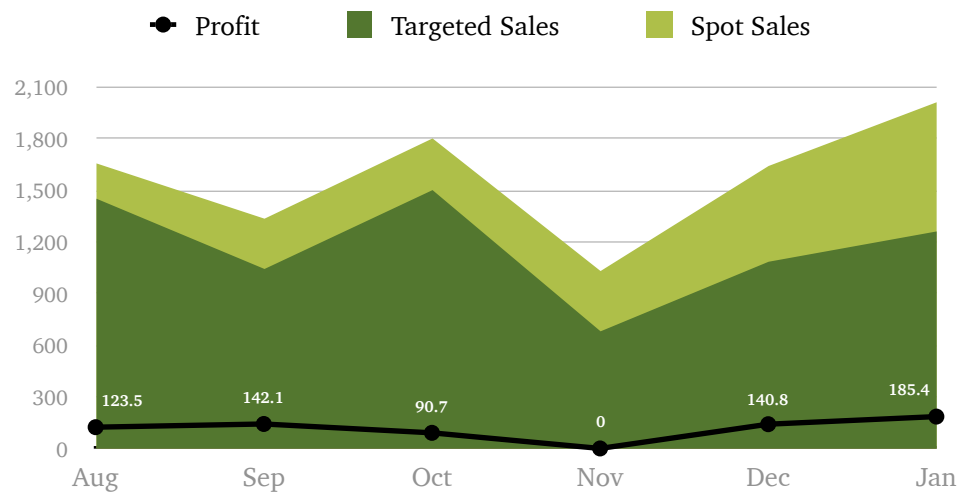
▲ 14.2% MoM Increase

## 9.2%

Gross Profitability

▼ 2.4pt MoM Reduction

### Sales Performance (\$ '000)



## 7

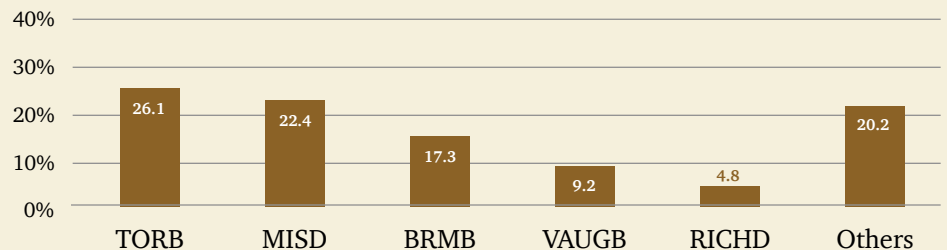
Yield Ranking<sup>1</sup>

▼ 1 MoM Reduction



### Revenue Contribution

Of 12 locations under GTA Region



## 16.3%

Expansion Ratio<sup>2</sup>

Across 4 customers

## 3

Leading Locations

## 1

Lagging Locations 

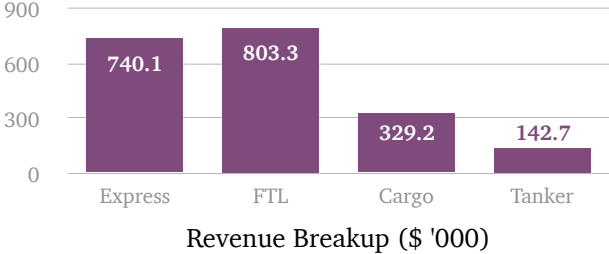
Comments: <sup>1</sup> Aggregate rank of all included locations, as compared to other aggregates <sup>2</sup> Proportion of revenue contributed by entirely new customers

Strong growth in overall revenue, with above target profits, but income distribution is highly uneven.

\$2.01m

Total Revenue

▲ 18.26% MoM Increase



### National Aggregate Ranking

Of GTA Region as compared to similar regions

**3**  
Volume Rank<sup>3</sup>

**7**  
Yield Rank<sup>4</sup>

**14**  
Growth Rank<sup>5</sup>

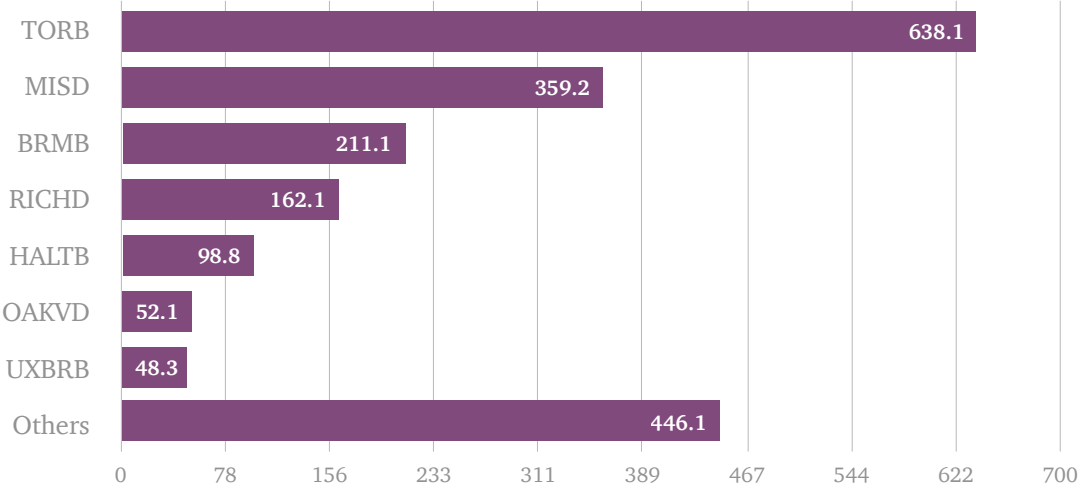
**2**  
Absolute Rank<sup>6</sup>

! Yield rank dropped for second month in a row.

! 4 of 12 locations represent 68% of all revenue.

! 2 of 12 locations saw revenues fall.

Distribution of Revenue (\$ '000)



Comments: <sup>3</sup> Ranking by volume handled <sup>4</sup> Ranking by profitability <sup>5</sup> Ranking by new customer acquisition <sup>6</sup> Averaged national ranking

Actual profitability has reduced despite an increase in revenue and business volume, contribution disparity persists.

**?**  
Reduction due to more operations in low yield routes.

9.2%

Gross Profitability

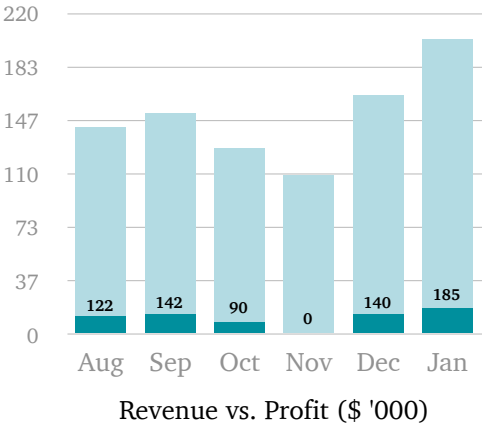
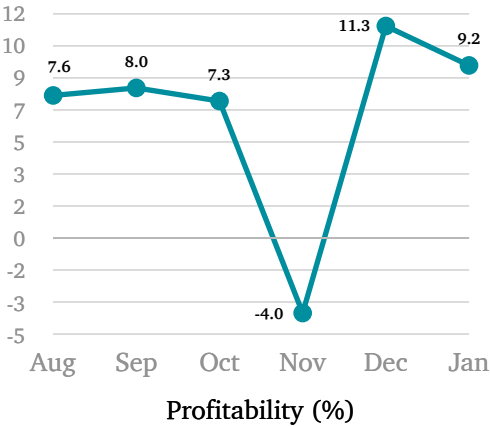
▼ 2.1pt MoM Reduction

\$185.4

Profit Realization ('000)

▲ 16% MoM Growth

Historical Trend of Profits



**!**  
3 of 12 locations made no profit in the last 3 months.

**!**  
7 of 12 locations missed targets.

**!**  
Operational costs have risen by 12% compared YoY



Profitability Hurdles

For 12 locations under GTA Region

Direct Losses

Penalties

- Late deliveries: \$36,000
- DEPS: \$44,289

Missed Opportunities

Low capacity utilization

- 3 routes for approx.: \$62,030

Reduction in usual business

- GrubberExcel reduced business by 23.4%, worth: \$168,395

Comments: <sup>1</sup> Profit indicates the absolute money value earned <sup>2</sup> Profitability indicates the percentage of revenue that the profit represents

Enquiry conversion is at an annual high, with a good average shipment value and business type diversity.

✓  
No issues to report.

23,629

Number of Enquires

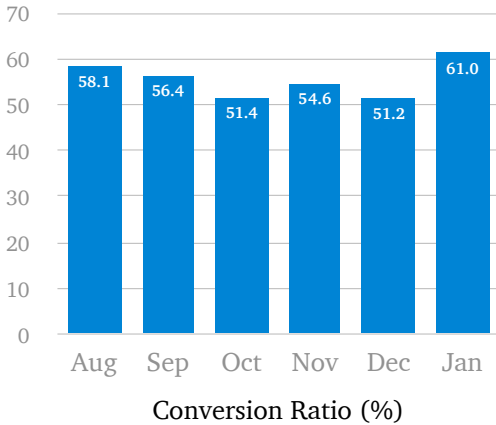
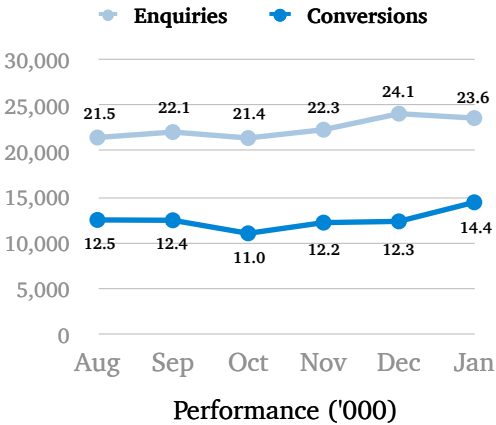
▼2% MoM Reduction

14,423

Number of Conversions

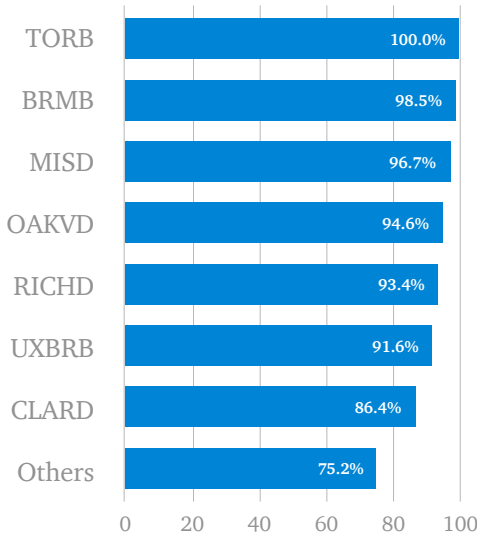
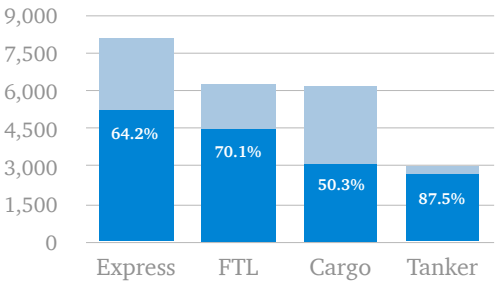
▲16% MoM Increase in Ratio

Historical Trends of Funnel



Capacity Utilization

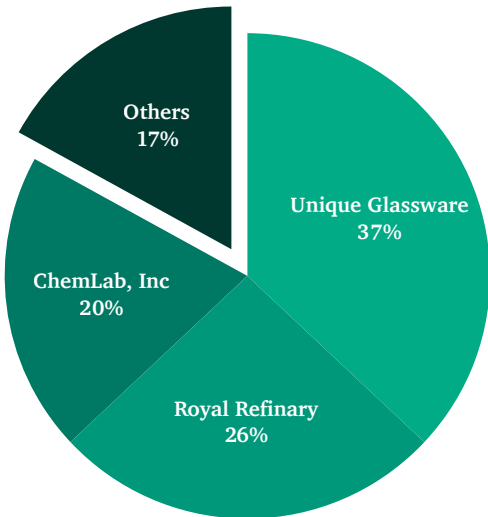
18,600  
Aggregate Capacity



Comments: † Enquires and conversions are measured in number of vehicles. LTL-equivalent numbers are combined to be measured in truck loads.

There is an over dependence on the top three customers, with an increase in low-volume routes.

Revenue Distribution



Portfolio Summary



Two customers contribute to over 25% of sales each.



14 less customers active as compared to the same period a year ago.



Overall customers are concentrated in Express and FTL businesses.

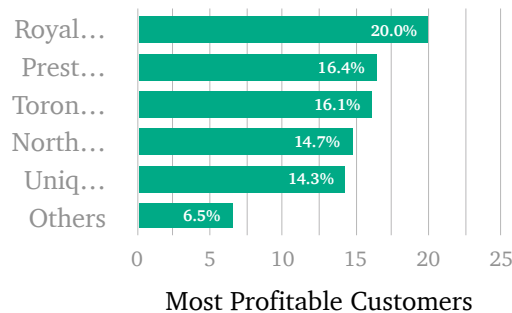
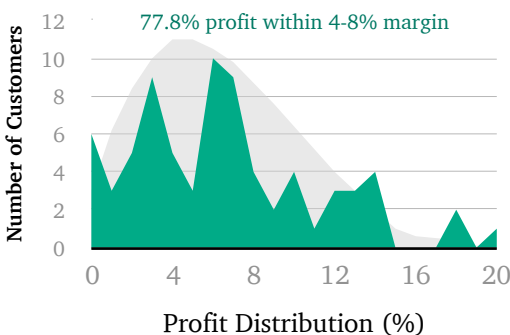


Major Trends

Of active customers under GTA Region, YoY for the selected period

- ✗ Portfolio has shrunk by 22%, with average age reducing by 1.3 years
- ✗ An uptick in lower valued shipments, with a average reduction of \$1,100 per order
- ✓ Proportion of new customers is higher

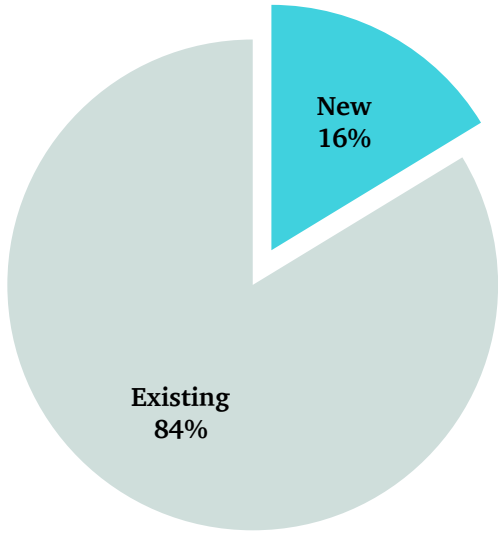
Active Customer Margin Analysis



Comments: <sup>7</sup> Customers with active contracts during the financial year of the selected period <sup>8</sup> Customers who gave business during the selected period

Less new customers were acquired this month, but their ratio is above targeted levels, profits from new customers are higher YoY.

Revenue Breakup<sup>9</sup>

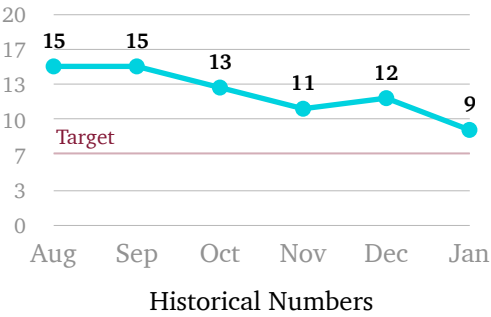


Portfolio Contribution

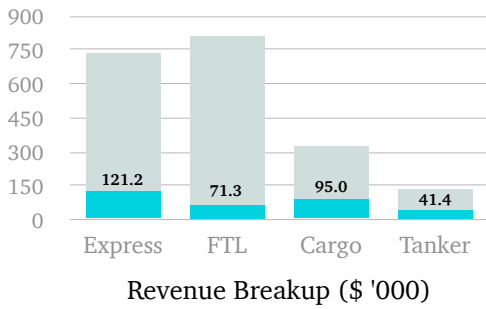
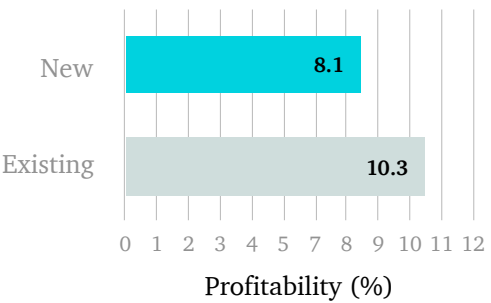


**!** Expansion revenue target missed by over 30%.

Acquisition (Expansion) Specific Trends



**!** Number of new customers added has dropped in the last six months.



**i** One new route was started during the selected period.

Comments: <sup>9</sup> Percentage of revenue contributed by new customers, which is different from the number of new customers compared to total customers