

VOLATILE:

Latest Third-Party Logistics Market Results and Predictions for 2020

Including Estimates for 190 Countries

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ABOUT ARMSTRONG & ASSOCIATES, INC.

Armstrong & Associates, Inc. (A&A) was established in 1980 to meet the needs of a newly deregulated domestic transportation market. Since then, through its leading Third-Party Logistics (3PL) market research and history of helping companies outsource logistics functions, A&A has become an internationally recognized key resource for 3PL market information and consulting.

A&A's mission is to have leading proprietary supply chain knowledge and market research not available anywhere else. As proof of our continued work in supporting our mission, A&A's 3PL market research is frequently cited in media articles, publications, and securities filings by publicly traded 3PLs. In addition, A&A's email newsletter currently has over 88,000 subscribers globally.

A&A's market research complements its consulting activities by providing continually updated data for analysis. Based upon its unsurpassed knowledge of the 3PL market and the operations of leading 3PLs, A&A has provided strategic planning consulting services to over 30 3PLs, supported 21 closed investment transactions, and provided advice to numerous companies looking to benchmark existing 3PL operations or outsource logistics functions.

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Longer-Term Contracts Win in a Mixed 2019, 2020 Faces Coronavirus Volatility and Economic Headwinds

Figure 1. U.S. 3PL Market 2005 - 2020E (US\$ Billions)

Dedicated Contract Carriage (DCC)

Table 1. U.S. 3PL Market Growth by Segment

Table 2. Top 50 DCC 3PLs by 2019 Power Units*

Value-Added Warehousing and Distribution (VAWD)

Domestic Transportation Management (DTM)

International Transportation Management (ITM)

Figure 2. U.S. 3PL Market Segment Net Revenues and CAGRs 2005 - 2020E*

Table 3. U.S. 3PL Segment Growth Predictions for 2020

Top U.S. Based 3PLs

Table 4. Top 50 U.S. Based 3PLs by Gross Revenue

U.S. E-Commerce Logistics Costs, 3PL E-Commerce Revenues, and Amazon's Current Market Share

Figure 3. U.S. E-Commerce Logistics Costs 2017 - 2020E (US\$ Billions)

Figure 4. U.S. 3PL E-Commerce Revenues 2017 - 2020E (US\$ Billions)

Figure 5. Amazon's U.S. E-Commerce 3PL Market Revenue (US\$ Billions)

Figure 6. Amazon's Market Share of the Overall U.S. E-Commerce 3PL Market Segment

Merger & Acquisition Activity

Figure 7. 3PL Acquisitions over \$100 Million (1999 - 2019)

Figure 8. GlobalTranz Ownership and Acquisition Timeline

Global Logistics Costs and Third-Party Logistics Revenues

Table 5. 2019-2020E Global Logistics Market and 3PL Segment Revenues by Country/Region (US\$ Billions)

Top 50 Global 3PLs

Table 6. Top 50 Global 3PLs by Gross Revenue

Figure 9. Number of Top 50 Global 3PLs by Country

Market Research

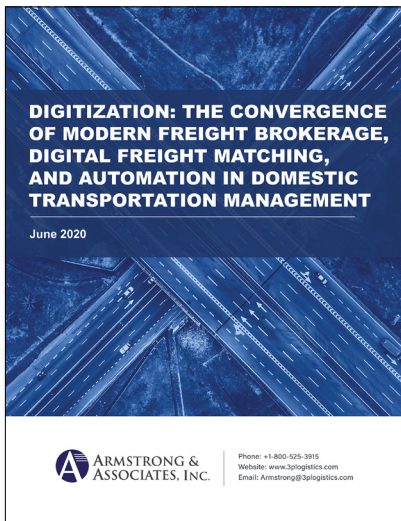
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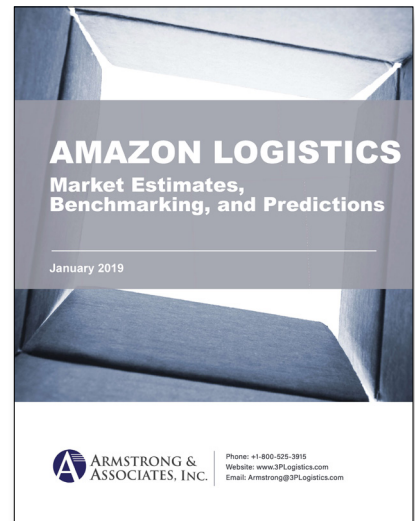
Digitization – The Convergence of Modern Freight Brokerage, Digital Freight Matching, and Automation in Domestic Transportation Management

Since our first report on Digital Freight Matching (DFM) in 2016 where we dubbed the term "Digital Freight Matching", there has been increasing focus on these companies which have been seen by investors as market disruptors. This report details the convergence of DFM, modern Domestic Transportation Managers, and Digital Freight Brokers. It provides insights into what systems drive a 3PL's classification as a DFB and what systems can be deployed to augment a TMS and digitalize a DTM/Freight Brokerage operation.



Increasingly Strategic – Trends in 3PL / Customer Relationships

This definitive analysis is an expanded update of Armstrong & Associates' best-selling report. From its analysis of over 7,700 current 3PL customer relationships in 44 countries, totaling nearly 21,000 services, the report identifies and details key trends in outsourced third-party logistics provider (3PL) customer relationships. Armstrong & Associates has been tracking and analyzing 3PL/ Customer relationships for over a decade with ever-increasing detail.



Amazon Logistics – Market Estimates, Benchmarking, and Predictions

This comprehensive report analyzes e-commerce logistics, its major logistics competitors and Amazon's impact on transportation and warehouse management, and the overall 3PL markets. Benchmarks for capital expenditures, warehousing and fulfillment, air freight, vehicles and drivers, and 3PL services and related assets are provided.