

Transportation's Top Stories

Air Transport Updates

CANADA

Aircraft movement statistics: Major and select small airports, September 2023



Source: Statcan

In September 2023, aircraft movements at Canada's major and select small airports totalled 508,827. This was an increase of 3.3% from September 2022 but 4.5% lower than September 2019, before the COVID-19 pandemic. The number of international movements between Canada and countries other than the United States was up 11.1% year over year in September 2023, while movements to and from the United States increased 7.3%. Total domestic movements increased 3.8% from September 2022, with those from smaller carriers (Level IV to VI) rising 9.1%.

Aircraft movement statistics: Major and select small airports, September 2023, December 1, 2023, www.statcan.gc.ca

Air Canada Customers Can Now Track their Baggage and Mobility Aids while Travelling in Canada



Source: Air Canada

Air Canada on December 1, 2023 introduced a new feature to the Air Canada mobile app to enable customers traveling within Canada to track the progress of their baggage and mobility aid in real time at key points as it moves with them throughout their journey. The new tracking feature is designed to provide travellers with added confidence and improve the overall customer experience through greater convenience. "At Air Canada, we know that apart from a safe, comfortable journey, the prompt delivery of baggage and mobility aids is a top priority for our customers. We already achieve a very high reliability rate, but to further elevate our service we are introducing a new tracking feature in the Air Canada mobile app to give customers real-time information, greater certainty about the movement of their belongings during their trip, and heightened convenience," said Tom Stevens, Vice President, Customer Experience and Operations Strategy at Air Canada. Using the Air Canada mobile app, customers can now track their baggage and mobility aid as it travels with them on domestic flights, based on the same tag scanning information that Air Canada employees use at each stage to handle these items. Initially available to customers travelling within Canada during final

development, the tracking feature will be expanded to the airline's U.S. flights next year and, over time, select international destinations.

Air Canada Customers Can Now Track their Baggage and Mobility.

Air Canada Customers Can Now Track their Baggage and Mobility Aids while Travelling in Canada, December 1, 2023, www.aircanada.ca

Air Canada Makes Europe Easier to Explore by Offering Customers Convenient New Air-to-Rail Connections



Source: Air Canada

Air Canada on December 5, 2023 announced new air-to-rail booking options for customers to connect at European airports with four major passenger rail systems, making it convenient to explore the continent. Through new railway and distribution partnerships, Air Canada customers, when purchasing flights, can now also easily book onward rail trips to a multitude of destinations throughout France, Germany, Switzerland, and Austria to create a seamless travel itinerary. "As a leading global airline, Air Canada excels at flying, but we also know intermodal connections can enrich the travel experience through added convenience and by promoting sustainability. In offering easy onward airport connections with the national rail systems in France. Germany, Switzerland and Austria, we are creating intermodal hubs and opening the door for customers to reach stations at major cities and popular destinations throughout these countries. Moreover. by facilitating the use of rail for the short-haul segments of our customers' journeys, we can provide sustainable travel options when touring Europe," said Mark Galardo, Executive Vice President, Revenue and Network Planning, at Air Canada.

Air Canada Makes Europe Easier to Explore by Offering Customers Convenient New Air-to-Rail Connections, December 5, 2023, www.aircanada.ca

Statement on Air Canada safety

There are media reports relating to a draft of an audit by the International Civil Aviation Organization (ICAO) of Transport Canada's implementation of ICAO's standards. It is important to note it was not an audit of the safe operation of Canadian aircraft. For Air Canada's part, we have our own rigid internal safety processes. These are evaluated and audited regularly by the International Air Transport Association, the global airline association consisting of 300 members. The IATA Operational Safety Audit (IOSA) is the gold standard for evaluating safety for airlines and passing it is a condition of membership. Our most recent IOSA audit was concluded in November and Air Canada passed with exemplary findings, well above the average. Additionally, we continually engage with other aviation organizations and authorities around the world to promote safety and to share best safety practices.

Statement on Air Canada safety, December 7, 2023, www.aircanada.ca

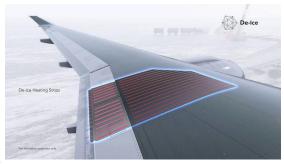
New Air Canada Holiday Spot Shares the Joy of Reuniting with Loved Ones this Festive Season



Source: Air Canada

In keeping with tradition, Air Canada is again weaving festive magic into the hearts of Canadians this year with the launch of its <u>latest holiday spot</u>. Released on December 7, 2023, the 1:30 minute spot captures the joy of reuniting with loved ones at the most wonderful time of the year. "Once upon a Tree" is the story of two button-cute nutcracker bears who, after a year of being tucked away together, find themselves on separate sides of the tree. Distraught at the thought of spending the holidays apart, a series of heroic efforts to reconnect include zip-lining along a string of lights and collapsing a gingerbread house. With a little help from Air Canada, in a dramatic and final leap of faith, the tiny wooden bears reunite with a heartwarming embrace. New Air Canada Holiday Spot Shares the Joy of Reuniting with Loved Ones this Festive Season, December 7, 2023, www.aircanada.ca

Air Canada tests jet de-icing strips to end blasts of glycol



Source: AJOT

As winter approaches in the Northern Hemisphere, airlines are wheeling their de-icing equipment out of storage, typically a heavy truck with a large tank and boom-mounted cannon that sprays ice-melting glycol onto an aircraft's wings and upper fuselage. What's been a routine process for decades can add half an hour or more to an aircraft's preparation for takeoff — a costly nuisance when quick turnarounds on the tarmac at congested airports are key. Last year in December (2022), Southwest Airlines Co. suffered severe travel disruptions during a massive winter storm, in part because it couldn't keep up with de-icing its jets. Air Canada is now exploring a novel concept to thaw its aircraft — one that does away with the hundreds of gallons of glycol and crew that spray it onto waiting jets. Instead, the airline will use heated tape strips to get the plane takeoff ready with just the flip of a switch.

Air Canada tests jet de-icing strips to end blasts of glycol, December 7, 2023, www.aiot.com

Porter connects Montreal to Western Canada with new three non-stop routes

Porter Airlines is adding daily roundtrip flights on three new non-stop routes between Montréal-Trudeau International Airport (YUL) and Vancouver International Airport (YVR), Calgary International Airport (YYC) and Edmonton International Airport (YEG). The addition of the new routes beginning next spring provides another way to travel between Porter's extensive Eastern Canada network and the west. Service features on these routes include complimentary premium snacks, beer and wine served in glassware, and free, fast WiFi for all passengers. Fresh, healthy meals are also provided on an all-inclusive basis with PorterReserve fares or may be purchased à la carte for passengers travelling in PorterClassic. The new daily roundtrip flights are operated with the state-of-the-art 132-seat Embraer E195-E2

aircraft. The two-by-two configuration means there are no middle seats on any Porter flight.

Porter connects Montreal to Western Canada with new three non-stop routes, December 4, 2023, www.flyporter.com

WestJet endorses Canadian production of sustainable aviation fuel



Source: Inside Logistics

At the recent World Petroleum Congress in Calgary von Hoensbroech addressed the airline's ambitions to achieve net-zero emissions by 2050 and the vital role sustainable aviation fuel (SAF) plays in the future of decarbonizing aviation. With no current technological alternative for large commercial aircraft propulsion, airline reliance on sustainable jet fuel will be foundational to the decarbonization of the aviation industry, he said. With its abundant space to grow feedstock, a large oil and gas industry and robust federal sustainability goals, Canada holds the necessities to facilitate the large-scale production of SAF. He said Canada is an ideal location for the production of sustainable aviation fuel.

WestJet endorses Canadian production of sustainable aviation fuel, December 6, 2023, www.insidelogistics.ca

US/WORLD

Air Travel Consumer Report: September 2023 Numbers and 3rd Quarter Numbers

The U.S. Department of Transportation (DOT) on December 1, 2023 released its Air Travel Consumer Report (ATCR) on airline operational data compiled for the month of September 2023 and third quarter of 2023 for on-time performance, mishandled baggage, and mishandled wheelchairs and scooters. The ATCR is designed to assist consumers with information on the quality of services provided by airlines. DOT remains committed to ensuring airline passengers are treated fairly

and flights operate as scheduled. For the first nine months of 2023, 1.6% of flights have been cancelled, far below the 2.8% cancellation rate for the first nine months of last year and the 2.2% cancellation rate for first nine months of pre-pandemic 2019. For additional information visit DOT's website.

Air Travel Consumer Report: September 2023 Numbers and 3rd Quarter Numbers, December 1, 2023, www.dot.gov

Alaska Air agrees to buy Hawaiian in \$1.9 billion deal

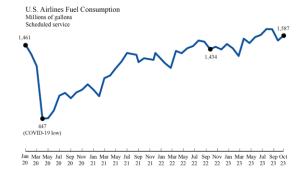


Source: AJOT

Alaska Air Group Inc. has agreed to buy rival Hawaiian Holdings Inc. in a \$1.9 billion cash and debt deal, challenging the Biden administration's aggressive stance on mergers that has already derailed one partnership between carriers. Alaska will pay \$18 per share in cash in a deal that includes about \$900 million of Hawaiian's debt, according to a statement on December 3, 2023. The offer is a significant premium to Hawaiian Holdings' \$4.86 closing share price on December 1, 2023. The deal could provide a valuable lifeline to Hawaiian, whose stock has tumbled more than 52% this year. The company has been hurt by the slow return of tourism between Asia and Hawaii following the pandemic and a ramp up in growth in the Hawaii-to-mainland US market by Southwest Airlines Co. Alaska Air Group will be the parent holding company, with Alaska Airlines and Hawaiian Airlines continuing to operate under their separate brands. Alaska is taking on the acquisition despite the Justice Department filing a record number of challenges last year to corporate combinations and a pending antitrust challenge to a separate airline deal. A federal antitrust lawsuit over JetBlue Airways Corp.'s \$3.8 billion cash takeover of Spirit Airlines Inc. is nearing a close.

Alaska Air agrees to buy Hawaiian in \$1.9 billion deal, December 1, 2023, www.ajot.com

U.S. Airlines' October 2023 Fuel Cost per Gallon Down 0.8% from September 2023; Aviation Fuel Consumption Up 2.9% from Pre-Pandemic October 2019



Source: BTS

The Department of Transportation's Bureau of Transportation Statistics (BTS) on December 4, 2023 released U.S. airlines' October 2023 fuel cost and consumption numbers indicating U.S. scheduled service airlines used 1.587 billion gallons of fuel, 4.5% more fuel than in September 2023 (1.519 billion gallons) and 2.9% more than in prepandemic October 2019. The cost per gallon of fuel in October 2023 (\$3.12) was down 2.6 cents (0.8%) from September 2023 (\$3.14) and up \$1.15 (58.3%) from October 2019. Total October 2023 fuel expenditure (\$4.95B) was up 3.6% from September 2023 (\$4.78B) and up 63.0% from pre-pandemic October 2019. Year-over-year changes in fuel consumption and cost for October 2023 include 9.3% increase in domestic fuel consumption, 2.1% decrease in domestic fuel cost, and 10.4% decrease in cost per gallon. Domestic fuel consumption increased 6.6% from September 2023 to October 2023, while increasing 3.7% from October 2019. Increased fuel consumption reflects an increase in airline passenger travel over the same period. U.S. Airlines' October 2023 Fuel Cost per Gallon Down 0.8% from September 2023: Aviation Fuel Consumption Up 2.9% from Pre-Pandemic October 2019, December 4, 2023, www.bts.gov

Air Cargo Demand up 3.8% in October



Source: IATA

The International Air Transport Association (IATA) released data for October 2023 global air cargo markets indicating the third consecutive month of stronger year-on-year demand. Global demand, measured in cargo tonne-kilometres (CTKs), increased by 3.8% compared to October 2022. For international operations, the demand lagged slightly at 3.5%. Capacity, measured in available cargo tonne-kilometres (ACTKs), was up 13.1% compared to October 2022 (11.1% for international operations). This was largely related to the growth in belly capacity. International belly capacity, for example, rose 30.5% year-on-year on the strength of passenger markets.

Air Cargo Demand up 3.8% in October, December 4, 2023, www.iata.org

Passenger Demand Recovery Continues On Track in October



Source: IATA

The International Air Transport Association (IATA) announced that the ongoing recovery in passenger demand continued in October. *Total traffic* in October 2023 (measured in revenue passenger kilometers or

RPKs) rose 31.2% compared to October 2022. Globally, traffic is now at 98.2% of pre-COVID levels. *Domestic traffic* for October rose 33.7% versus October 2022, driven by the triple-digit percentage growth recorded in China, and was 4.8% above the October 2019 results. *International traffic* climbed 29.7% compared to the same month a year ago. All markets saw double-digit percentage gains year on year. International RPKs reached 94.4% of October 2019 levels. "October's strong result brings the industry ever closer to completing the post-pandemic traffic recovery. Domestic markets remain above pre-COVID levels. International demand is recovering, but more slowly. In particular, Asia Pacific carriers' international demand is 19.5% behind 2019. This could reflect the late lifting of COVID restrictions in parts of the region as well as commercial developments and political tensions," said Willie Walsh, IATA's Director General.

Passenger Demand Recovery Continues On Track in October, December 5, 2023, www.iata.org

Airlines Set to Earn 2.7% Net Profit Margin on Record Revenues in 2024



Source: IATA

The International Air Transport Association (IATA) announced strengthened profitability projections for airlines in 2023, which will then largely stabilize in 2024. However, net profitability at the global level is expected to be well below the cost of capital in both years. Very significant regional variations in financial performance remain. The highlight is: Airline industry net profits are expected to reach \$25.7 billion in 2024 (2.7% net profit margin). That will be a slight improvement over 2023 which is expected to show a \$23.3 billion net profit (2.6% net profit margin).

Airlines Set to Earn 2.7% Net Profit Margin on Record Revenues in 2024, December 6, 2023, www.iata.org

▼ SAF Volumes Growing but Still Missing Opportunities



Source: IATA

The International Air Transport Association (IATA) announced estimates for Sustainable Aviation Fuel (SAF) production. In 2023, SAF volumes reached over 600 million liters (0.5Mt), double the 300 million liters (0.25 Mt) produced in 2022. SAF accounted for 3% of all renewable fuels produced, with 97% of renewable fuel production going to other sectors. In 2024 SAF production is expected to triple to 1.875 billion liters (1.5Mt), accounting for 0.53% of aviation's fuel need, and 6% of renewable fuel capacity. The small percentage of SAF output as a proportion of overall renewable fuel is primarily due to the new capacity coming online in 2023 being allocated to other renewable fuels. "The doubling of SAF production in 2023 was encouraging as is the expected tripling of production expected in 2024. But even with that impressive growth, SAF as a portion of all renewable fuel production will only grow from 3% this year to 6% in 2024. This allocation limits SAF supply and keeps prices high. Aviation needs between 25% and 30% of renewable fuel production capacity for SAF. At those levels aviation will be on the trajectory needed to reach net zero carbon emissions by 2050. Until such levels are reached, we will continue missing huge opportunities to advance aviation's decarbonization. It is government policy that will make the difference. Governments must prioritize policies to incentivize the scaling-up of SAF production and to diversify feedstocks with those available locally," said Willie Walsh, IATA's Director General.

SAF Volumes Growing but Still Missing Opportunities, December 6. 2023. www.iata.org



Transportation's Top Stories

Rail Transport Updates

CANADA

VIA rail reaches over 100,000 bookings with its new reservation system, which allows for a simplified, more convenient, accessible and autonomous experience

VIA Rail Canada (VIA Rail) recently reached its 100,000th booking with its new reservation system which offers passengers an easy and intuitive booking process and a wide range of new functionalities. The scope of this key modernization project goes far beyond the update of a reservation system as the Corporation completely replaced the booking platform and carried out a full overhaul of all related infrastructure and systems (such as the loyalty program and Point-of-Sale systems) along with the integration in other existing systems. Knowing that it was such a complex and large-scale endeavour, VIA Rail is pleased to report that there were very few disruptions for its passengers. Any issues raised were addressed quickly and VIA Rail continues to closely monitor the system's behaviour.

VIA rail reaches over 100,000 bookings with its new reservation system, which allows for a simplified, more convenient, accessible and autonomous experience, December 6, 2023, www.viarail.ca

CN to Acquire Iowa Northern Railway



Source: AJOT

CN on December 6, 2023 announced that it has signed and closed an agreement to acquire Iowa Northern Railway (IANR), which operates approximately 275 track miles in Iowa connecting to CN's U.S. rail network. The transaction closed into an independent voting trust pending regulatory review of the transaction by the U.S. Surface Transportation Board (STB). IANR serves upper Midwest agricultural and industrial markets covering many goods, including biofuels and grain. This transaction represents a meaningful opportunity to support the growth of local business by creating single-line service to North American destinations, while preserving access to existing carrier options. Acquisition will provide options for shipping to and from Iowa. *CN to Acquire Iowa Northern Railway, December 6, 2023, www.cn.ca*

U.S., Canada Provide Statement on Taking Action to Reduce Rail Sector Emissions



Source: Railway Age

Canada's Minister of Transport Pablo Rodriguez, U.S. Transportation Secretary Pete Buttigieg and U.S. Secretary of Energy Jennifer M. Granholm on Dec. 6, 2023 issued a joint statement, on the margins of COP28, addressing the "urgent global challenge of climate change." "The governments of the United States and Canada share a strong commitment to addressing the urgent global challenge of climate change," they wrote. "Recognizing the important role transportation plays in reducing greenhouse gas emissions, the United States and

Canada have created a Rail Decarbonization Task Force to develop a common vision to reduce emissions from the rail sector. "Together, we intend to: 1. "Establish a joint research agenda to test the safe integration of emerging technologies, including hydrogen-powered and battery-electric locomotives. 2. "Coordinate strategies to accelerate the rail sector's safe transition from diesel-powered locomotives to zero-emission technologies to ensure a net-zero rail sector by no later than 2050. 3. "Collaborate on the development of a U.S.-Canada rail sector net-zero climate model by 2025.

U.S., Canada Provide Statement on Taking Action to Reduce Rail Sector Emissions, December 7, 2023, www.railwayage.com

US/WORLD

Now On Line: Railway Age December 2023 Digital Edition



Source: Railway Age

"For the first time in a long time, high-level executives are taking a sober look at service levels, supply chain visibility and overall customer experience," *Railway Age*'s Wall Street Contributing Editor Jason Seidl writes in the annual outlook article. "Indeed, we are hearing encouraging language from the C-Suite, and it reminds me of a time 20 years ago when Matt Rose took over at BNSF and started uttering unheard phrases like 'we must earn our cost of capital." But Railway Supply Institute President Patty Long warns of the "troubling schism in some Congressional circles that lauds privately owned and funded freight rail for its economic and environmental benefits while disparaging passenger rail as a wasteful use of taxpayer dollars." In doing so, she notes, "I fear that our 'friends' on the Hill are throwing the baby out with the bath water." Railway Age's December 2023 issue is now available digitally, featuring the 2024 Freight Rail Outlook that predicts "brighter days ahead."

Now On Line: Railway Age December 2023 Digital Edition, December 4, 2023, www.railwayage.com

Brighter Days Ahead



Source: Railway Age

In more ways than one, 2023 was marked by a few dark clouds. In 2024, look for them to scatter, pushed by warmer prevailing winds. Resiliency is "the capacity to withstand or to recover guickly from difficulties; toughness." Resilience, a closely related word, is "the process and outcome of successfully adapting to difficult or challenging life experiences." Both words describe the railroad industry for the past few years, perhaps especially so for the past 12 months, given all the problems we've had to spend considerable time and resources solving. Some may prefer to use *challenges*, a softer word than *problems*, but I feel compelled to point out that problems are solved, while challenges are addressed. This is hard work that actually never stops, and is never easy. We're talking about operating safely. Growing market share. Competing, while cooperating to better the industry as a whole. Providing excellent customer service. Taking care of our employees. Leveraging advanced technology. Earning a decent return on investment. Improving public confidence in, and understanding of, the important things we do for the global economy. Keeping regulators and politicians off our backs. Call me an optimist, because 2024 could very well be the year in which significant strides are made in all these areas. Despite its hardships, 2023 laid the foundation and as such, on balance, was a very good year. We've hopefully learned from our mistakes and emerged from some very tough circumstances with knowledge and insight. A new resolve.

Brighter Days Ahead, December 4, 2023, www.railwayage.com

AAR: Volumes Up for Third Consecutive Month in November



Source: Railway age

Total year-over-year carload and intermodal volumes for U.S. railroads rose for the third consecutive month in November 2023, the Association of American Railroads (AAR) reported Dec. 6, 2023. "U.S. intermodal volume rose 5.0% in November, its third straight year-overyear gain after 18 straight declines and the biggest year-over-year percentage gain for intermodal in 29 months. Overall, the last week of November had the highest carload plus intermodal volumes in two vears," said AAR Senior Vice President John T. Gray, "Much will depend on how the broader economy continues to evolve, but railroads are hopeful November will provide much-needed momentum for the rest of 2023 and into 2024." U.S. Class I railroads hauled a total of 2,408,479 carloads and intermodal units in November 2023, up 2.6%, or 60,384 carloads and intermodal units, compared with the same month in 2022, according to AAR's latest rail traffic report covering November and the week ending Dec. 2, 2023. For the week ending Dec. 2, 2023, Canadian railroads reported 97,615 carloads, up 3.2%, and 71,079 intermodal units, up 0.1% compared with the same week in 2022. For the first 48 weeks of 2023, Canadian railroads reported cumulative rail traffic volume of 7,669,482 carloads, containers and trailers, down 3.2%.

AAR: Volumes Up for Third Consecutive Month in November, December 6, 2023, www.railwayage.com



Biden will award \$8.2 billion to boost rail in key 2024 states



Source: AJOT

President Joe Biden will announce \$8.2 billion in additional railway funds this week, according to a person familiar with the matter, boosting potential projects — including a high-speed line to Las Vegas - in important states for the 2024 election. Biden, an avowed rail aficionado who earned the nickname "Amtrak Joe" during his decades as a Delaware senator, is planning to travel to Nevada on December 8, 2023 to announce funds for 10 passenger rail projects, according to the person, who spoke on condition of anonymity to discuss the plans. The projects include up to \$3 billion for the Brightline West high-speed rail effort backed by Fortress Investment Group, which aims to link Las Vegas with southern California. Another \$3 billion project involves a rail line in central California celebrated by former House Speaker Nancy Pelosi, a long time Biden ally. The administration is also announcing support for studying other potential routes, including four in Ohio and one between New York City and Biden's hometown of Scranton, Pennsylvania. The moves were announced this week by Democratic senators Bob Casey of Pennsylvania and Sherrod Brown of Ohio, both of whom who are up for re-election in 2024.

Biden will award \$8.2 billion to boost rail in key 2024 states, December 6, 2023, www.ajot.com



Transportation's Top Stories

Marine Transport Updates

CANADA

Drewes Logistics moves biggest cargo to ever make passage through the St. Lawrence Seaway



Source: AJOT

In May 2023, XLP member Drewes Logistics moved 2 empty bilope tanks from Gijon in Spain to Sturgeon Bay in Michigan. The tanks measured 45 meters in length, 16.8 meters in width, and 16.4 meters in height and weighed 519 metric tons each. Drewes Logistics had been planning this shipment for over 2 years. The first challenge was that the delivery to the port by the supplier had to be timed exactly with the loading date of the vessel. This was more challenging than it looked at first glance as due to the very limited draft at the load out quay of supplier there are only 2 windows of 5 days each month for a pontoon to berth during high tide, load out the tanks, and move them to the commercial port of Gijon before the tide drops. The next and biggest challenge was that this load was the biggest ever to pass through the St. Lawrence Seaway into the Great Lakes. As there are certain airdraft restrictions in order to pass the many locks, raised bridges, power lines, and other overhead obstacles on this route Drewes had to do a maritime route survey outlining how the transport envelope of the vessel and cargo could move through each of the locks and below all obstacles. This involved passing some of the locks

in the opposite direction of usual traffic, turning the cranes at many points to make the airdraft lower and tilting the vessel on other occasions. But finally, approval was granted and the bilope tanks safely arrived to Sturgeon Bay on 18th of May 2023.

Drewes Logistics moves biggest cargo to ever make passage through the St. Lawrence Seaway, December 4, 2023, www.ajot.com

Ridley Energy Export Facility Project to Begin Early Works

Following permit authorization granted by the Prince Rupert Port Authority (PRPA), the Ridley Energy Export Facility (REEF) project is beginning early works this week (December 4, 2023) on Ridley Island. Under the Port Authorities Operations Regulations established under the Canada Marine Act, PRPA has granted an approval for the REEF project to proceed with vegetation removal as a first phase of the development. The approval grants permission to commence clearing, grubbing, timber salvaging and wood waste disposal for the project area subject to the implementation of environmental mitigation measures which were defined during the environmental review process. The work will take place within the 190-acre site leased to the REEF partnership by PRPA.

Ridley Energy Export Facility Project to Begin Early Works, December 5, 2023, www.rupertport.ca

Prince Rupert Port Authority Signs Global Memorandum of Understanding on Multi-Port Multi-Jurisdiction Green Shipping Corridors



Source PRPA

The Prince Rupert Port Authority (PRPA) signed the Global Memorandum of Understanding on Multi-Port Multi-Jurisdiction Green Shipping Corridors (MOU) to establish international green shipping corridors from Canada's west coast to Asia and the Middle East. Signed on December 6, 2023 in Dubai, United Arab Emirates, during the 28th Conference of the Parties to the UN Framework Convention on Climate Change (COP28), the MOU will support the establishment of a West Coast Green Shipping Corridor. It will connect Edmonton to Prince Rupert to ports in Asia and the Middle East, and build on PRPA's ongoing commitment to reduce greenhouse gas emissions from international shipping through the Port of Prince Rupert. "Together with our port industry, Indigenous, and local community partners, we are committed to realizing a shared vision of a thriving and sustainable trade gateway that ensures a vibrant future for western Canada and we are taking concrete action to address climate change and reduce the impacts of port activity," said Shaun Stevenson, President and CEO, Prince Rupert Port Authority. "Today's MOU reinforces Prince Rupert's continued leadership role in helping Canada's marine transportation sector reduce its environmental impact and adapt to global climate priorities."

Prince Rupert Port Authority Signs Global Memorandum of Understanding on Multi-Port Multi-Jurisdiction Green Shipping Corridors, December 6, 2023, www.rupertport.com

US/WORLD

Sails and satellite navigation could cut shipping industry's emissions by up to a third

In the vast expanse of the world's oceans, a transformation is underway. The international shipping sector, made up of thousands of massive cargo ships laden with many of the goods we buy, emits carbon dioxide (CO_2) roughly equivalent to the entire country of Germany. Our research emphasizes the need for immediate action. Reducing shipping emissions by 34 percent by 2030 is necessary to stay on course with the Paris Agreement's 1.5°C goal. But with low-carbon fuel pipelines unlikely to be available at the necessary scale until at least the 2030s, how can the industry meet its short-term target? Enter a new solution with ancient origins: sails. Not the billowing canvases of centuries past but high-tech systems capable of harnessing renewable wind energy to supplement the propulsion from a ship's engine.

Sails and satellite navigation could cut shipping industry's emissions by up to a third, December 5, 2023, www.insidelogistics.ca

THE Alliance diverts ships through Suez ahead of Panama Canal transit cuts



Source: JOC

Ocean carriers of THE Alliance will halt Panama Canal transits through February 2024 for ships on three of its weekly container services between the US and Asia, opting instead for longer sea routes through the Suez Canal. The move comes as the Panama Canal Authority (ACP) puts severe limits on ship transits in response to the ongoing drought in the region, which is already causing mounting delays for vessels. Those limits are due to get even tighter in the coming months. Hapag-Lloyd is also doing the same.

THE Alliance diverts ships through Suez ahead of Panama Canal transit cuts, July 1, 2023, www.joc.com

Congressmen push FMC to form national advisory committee on port matters



Source: JOC

Two members of Congress are urging the US Federal Maritime Commission (FMC) to create a committee that would advise regulators on port-related matters of national interest, similar to an existing group of shippers who have the FMC's ear on issues linked to policy and regulation. Giving a national port advisory committee access to the FMC would level the playing field with the National Shipping Advisory Committee (NSAC), according to Reps. Jake Auchincloss (D-Mass.) and Mike Ezell (R-Miss.), members of the House Transportation and Infrastructure Committee. NSAC has met regularly for the past two years after its formation in 2021.

Congressmen push FMC to form national advisory committee on port matters, December 5, 2023, www.joc.com

DP World joins the ITF Corporate Partnership Board

The International Transport Forum (ITF) is pleased to welcome DP World, a global leader in supply chain solutions, as a member of the ITF Corporate Partnership Board where it will help drive global transport policies to improve peoples' lives. DP World operates across ports and terminals, marine services and logistics in more than 75 countries, handling approximately 10% of global containerized trade. Welcoming DP World as a new member of the ITF Corporate Partnership Board, ITF Secretary-General Young Tae Kim said: "I am thrilled to extend a warm welcome to DP World as the latest addition to ITF's Corporate Partnership Board. As a global leader in logistics, with a commitment to driving sustainable change, their influence reaches far and wide. We look forward to working with DP World on creating more sustainable logistics chains."

DP World joins the ITF Corporate Partnership Board, December 6, 2023, www.oecd-itf.org

Container shipping outlook 2024: Rising risk of delays, disruptions



Source: Freightwaves

The supply chain crisis is long over, but America's importers still have a lot to keep them up at night as they plan for 2024. Two key container shipping "chokepoints" — the Panama Canal and the Bab-el-Mandeb Strait in the Red Sea — are simultaneously under threat. Containerline financials are under severe pressure, forcing ever more vessel sailings to be cancelled. The dockworkers union serving East and Gulf Coast ports is threatening to strike next October. While freight rates are low, concerns over delays in import shipments are high. For an overview of the disruption risks in the year ahead, and advice on how U.S. importers can mitigate those threats, *FreightWaves* spoke indepth with Nerijus Poskus, global head of ocean procurement for freight forwarder and supply chain logistics platform Flexport.

Container shipping outlook 2024: Rising risk of delays, disruptions, December 7, 2023, www.freightwaves.com



Transportation's Top Stories

Road Transport Updates

CANADA



Ontario Making Progress on Yonge North Subway Extension

The Ontario government is taking another step forward to get shovels in the ground on the Yonge North Subway Extension by issuing a Request for Proposals (RFP) for the contract to design and build the subway's tunnels. The Yonge North Subway Extension is one of Ontario's four priority subway projects for the Greater Toronto Area (GTA) and will deliver much-needed rapid transit between York Region and Toronto. The RFP release is the next critical step in our government's plan to extend subway service.

Ontario Making Progress on Yonge North Subway Extension, December 1, 2023, www.mto.on.gc.ca



Kuehne +Nagel picks up Farrow



Source: Inside Logistics

Kuehne+Nagel Group is buying Farrow. Farrow is one of the largest private and family-owned customs brokerage, trade consulting, and logistical services providers in North America. Completion of the transaction is expected in the first quarter of 2024, as the acquisition is subject to approval from applicable regulatory authorities. Farrow's company name, leadership team, and staff will remain intact under the leadership of chairman Rick Farrow. "We have been looking for just the right fit for the next step in our company's journey, and although many companies expressed interest, only one made sense – Kuehne+Nagel – as they are committed to upholding Farrow's legacy and doing right by its valued colleagues and clients," Farrow said.

Kuehne +Nagel picks up Farrow, December 6, 2023, www.insidelogistics.ca



New Kicking Horse Canyon road opens

People travelling the Trans-Canada Highway through the Kicking Horse Canyon are now using a wider, safer, four-lane divided highway, with the opening of the new westbound lanes through Phase 4 of the project. The opening of all four lanes on November 30, 2023, marked substantial completion of Phase 4 of the Kicking Horse Canyon project. The Kicking Horse Canyon, located just east of Golden, BC, is one of the most rugged and scenic sections to be found on the Trans-Canada Highway. As a tourist and commercial transportation corridor, the highway carries more than 10,000 vehicles daily during the summer. While the mix varies by season, up to 30 percent of the traffic consists of commercial vehicles moving millions of dollars in goods to serve interprovincial and international trade.

New Kicking Horse Canyon road opens, December 8, 2023, www.insidelogistics.ca

US/WORLD



ATRI: 30% of US Crash-Related Truck Tows are Predatory

ENTR.

The American Transportation Research Institute (ATRI) found that 30% of all crash-related tows in the U.S. include some form of predatory billing. The research — published in an ATRI report titled Causes and Countermeasures of Predatory Towing — was based on carrier invoices and examined situations where towing and recovery providers overcharge, illegally seize equipment, damage assets by using the wrong equipment, or withhold assets that should be released, reports Trucknews.com. Even if insurers pay the lion's share of such invoices, the costs are still passed on to carriers in the form of higher premiums. "Predatory towing is a costly issue for motor carriers as well as compliant towing companies, and it has been overlooked for too long," said Shawn R. Brown, Cargo Transporters' vice-president of safety, in a press release.

ATRI: 30% of US Crash-Related Truck Tows are Predatory, December 1, 2023, www.cantruck.ca



U.S. sees increased parking availability, a symptom of a slowing market

More parking space is available in the U.S. now compared to two years ago, found Trucker Path, makers of an app that helps truckers find parking spots, in its recent survey. The national average for available parking spots in the U.S. has increased by almost 20% this year compared to late 2021. On average, surveyed truckers said there were 'many spaces' available 64% of the time at noon and 38% of the time at night. But in 2021, on average, more than half of the time truckers were not able to find a parking spot at night, and more than 16% could not park during the day. This suggest that the market is slowing down. U.S. sees increased parking availability, a symptom of a slowing market, December 4, 2023, www.todaystrucking.ca



Biden-Harris Administration Awards \$110 Million in Grants to Improve Safety on America's Roadways by Preventing Deadly Wildlife-Vehicle Crashes

The U.S. Department of Transportation's Federal Highway Administration (FHWA) on December 5, 2023 announced \$110 million in grants for 19 wildlife crossing projects in 17 states, including four Indian Tribes. The funding is made possible by a new program in President Biden's Bipartisan Infrastructure Law (BIL) and can support projects that construct wildlife crossings over and below busy roads, add fencing, acquire tracking and mapping tools, and more. Overall, BIL makes a total of \$350 million available over five years under the Wildlife Crossings Pilot Program.

Biden-Harris Administration Awards \$110 Million in Grants to Improve Safety on America's Roadways by Preventing Deadly Wildlife-Vehicle Crashes, December 5, 2023, www.dot..gov

Torc Robotics teams up with Uber Freight



Source: Todays Trucking

Torc Robotics — an independent Daimler Truck subsidiary that's developing autonomous vehicles –announced a strategic partnership with Uber Freight. Through this agreement, Torc will leverage Uber Freight's logistics network, representing US\$18 billion in active freight under management and more than 100,000 digitally enabled carriers, to unlock insights and learnings regarding the future deployment of autonomous trucks. Uber Freight's marketplace and insights will be used to inform Torc's autonomous freight network design and expansion strategy, the companies say. These insights include which lanes are optimal for deployment, how to prioritize the rollout of lanes and various on-dock deliveries, balancing supply and demand across supply chains with autonomous trucks, and the management of autonomous loads with transfer hubs.

Torc Robotics teams up with Uber Freight, December 7, 2023, www.todaystrucking.ca



Transportation's Top Stories

Other Transport Updates

CANADA



Message from the Chair for International Day of Persons with Disabilities - 2023

The International Day of Persons with Disabilities (IDPD) is marked every year on December 3rd, to promote the integration and access to economic, social and political life of persons with disabilities. This year's theme, Beyond the stigma: Building an inclusive Canada, represents the kind of environment that we're striving for, one where no one faces barriers or discrimination based on their abilities. Protecting the human right of persons with disabilities to an accessible transportation network is a core mandate of the Canadian Transportation Agency (CTA), one that the Chair and CEO, France Pegeot takes very seriously. France Pegeot wants to highlight some of my aspirations for accessible transportation, and how the CTA will continue to contribute to a Canada without barriers and to be a model accessible workplace. As a regulator and a tribunal, the CTA has played an important role in establishing and implementing Canada's transportation accessibility regime, and in rendering decisions that have been pivotal in shaping accessible transportation services for Canadians. For additional details visit the Agency's website.

Message from the Chair for International Day of Persons with Disabilities – 2023, December 1, 2023, www.cta-otc.qc.ca



Roundtable at COP28 to address logistics emissions

Pledge and Smart Freight Centre are hosting a round table in Dubai, UAE, during COP28, the United Nations climate conference, to bring together carriers, freight forwarders, and shippers to share best practices and exchange ideas that can help companies meet their netzero targets. "The OECD has predicted that global logistics emissions are set to increase 42 percent by 2050 – the same year the Paris Agreement has tasked the EU to achieve net zero carbon," said David

de Picciotto, CEO and co-founder of Pledge, a provider of software that helps freight forwarders support their customers in meeting their sustainability goals. "If we're going to meet this challenging goal, the industry needs to come together and collaborate."

Roundtable at COP28 to address logistics emissions, December 4, 2023, www.insidelogistics.ca



Canadian international trade in services, October 2023 and Canadian international merchandise trade, October 2023



Source: Statcan

Canada's monthly international trade in services deficit narrowed from \$1.4 billion in September to \$1.3 billion in October. Overall, imports of services were down 0.5% to \$17.7 billion, while exports of services edged up 0.3% to \$16.4 billion. In October 2023, Canada's merchandise imports fell 2.8%, while exports edged up 0.1%. As a result, Canada's merchandise trade surplus with the world widened from \$1.1 billion in September 2023 to \$3.0 billion in October 2023.

Canadian international trade in services, October 2023 and Canadian international merchandise trade, October 2023, December 6, 2023, www.statcan.gc.ca

US/WORLD

Aug Com

US, Canada to form task force to get locomotive emissions to net zero

Transportation leaders from the U.S. and Canadian governments have agreed to create a joint task force on reducing the railway sector's emissions to net zero. The U.S. and Canadian governments plan to work together to reduce the railway sector's greenhouse gas emissions via a task force that will explore accelerating the use of zero-emissions locomotive technologies, leaders from both countries announced at the COP28 United Nations climate change conference in Dubai. The Rail Decarbonization Task Force will have three goals, according to a December 6, 2023 joint statement from U.S. Energy Secretary Jennifer M. Granholm, U.S. Transportation Secretary Pete Buttiglieg and Canadian Minister of Transport Pablo Rodriguez: 1. Establish a joint research agenda looking at integrating technologies such as batteryelectric locomotives and hydrogen-powered locomotives. 2. Determine strategies to accelerate the use of zero-emission technologies so that the rail sector can achieve net-zero carbon emissions by 2050. 3. Collaborate on developing a U.S.-Canada rail sector net-zero climate model by 2025.

US, Canada to form task force to get locomotive emissions to net zero, December 6, 2023, www.freightwaves.com



October 2023 Freight Transportation Services Index (TSI) Up 0.1% from the Previous Month and Down 0.9% from the Same Month Last Year



Freight Transportation Services Index

Source: BTS

The Freight Transportation Services Index (TSI), which is based on the amount of freight carried by the for-hire transportation industry, rose 0.1% in October 2023 from September 2023, rising marginally after remaining at the same level for two consecutive months, according to the U.S. Department of Transportation's Bureau of Transportation Statistics' (BTS). From October 2022 to October 2023 the index fell 0.9%.

October 2023 Freight Transportation Services Index (TSI) Up 0.1% from the Previous Month and Down 0.9% from the Same Month Last Year, December 6, 2023, www.bts.gov



Transportation's Top Stories

Other CILT News



The National Supply Chain Office is pleased to invite you to attend the inaugural **National Supply Chain Forum** taking place over MS Teams Live on December 15, 2023

09:00 PST | 10:00 MST | 11:00 CST | 12:00 EST | 13:00 AST | 13:30 NST (2.5 hours)

This virtual event marks the beginning of a series aimed at providing insights into federal processes and initiatives touching on supply chains, enhancing transparency within our supply chain community, and offering a dedicated avenue for supply chain participants to ask questions.

To attend this virtual event, please register here

Please feel free to forward this invitation to others within your network who may have an interest in participating. Should you not be able to attend, please note this event will be recorded.

The upcoming session will feature the following topics:



National Supply Chain Office

Robert Dick, Head of the National Supply Chain Office, Transport Canada, will provide an update on the vision and early priorities for the Office.



Federal conciliation and mediation process

Peter Simpson, Director General, Federal Mediation and Conciliation Service at Labour Canada, will provide insights on the role of the federal government in labour disputes.



Regulatory review to strengthen and modernize

Canada's supply chains

A representative from the Treasury Board of Canada Secretariat will provide an overview on the recently launched public consultation regarding regulatory opportunities to improve the efficiency and resiliency of Canada's supply chains.

| | Economic Outlook and Supply Chain Performance

Christian Dea, Chief Economist, Transport Canada, will share insights about the impact of global and domestic economic, labour, environmental, and societal drivers on transportation performance and outlook.

If you have any questions, please contact <u>SCOffice-BureauCA@tc.gc.ca</u>



Mobility Pricing Conversations

November 16 - December 19, 2023



To mark Transport Futures' 15th anniversary, international mobility pricing experts will discuss how road tolls, parking fees, gas taxes, transit fares and related policies help to manage traffic demand, reduce environmental impacts and generate revenue for infrastructure.

The interactive 1-hour conversations take place online so be sure to register today!



Gunnar Söderholm

The Evolution of Stockholm's Congestion Charge
NOV. 16 @ 1:00 PM ET



Whither the Gas Tax?



Germa Bakker
The Dutch Mobility Transition
NOV. 21 @ 1:00 PM ET



Putting Parking in its Proper Place
DEC. 14 @ 1:00 PM ET



Forging a Path to US Road Usage Charging
DEC. 7 @ 1:00 PM ET



Brendon Hemily

Transit Fare Policy Challenges and Strategies

DEC. 19 @ 1:00 PM FT

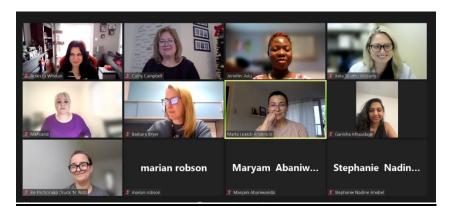
For details, please visit: transportfutures.ca/mpc Sponsored by:

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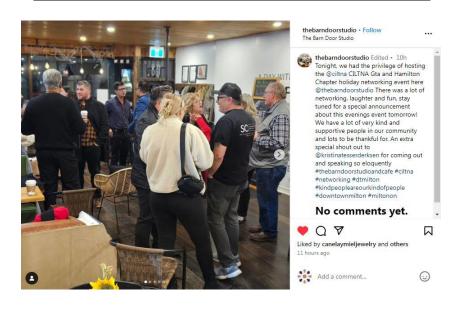
407 ETR

Transport Futures (TF) is celebrating its 15th anniversary on November 13!! To mark this milestone and reflect on what they've learned at 34 successful events, they've invited six of our previous mobility pricing speakers to discuss challenges and accomplishments related to implementing road tolls, parking, gas taxes, transit fares and more. During each 1-hour conversation, TF founder Martin Collier will ask the experts to revisit what was happening when they first presented, how their work has progressed since then and what they see happening going forward – especially in a COVID-altered world. There will also be ample opportunity for you to weigh in with your

questions both verbally and through the chat functionThe six informative conversations will take place "online" between November 16 and December 19 so be sure to register today by using the following link: https://transportfutures.ca/mpc/register/



The WiLAT NA "Sip N' Chat" happened on Tuesday, December 5 at 1 pm ET. This was their first event since their launch in September. Over 15 ladies, members and non-members alike, met online to chat and have a laugh. We hope to see more ladies at our future events.



Thank you to The Barn Door Studio and Cafe for hosting the GTA-H Chapter "Holiday Social" last Wednesday, December 6. The event was well attended and well received. While free to attend, cash donations were collected for the <u>Halton Women's Place</u>. \$1710 was raised for this local charity so thank you to all who attended and donated to this worthy cause.

Job Postings

* The University of Tennessee in partnership with UT-ORII, have two research faculty positions available: 1)

ITS and 2) Traffic Safety

The University of Tennessee and Oak Ridge National Laboratory founded UT-ORII in 2019 to help the US maintain prominence as a global leader in innovation and discovery, and to create a robust talent pipeline in areas of growing national need and demand. UT-ORII is funded by the Department of Energy and the State of Tennessee.

Details of the job descriptions are provided below.

Research Assistant Professor – Intelligent Transportation System http://apply.interfolio.com/136411

Research Assistant Professor – Traffic Safety http://apply.interfolio.com/136412

* Manager, Government Affairs and Communications, CPKC

Canadian Pacific (CP) and Kansas City Southern (KCS) are now CPKC. As the only truly North American railway, we are making big moves! Drawing on our strong foundations and heritage, CPKC moves essential goods across our 20,000-mile network to support economic growth throughout Canada, the U.S. and Mexico. Be a part of history as we connect a continent and create exciting career opportunities across our new transnational network. Visit cpkcr.com to learn about the CPKC advantage, our purpose and culture.

PURPOSE OF THE POSITION:

The Manager, Government Affairs and Communications, will be responsible for managing a range of government relations initiatives to promote the business and policy objectives of Canadian Pacific

Kansas City (CPKC) at the municipal and provincial level, in Quebec and Ontario. Under the supervision of the Director, Indigenous Relations and Government Affairs, the Manager will work closely with the Government Affairs and Communications and Media Relations

teams, and others across the company, to execute the initiatives of CPKC's government affairs program. The Manager will also lead CPKC's engagement with francophone media and assist the Communications and Media Relations team with the development of communications products in French. Finally, the Manager will assist the Community Relations team with responding to public inquiries in French. While the Manager's primary focus will be on government affairs and francophone media relations, some engagement with Indigenous communities may also be required.

POSITION ACCOUNTABILITIES:

Develop, maintain, and grow strong relationships with key municipal and provincial elected officials and staff to tell the inspiring story of CPKC: the first and only transnational railway seamlessly connecting Canada, the United States and Mexico

Deploy fact-based arguments to educate key municipal and provincial stakeholders, and other audiences, to ensure CPKC is known as the credible industry leader on issues and public policies affecting the railway industry

Attend and represent CPKC at governmental, political, and other external stakeholder meetings and events

Represent CPKC in business and industry coalitions, as required Monitor, analyze, and respond to current and potential policy and legislative or regulatory actions at the municipal and provincial level related to the railway industry and CPKC

Collaborate horizontally across the company to support CPKC's business and policy goals

Assist the Communications and Media Relations team with the development of content and communications materials in French, including press material (press releases, media lines, Qs & As, etc Assist the Community Relations team with responses to public inquiries in French

Manage relationships with francophone reporters and external stakeholders, including writing and communicating directly with reporters, when required.

Identify risks and opportunities for CPKC

Perform other duties, as assigned, consistent with the goals of CPKC

POSITION REQUIREMENTS:

Bachelor's Degree with 5+ years of professional experience in government or a government relations role

Excellent written and oral communication skills in both French and English, with a demonstrated ability to write in a clear, concise, effective and professional manner

Ability to learn quickly and demonstrate intellectual curiosity Strong advocacy skills with a demonstrated ability to distill complex ideas and communicate them effectively

Exceptional interpersonal and relationship building skills

Knowledge of the Canadian system of government and policy-making process.

Positive and engaging attitude

Professional appearance, work ethic, and demeanor

Strong ability to work collaboratively as a team player and accomplish tasks with self-direction

High degree of personal initiative and desire to achieve success for CPKC

Exceptional organizational and time management skills, with a proven ability to prioritize and manage multiple initiatives simultaneously Proven ability to work in a fast-paced environment, while remaining calm under pressure and maintaining high quality work standards High proficiency with standard computer platforms, including Microsoft Word, Excel, and PowerPoint

WHAT CPKC HAS TO OFFER:

Flexible and competitive benefits package Competitive company pension plan Employee Share Purchase Plan Performance Incentive Program Annual Fitness Subsidy Part-time Studies Program

ADDITIONAL INFORMATION:

As an employer with North American presence, the possibility does exist that the location of your position may be changed based on organizational requirements.

Background Investigation:

The successful candidate will need to successfully complete the following clearances:

Criminal history check
Reference check
Driver's License Verification

Management Conductor Program:

Becoming a qualified conductor or locomotive engineer is the single best way for a management employee to learn the business at CPKC. You may be required to obtain a certification or to maintain your current certification/qualification as a conductor or locomotive engineer.

CPKC is an employment equity employer committed to the principles of employment equity and inclusion. We encourage all qualified candidates to apply including women, Black, Indigenous, People of Colour (BIPOC), members of the LGBTQ+ community, and people with disabilities. Accommodations for the job application process can be provided, as appropriate, upon request. All applicant information will be managed in accordance with the federal Personal Information Protection and Electronic Documents Act (PIPEDA)".

To apply, please click HERE.

* Principal Planner: Freight Planning, North Jersey Transportation Planning Authority

Under the direction of the Director of Freight Planning, the Principal Planner: Freight Planning will be responsible for performing a full range of technical planning, research, analysis, written reports, and outreach activities in the specialized field of freight and goods movement planning. The job requires knowledge of goods movement, the application of tools of analysis, the ability to research freight and related topics and produce reports, as well as the ability of effectively engage and interact with stakeholders in the public and private sector. To apply, please click here:

https://njit.csod.com/ux/ats/careersite/1/home/requisition/4582?c=njit

* GLG, looking for consulting experts in various transportation and logistics fields

We have been approached by GLG, a bona fide professional services organization which provides hourly consulting services, looking for experts in various transportation and logistics fields. These are done over the phone or in a web meeting (not in person). If you would like to be considered as a candidate (GLG typically pay up to \$200/hr. for these 30 minute or 60 minute consultations) for any of these please let

Andrew Young know and he will put you in contact with them (uschapter@ciltna.com).

Diesel-to-Electric Battery Repowering | Trains, Trucks, or Boats One of our clients, a railcar manufacturer, would like to speak with an expert who is knowledgeable about repowering heavy machinery, such as trains, boats, and trucks. More specifically, they're looking to better understand what it takes to go from diesel to electric battery powered, as well as who the leading suppliers of key components are (e.g., power control systems, inverters, batteries, motors, etc.).

Project Questions

- Do you have experience repowering heavy machinery, such as trains, boats, or trucks? If so, please elaborate on your relevant experience below.
- Are you able to discuss the repowering design, specifically what it takes to transition from conventional diesel to electric battery powered?
- Are you knowledgeable about suppliers of key repowering components (e.g., power control systems, inverters, batteries, motors, etc.)? If so, please note which component suppliers you could elaborate on during a call below.

Fleet Management | Market Overview

One of our clients, a project team at a professional services firm, would like to speak with individuals that have in depth knowledge on the truck fleet management space. Topics of interest include:

- Products offered by truck fleet management companies
- Value chain
- Products
- Market size, areas for growth, and top players in the space Please Note: Our client is working on behalf of a corporation or investment firm. GLG Network Members are not permitted to consult about their current employer(s) or provide any information that may be considered confidential or proprietary to their current or former employers or other third parties.

Project Questions

- Can you list what are the main products that a truck fleet management company offers?
- On a scale from 1-5 (1=not able to speak, 5=extremely knowledgeable), how knowledgeable are you on the following topics related to fleet management:

- Who do you believe are the 3-5 main truck fleet management companies and who has been gaining market share in the last 5 years?
- Can you speak to what is the average gross margin that fleet management companies generally have combining all products and services? (in %)

Fleet Operations | Fleet Manager Perspective

One of our clients, a project team at a professional services firm, would like to speak with professionals with fleet management experience across truck, rail, maritime, or aviation fleets.

Please Note: Our client is working on behalf of an Oil & Gas Provider. GLG Network Members are not permitted to consult about their current employer(s) or provide any information that may be considered confidential or proprietary to their current or former employers or other third parties.

Project Questions

- Roughly how many vehicles are/were included in your fleet?
- Are you involved in the evaluation and decision-making process for fuel choices and alternative products used in your fleet? Please select which best represent your relevant experience.
- Are you familiar with fuel alternative products ("green fuel", biofuels, etc.)? Please briefly elaborate on your experience in 1-2 sentences.
- Can you speak to your preference of fuel vs. fuel alternative products and your rationale? Please briefly elaborate in 1-2 sentences.
- Could you provide examples of and speak to companies that are selling fuel alternative products in the market today? What are your perceptions of these companies?
- Can you speak to the fuel alternative products in the market today? What are your perceptions of these products? What has influenced your perception? Please briefly elaborate on your ability to discuss in 1-2 sentences.
- Could you provide examples of when you have utilized fuel alternatives within your business/at your place of work? What were the advantages? The disadvantages? Please briefly elaborate on your ability to discuss in 1-2 sentences.
- Could you speak to making purchase decisions regarding fuel alternatives? What were your considerations? What ultimately influenced your decision? Please briefly elaborate on your ability to discuss in 1-2 sentences.
- Could you speak to the sources/influences that you consulted during this buying process? Please briefly elaborate on your ability to discuss in 1-2 sentences.

- Does your CURRENT company compete with Oil & Gas Manufacturers.
- Do you have current/recent experience (within 0-2 years) in fleet management across any of the following segments?

Freight Brokerage Services | Overview

One of our clients, an analyst at an investment management firm, would like to speak with a Network Member who can speak on the freight brokerage services space. Topics of discussion include:

The unique dynamics of fresh produce / temperature-controlled shipping

- Defensive actions to take during a brokerage downturn
- Main drivers of freight brokerage financials
- Up and coming tech platforms for freight brokerages

GLG Network Members are not permitted to consult about their current employer(s) or provide any information that may be considered confidential or proprietary to their current or former employers or other third parties.

Project Questions

- Can you speak to the unique dynamics of fresh produce/temperature-controlled shipping? If so, please elaborate on your ability to do so below.
- Have you navigated a downturn at your brokerage? If so, can you speak on the defensive actions that were taken?
- Can you speak on the main drivers of freight brokerage financials? If so, please elaborate in 1-2 sentences on your ability to do so below.
- Can you speak on any emerging tech platforms for freight brokerages? If so, please elaborate on them below.
- Do you have any off-limit topics and/or anything you might be contractually obligated not to discuss regarding this consultation or space? If so, please briefly elaborate on the topics you are not allowed to discuss.



★ Did you know CILTNA now has an X (formerly Twitter) Account?

Go to: https://twitter.com/cilt_na and Follow Us.



★ Did you know CILTNA has a YouTube Channel?

To view all of our past webinar recordings, please subscribe to our YouTube channel at:

https://www.youtube.com/channel/UC1gRKcOcJ5vohMSRFBjIEFA

Subscribe and click the bell icon to receive notifications whenever we post a new webinar video.

★ CILTNA International News Feed (INF) on WhatsApp

Join our new International News Feed for all the latest daily news on WhatsApp. WhatsApp is free messaging app for Smartphones.

To download the app to your phone, go to: https://www.whatsapp.com/ and create your WhatsApp account. Once you have an account, click this link to join CILTNA's INF:

https://chat.whatsapp.com/LHqtGV1mTip9XqFvvzDdV9

If you need assistance with creating your account or joining, please contact Rebecca Whelan at admin@ciltna.com