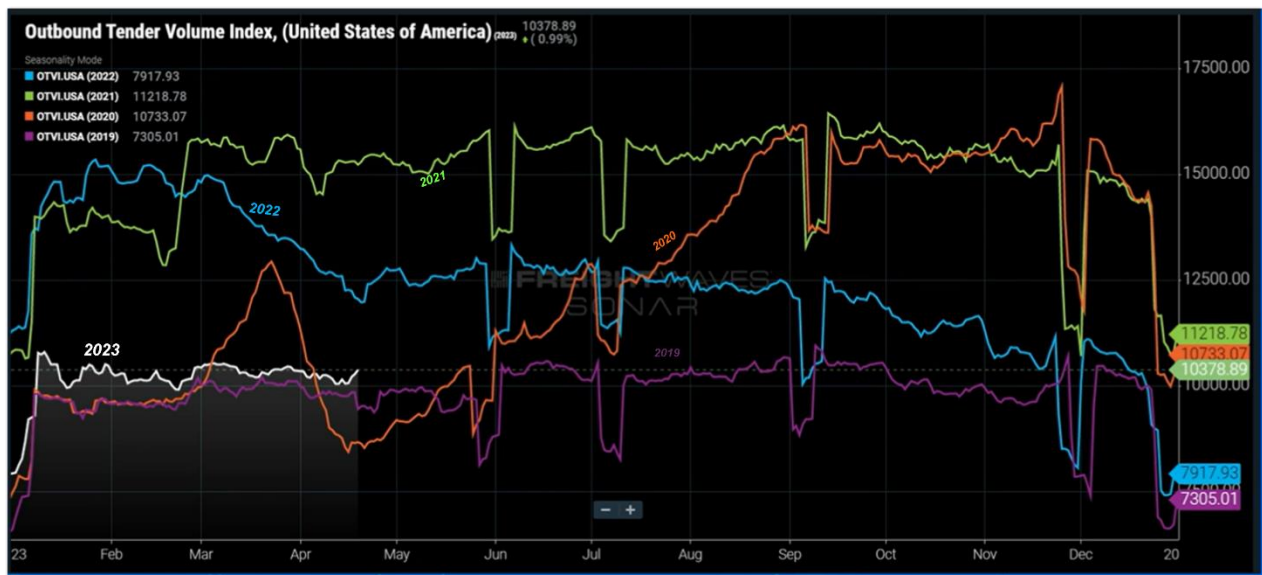




Rates of Freight Have Fallen

Below is a graph that represents industry freight from 2019 (purple line), 2020 (orange line), 2021 (green line), 2022 (blue line) through the 1st quarter of 2023 (white line). As you can see in the graph, the current market is well below where it was in 2021-22. Why is that?

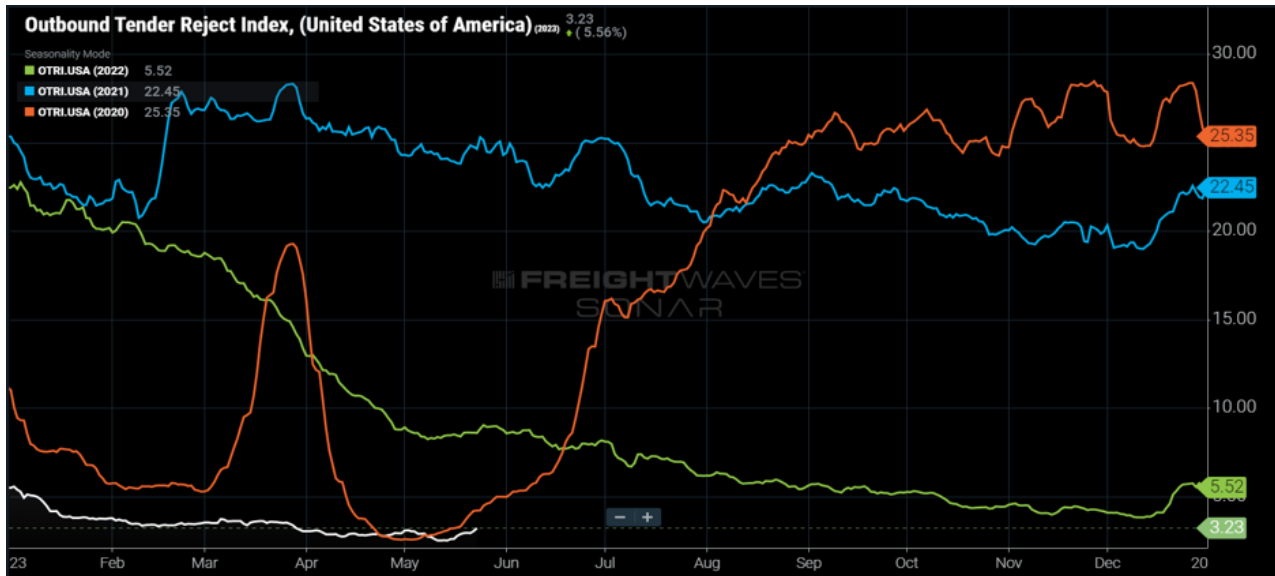
- Inventory levels are high
- Consumers are not buying
- Building and construction is down



Load Decline Rates Have Fallen

Right now, our customers have the leverage. This means we take what we can get. If we are not responsive to the loads we are given, other carriers will jump in ahead of us. This will result in Decker being bumped down in the pecking order compared to other carriers, and we will be left with even fewer loads.

Below is a graph of load decline rates in 2020 (orange line), 2021 (blue line), 2022 (green line), and the first part of 2023 (white line). Decline rates have fallen drastically this year - they are below 5%. As you can see, carriers are not declining loads. We are taking what customers are giving us.



Carrier Scorecards

As a carrier, we are evaluated on our performance, and the most important measure is our service levels. We must stand out with our service levels; otherwise, customers will provide their freight to another carrier.

Carriers are measured on multiple delivery metrics and are ranked against each other. The metrics include:

- Load acceptance
- On-time pick up/delivery
- Service failures

The reason these metrics are so important is because our customers consider which carriers provide **the best service CONSISTENTLY**. If we are not right in line or ahead of our competition with our service levels, our customers will pass on us and proceed with other carriers. Anywhere from 95-98% service levels are the standards that our customers are holding all carriers to. Customers look at how we are performing against those targets, and how we are measuring compared to other carriers. In context, this means we can only have 2--5 carrier-related service failures for every 100 loads we deliver to meet these standards.

Our service levels are our currency. Decker Truck Line is an on-time-service carrier, and our customers expect nothing less from us. As a Professional Driver, you must be on time to your appointments. If we do not take care of our customers, someone else will.

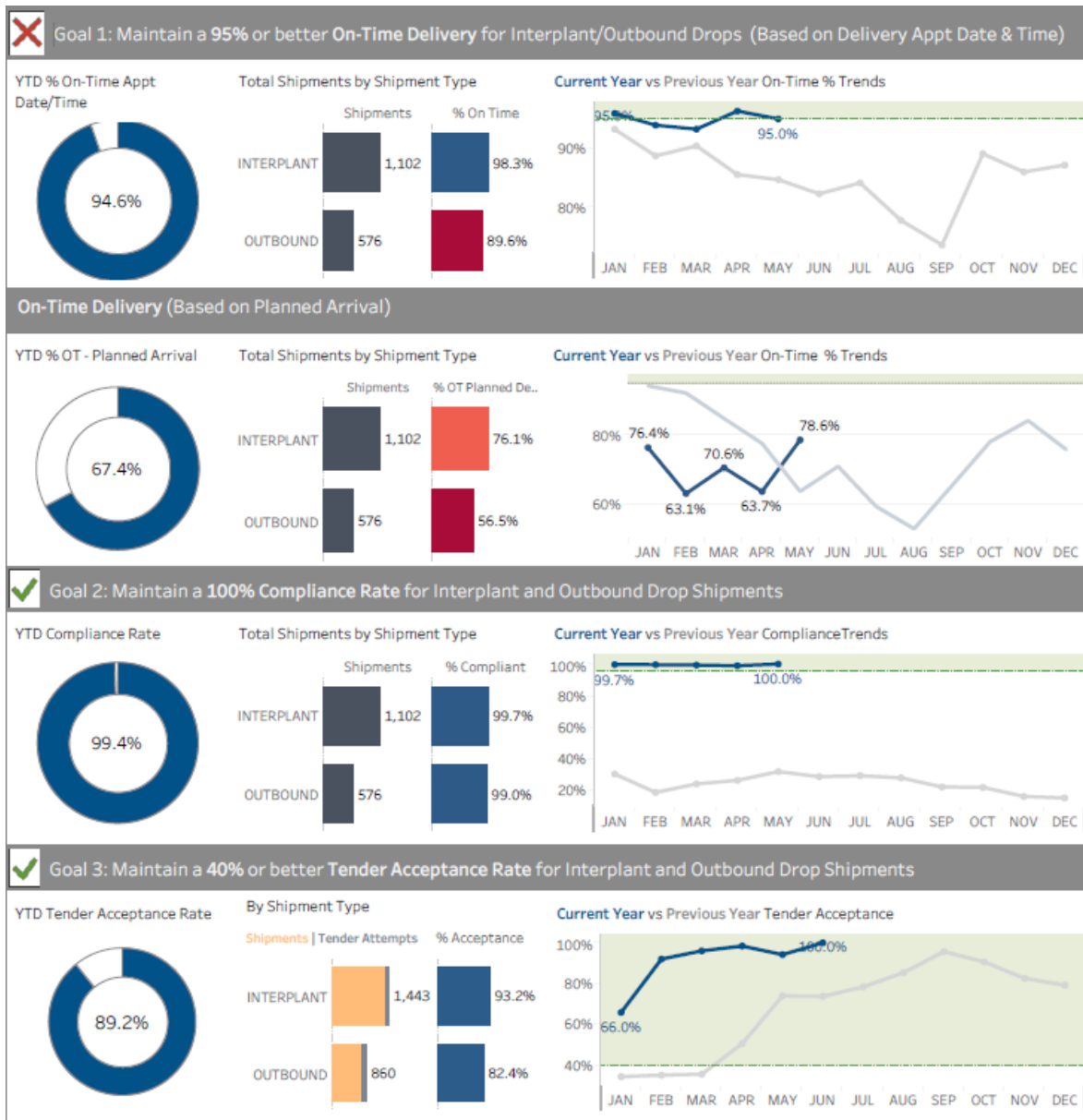


The graph below is a real example of a Decker Truck Line Carrier Scorecard. As you can see, we met 2 of our 3 goals. The data tells you where we are year-to-date (dark blue line), how we did last year (gray line).

Goal #1: Maintain a 95% or better On-Time Delivery. We are close to hitting this for appointment times, but not quite there with planned arrival times.

Goal #2: Maintain a 100% Compliance Rate.

Goal #3: Maintain a 40% or better Tender Acceptance Rate.





These are just a few of the many measurements that carriers use to grade our service levels. They all boil down to one thing: Customers need to know our Professional Drivers can haul freight on time without any compromise in the quality of the product they are hauling.

Obstacles For Drivers

So, how does all of this affect you, our Professional Drivers? There are obstacles and pain points that we are all dealing with.

- Wait times are up across the industry - why?
 - High capacity/low demand
 - Labor shortages at shippers/receivers
 - An increase in cancelled loads
- There is an increase in multi-stop loads – at least for the time being
- ‘Home-Weekly’ schedules pose new challenges
- We now **rely** on a driver’s availability to work - this is important to manage our truck-to-load counts
- Loads that are not picked up are loads that are lost
- Rescheduling an appointment must only be done for something out of your control; we cannot afford driver-related service failures

The Glass is Half Full

This is not all doom and gloom. You are part of a company that has been in this business since 1931. We have seen the lows of the trucking industry before, and we will inevitably see the lows again. **We are in a position to provide trucking services today, tomorrow, and for many years to come.**

The Decker Truck Line leverages:

- We have over 90 years of experience in the trucking industry; we’ve been in business since 1931
- We are focused on relationships, through thick and thin, we strive to have great relationships with not just our customers, but with our Professional Drivers and our office and shop teams
- We are financially solvent
- We are competitive in pay
- We are a healthy company and if we all hold tight and do our part, we will emerge even stronger

Business Partners

Decker Truck Line is in a partnership with our Professional Drivers. *A partnership is an arrangement where parties, known as business partners, agree to cooperate to advance their mutual interest.* Accountability, to get us through these rocky times, will fall on both the Company and our Professional Drivers. So, **what is Decker Truck Line doing?**



- We have participated in over 120 unique bids, year-to-date.
- We've created a large pipeline of 'mini-bids' to optimize freight lanes with existing customers.
- We made an investment in a new Load Planning Optimizer.
 - The implementation phase is underway, and training with key staff members has already begun.
- Our minimum pay structure that we put in place was designed to protect our Professional Drivers from external factors. You will receive that consistent paycheck every week if you are doing your part.
- We have made major improvements to our Operational Structure. This includes staffing reorganization and new innovative technology.
- We are positioned for the rebound market. We have leverage in being an asset and logistics company.

What do we need from you, our Professional Drivers?

- Provide professional, on-time service to our customers:
 - Do not refuse a load – trust the process, loads are carefully planned
 - Be on time
 - Do not reschedule your appointment unless it is out of your control
- Be a good co-worker to your peers:
 - Equipment maintenance is everyone's responsibility
 - DO NOT let someone else inherit the problem - get it fixed
 - If you see it, address it - be part of the solution
- Communicate constructively:
 - During hard times, true professionals and leaders emerge and rise to the top

All of us being accountable for the lists above will pave the way for Decker Truck Line to stay at the top as we get through these challenging times. These actions will:

- Allow us to negotiate pricing on future bids
- Give us the ability to secure needed lanes
- Set a precedent for future rate negotiation
- Empower us to capitalize when others fail

Conclusion

In closing, there are many reasons Decker Truck Line will come out of this in an outstanding position. We have a talented team – on the road, in the walls, in our shops, and even at 2:00 a.m. We call you "Professional Drivers" for a reason. Our Professional Drivers expect us to do our part, and we expect our Professional Drivers to continue doing your part.