

Transport Topics

TOP

100

PRIVATE CARRIERS

2007

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A Word From the Publisher

Half of all the truck freight in North America is hauled by private carriers. That fact alone makes it imperative that we look closely at what shipper-owned fleets are doing in terms of supplying freight-hauling capacity but also, perhaps more important, how they are measuring the performance of their driver workforce.

In this edition of the Transport Topics Top 100 Private Carriers, Senior Features Writer Daniel P. Bearth examines the touchy subject of driver productivity.

It's a subject that should resonate loudly with any trucking executive, especially now in light of possible changes in federal rules that govern how long drivers can stay behind the wheel during their workday.

Private fleet drivers have a better-than-average safety record and turnover is substantially lower than it is for many for-hire carriers. And the work that many of these drivers perform — delivering supplies to restaurants and offices, stocking store shelves with food and beverages — means that they spend a considerable amount of time outside of the truck.

Private carriers were among the first to adopt onboard computers in their trucks to monitor driver performance. Now, with the availability of software-enabled cellphones, Global Positioning System technology and the Internet, it has become easier than ever to identify sources of wasted time and effort.

The time drivers spend waiting for freight to be loaded or unloaded is something all fleet managers are concerned with.

Productivity gains are possible, based on the experience of private fleet managers, such as Thomas Stedman Sr. of Walgreen's and Bernie Cassatori of U.S. Foodservice. Technology can provide the data to document what's going on. Then it's a matter of listening to drivers and communicating with customers about changes in the delivery process that can ultimately produce the biggest benefit.

This is the seventh year in which we have published the Top 100 Private Carriers. For the first time, however, we conducted a survey of equipment purchasing and maintenance practices in conjunction with the project.

The survey was conducted in June and shows that, much like their for-hire counterparts, private carriers expect to reduce their purchases of equipment over the next year. Officials from 35 fleets indicated that they would buy 1,902 tractors and 2,049 trailers in the next 12 months, compared with 2,846 tractors and 2,837 trailers purchased in the previous 12 months.



Howard S. Abramson

The biggest share of survey respondents (27 out of 42) told us they use dispatch and routing software as part of their operations. That was closely followed by mobile phones and engine diagnostics and onboard recorders.

There is more we can learn from private carriers, and it is our hope that we can continue to survey fleet managers to gain insight into their operations and maintenance activity.

And, as always, we encourage our readers to let us know how we're doing.

Acknowledgements & Sources

The 2007 TRANSPORT TOPICS 100 list is a special project of TT Publishing Group that features financial and operating information on the largest for-hire freight carriers in the United States and Canada. Data was compiled from annual reports of publicly owned companies and directly from the management of privately owned companies. In a few cases, revenue estimates were used to determine rankings.

Senior Features Writer Daniel P. Bearth is the project coordinator, with assistance from research intern Marjorie Pouyes. The design is by Patrick Donlon, assistant director of art and production.



1. Sysco Corp.
2. Wal-Mart Stores
3. U.S. Foodservice
4. Pepsi Bottling Group
5. Tyson Foods
6. Halliburton Co.
7. McLane Co.
8. PepsiCo Inc.
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10. BJ Services Co.
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26. Western Dairy Transport
27. Coca-Cola Bottling Co. Consolidated
28. Stock Building Supply/Ferguson Enterprises
29. Praxair Inc.
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31. CHS Inc.
32. International Paper Co.
33. Performance Food Group
34. Bluelinx Holdings
35. Mohawk Industries
36. Sunbelt Rentals Inc.
37. Kellogg Snacks Division
37. DOT Foods
39. Flying J Inc.
40. Smithfield Foods
41. Sara Lee Corp.
42. Nestlé USA
43. Leggett & Platt
44. Ashley Furniture Industries
45. Delhaize America
46. Vistar Corp.
47. Land O'Lakes Inc.
48. J.R. Simplot Co.
48. Air Products and Chemicals
50. Publix Super Markets
50. Advanced Drainage Systems
52. Gilster-Mary Lee Corp.
53. Walgreen Co.
54. Archer Daniels Midland
55. Ben E. Keith Co.
56. Clean Harbors Inc.
57. Univar USA
58. Food Services of America
59. American Air Liquide
60. Cemex Inc.
60. Austin Powder Co.
60. Plains All American Pipeline
63. Weyerhaeuser Co.
64. Builders FirstSource
65. Cardinal Health
66. Finker Materials Corp.
66. Mobile Mfrl Inc.
68. DaimlerChrysler Transport
69. Unisource Worldwide
69. Foster Farms
71. Wakefern Food Corp
72. Bunzl Distribution USA Inc.
73. H.E.B. Grocery Co.
74. Sentinel Transportation LLC
75. Cargill Foodservice
75. Ashland Inc.
77. Ace Hardware Corp.
78. Reliance Steel & Aluminum Co.
79. MBM Corp.
79. Kraft Foods
79. Hulcher Services Inc.
82. Norcal Waste Systems
83. Army & Air Force Exchange Service
84. Owens & Minor Inc.
85. Patterson-UTI Energy Inc.
86. United Natural Foods
87. Unified Western Grocers
88. Gendune Parts Co.
89. Sanderson Farms
89. Bridgestone Firestone North American Tire
91. True Value Co.
91. Sherwin-Williams Co.
91. ABC Supply Co.
94. Ahold USA
95. Mckee Foods Corp.
96. Reddy Ice
97. CVS Caremark Corp.
98. Pacific Coast Building Products
98. Core-Mark International
100. Valley Proteins
100. Carpenter Co.

Private Fleet Managers:

Technology Can Help Driver Productivity

By Daniel P. Bearth
Senior Features Writer

Private fleet managers are looking at new ways to increase driver productivity to offset rising transportation costs and meet customer demand for more precise, on-time product deliveries.

The focus on drivers is one of the key issues that surfaced in interviews with private fleet managers and industry experts in connection with research for the 2007 edition of the TRANSPORT TOPICS Private 100 list of the largest private carriers in the United States and Canada.

The focus on drivers includes efforts by companies to be careful in screening and hiring applicants, with the aim of reducing the number of accidents caused by driver error.

Driver health also is a major issue, as the Federal Motor Carrier Safety Administration considers tightening its rules on conditions including diabetes and high blood pressure. Many companies are stepping up their own efforts at improving driver health.

Using data from onboard computers and mobile communications systems, fleet managers are setting performance standards for drivers

based on detailed analysis of job functions, highway and traffic conditions and customer service expectations.

The process is also leading fleets to adopt new activity-based pay for drivers in which compensation is based on the number of stops they make or the amount of product they are able to deliver. In addition, fleets are offering financial incentives for conserving fuel, being on time and driving safely.

"In most delivery operations, driver wages and benefits account for a majority of the delivery costs and therefore offer the greatest opportunity for improvement," said John Platz, vice president of Tom Zosel Associates, Long Grove, Ill. The consulting firm helps private fleets increase productivity through re-engineered delivery processes.

Driver wages and benefits represent 50% of delivery costs, according to Platz. Fuel and other operating expenses make up approximately 30% of the cost, while equipment is 15% and management overhead is the remaining 5%.

Private fleet operators were among the first to use onboard computers in their trucks to monitor driver performance. Now, with the availability of powerful cellphones, Global Positioning System technology and the Internet, it has become easier than ever to collect and analyze

data to identify ways to make delivery operations more efficient.

For a variety of reasons, however, many fleets have not taken full advantage of the technology to make improvements in driver productivity.

"Technology isn't the silver bullet," said Platz. "Onboard computers and GPS didn't address the driver directly."

System complexity, a lack of training, poor implementation and limited analytical capabilities have prevented firms from making more progress, according to a number of industry officials and technology suppliers.

Cadec Global, Londonderry, N.H., a company that began selling onboard recording devices in 1976, set up a special unit last year to help customers with asset utilization, business optimization and process-management issues.

"Many of our customers have told us they would like to better leverage our knowledge and experience during their implementation of the Cadec solution," said Michael Baney, vice president of professional services and customer support.

The key to achieving results, according to TZAs' Platz, is what he calls "change management."

"Up front, we identify what we expect from the drivers. What has to happen at each stop? Is it dock delivery? Does the driver wheel the



product inside? We measure all activity.”

Using that data and driver input, Platz said, fleet managers set a performance standard based on the work performed and the time it takes to complete the task. Individual driver performance is then compared with the standard, allowing companies to make changes in delivery routes or adjustments in customer procedures to eliminate unproductive time.

Performance standards should not be based entirely on past experience, Platz said: “It’s not, ‘How high have we been able to get the bar,’ but rather, ‘Where should the bar be set?’”

Many fleet managers “simply don’t know why it takes drivers a certain amount of time to do their job,” said Ken Yeomans, who heads a professional services unit at Xata Corp., a manufacturer of onboard computers based in Burnsville, Minn. Yeomans is a former executive at office products distributor UniSource Worldwide.

“Technology can monitor the driver and set the routes, but it can’t tell you what’s happening at the customer’s site,” Yeomans said. “Does the driver linger at favorite places? Does the driver take extra time at the office before starting out to make deliveries?”

While at UniSource, Yeomans said he used data from onboard computers to identify key criteria for driver performance. Those reports were delivered to managers daily and, over time, led to changes in delivery processes. As a result, UniSource was able to raise its on-time service standard to above 99% and also reduce labor costs and overtime.

Yeomans said he is currently working with a Xata customer with a 900-truck fleet that expects to save \$3.26 million a year by improving utilization of drivers and equipment, getting better fuel economy and having fewer accidents.

“This is a carrier that knows what it’s doing,” he said. “They provide great customer service and their profitability is good. Even companies in that position are letting costs get away from them. Generally, most fleets give away 5% to 10% in labor because they don’t monitor [driver costs].”

With the focus on driver productivity, has come a change in the way drivers are paid, according to fleet management experts and industry officials.

Gary Petty, president of the National Private Truck Council, said he sees a shift to activity-based compensation — paying drivers a fixed amount for each stop or for each mile driven instead of by the hour. Adoption of new pay plans is strongest among fleets that specialize in store delivery, he said.

Another strategy to boost operating efficiency, Petty said, is slip seating, or the sharing of trucks by more than one driver.

Petty said a majority of NPTC members, 52%, employ slip seating in at least a portion of their fleet, according to a recent survey. Those fleets operated more miles — 138,408 annual miles per power unit — than those that didn’t slip seat. Those fleets averaged 109,000 annual miles per tractor.

Technology continues to play a significant role in helping shippers boost efficiency by automating many routine driver activities, such as filling out logbooks and sending and receiving messages through mobile communications devices.

Thomas Stedman Sr., director of corporate transportation for Walgreen Co. in Deerfield, Ill., said his firm is using new Motorola handsets equipped with GPS location technology, a camera and data-processing software to track driver hours of service and mileage for fuel-tax reports. The devices also can generate automated notices about a driver’s estimated time of arrival. The wireless units could replace in-cab data recorders, he said.

“We are testing now, and we hope to roll it out later this summer,” Stedman said.

Walgreen is No. 53 on the TRANSPORT TOPICS 100 list of the largest private fleets in the United States and Canada.

“In most delivery operations, driver wages and benefits account for a majority of the delivery costs and therefore offer the greatest opportunity for improvement . . . up front, we identify what we expect from the drivers. What has to happen at each stop? Is it dock delivery? Does the driver wheel the product inside? We measure all activity.”

— John Platz

Walgreen also is exploring the use of plastic totes to hold merchandise, rather than having goods stacked on the floor of trailers. Drivers now use conveyors to move goods from the trailers into the stores.

The system is being used in two of 14 distribution centers operated by Walgreen.

The ability to transmit data from handheld devices not only makes the driver’s job easier but should help fleet managers react more quickly to changing conditions, industry officials said.

A spokesman for PeopleNet Communications Corp., a maker of wireless onboard communications systems for private and for-hire carriers, said images, bar-code scans and documents can be transmitted through its g3 on-board system from any handheld device that uses a Windows Mobile 5 platform.

“These digital documents can be adapted to virtually any specialized requirements, something of particular importance in many private fleet operations,” said Brian McLaughlin, vice president, marketing and product planning.

Rich Ochsendorf, director of professional services for PeopleNet, said private fleet managers use the data to measure driver productivity in many different ways.

“Revenue per truck and cost per mile have

been around a long time,” he said. “They are broad indicators.”

Now it is possible, with automated arrival and departure notification and geofencing capabilities, to know precisely how long it takes to make a delivery. Tracking fuel consumption by monitoring speed, idling and out-of-route miles has led to 5% to 10% improvement in miles per gallon, Ochsendorf said.

“Very significant gains are possible,” he said. Jeffrey Bonar, president of JumpStart Wireless Corp. in Delray Beach, Fla., said one of his clients, a school-supply delivery fleet with 1,600 trucks, figured its drivers were doing productive work only about 60% of the time. The rest was taken up by paperwork and time spent waiting at the office or at customer locations.

Bonar said that estimate of productivity is far from an extreme example. “It’s an extreme level of honesty,” he said. “And if they could get just 5% or 10% improvement in productivity, that’s huge for a fleet that size.”

Although wireless business software — wireless dispatch, work orders, time cards, location tracking, asset management inspections — is a critical productivity technology, Bonar said the key success factor “is making it easy for [drivers] to use.”

“Wireless software is still the Wild West,” Bonar said. “There are different devices, wireless carriers and software technologies, each with their own technical peculiarities that need to be assembled into a complete solution.”

It was a combination of technology, incentives and training that helped Schwan’s Food Co. and other delivery fleets achieve “huge” gains in productivity, according to Mike Booke, senior director of business systems for Schwan’s Home Service in Marshall, Minn.

“Regardless of the product, trying to manage the productivity of folks in the truck is very similar,” Booke said.

Technology, for example, has allowed companies to optimize routes and make dynamic changes in schedules. The use of financial incentives motivates drivers to work more efficiently. And training, especially for drivers who can represent product to customers, has helped to boost customer satisfaction, Booke said.

For many shippers, however, the goal of improved performance remains elusive.

“Top performance in transportation management is a challenge.”





“Top performance in transportation management is a challenge.”

“Top performance in transportation management as a key to achieving broader supply chain success, Hobkirk said.





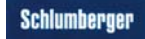


The best-run companies view transportation management as a key to achieving broader supply chain success, Hobkirk said.

“Top companies understand that if inbound lead times were more reliable, they could carry less safety inventory. . . . If the warehouse had better visibility of inbound and outbound shipping schedules, they could reduce labor requirements and use space more efficiently.”












RANK 2007	RANK 2006	COMPANY	EQUIPMENT	ANNUAL SALES	DESCRIPTION OF BUSINESS
1	1	 Sysco Corp. Houston NYSE: SYY Gary Cullen, Vice President, Distribution Services <i>www.sysco.com</i>	7,666 tractors 1,536 straight trucks 9,527 trailers	\$32.6 billion	Distributes fresh, frozen and specialty meats, seafood, fruits and vegetables, bakery products, canned and dry foods, paper and disposable products, sanitation items, dairy foods, beverages, kitchen and tabletop equipment, medical and surgical supplies and hotel operating supplies through 170 distribution centers — includes foodservice assets of Bunn Capitol acquired in September 2006. The Sygma Network delivers food and supplies to restaurants. FreshPoint Inc. distributes fresh fruits and vegetables. Guest Supply Inc. provides housekeeping supplies to the lodging industry.
2	2	 Wal-Mart Stores Bentonville, Ark. NYSE: WMT Johnnie Dobbs, Executive Vice President of Logistics and Supply Chain <i>www.walmartstores.com</i>	7,053 tractors 45,800 trailers	\$344.9 billion	Operates 1,051 discount department stores, 2,307 Supercenters, 582 Sam's Clubs and 118 Neighborhood Markets in the United States, plus 2,898 stores in Canada, Mexico, Central and South America, Europe and Asia. Wal-Mart Transportation delivers merchandise from 121 distribution centers in the United States and Canada.
3	3	 U.S. Foodservice Columbia, Md. (Clayton, Dubilier & Rice and Kohlberg Kravis Roberts & Co.) Bernie Cassetori, Vice President of Fleet Management <i>www.usfoodservice.com</i>	6,200 tractors and straight trucks 7,015 trailers	\$19.2 billion	Distributes food-service products to restaurants, hotels, health-care facilities, cafeterias and schools.
4	4	 Pepsi Bottling Group Somers, NY NYSE: PBG Shelby Green, National Fleet Manager <i>www.pbg.com</i>	5,937 tractors 2,544 straight trucks 8,880 trailers	\$12.7 billion	Distributes soft drinks from 57 bottling plants in the United States and Canada through 298 distribution centers. New Bern Transport Corp. Operates as a for-hire and private carrier.
5	5	 Tyson Foods Springdale, Ark. NYSE: TSN <i>www.tysonfoodsinc.com</i>	2,993 tractors 89 straight trucks 5,825 trailers	\$25.5 billion	Processes and markets beef, chicken, pork, refrigerated and frozen prepared foods and animal feed worldwide. The company operates 134 processing plants, 63 cold storage warehouses and eight distribution centers, 41 feed mills, 64 hatcheries and 82 livestock farms. Tyson Food Logistics (formerly PBX Inc.) is a for-hire refrigerated carrier.
6	7	 Halliburton Co. Houston NYSE: HAL Randell Harris, Fleet Operations Manager <i>www.halliburton.com</i>	2,461 tractors 789 straight trucks 2,755 trailers	\$22.6 billion	Halliburton Energy Services provides pressure pumping, production enhancement and well drilling and completion services for the oil and gas industry, plus well logging and testing equipment. Ultraline Services Corp. provides wireline services in Canada — acquired in January 2007.
7	6	 McLane Co. Temple, Texas (Berkshire Hathaway) Robbie Wainwright, Vice President, Logistics and International <i>www.mclaneco.com</i>	2,400 tractors 27 straight trucks 3,400 trailers	N/A	McLane Grocery Distribution delivers food and groceries to convenience stores, drug stores, mass merchandisers, wholesale clubs and movie theaters through 18 distribution centers. McLane Foodservice Distribution delivers food and service items to quick-service restaurant chains through 18 distribution centers. Mountain View Marketing provides sunglasses, lighters and novelty displays to convenience stores. Professional Datasolutions provides software and point-of-sale automation systems to convenience stores and vendors. Salado Sales develops and distributes private label food products. Vantix Logistics provides supply chain consulting and transportation management.
8	13	 PepsiCo Inc. Purchase, N.Y. NYSE: PEP Pete Silva, Director, Global Fleet Procurement <i>www.pepsico.com</i>	2,208 tractors 38,378 straight trucks 7,035 trailers	\$35.1 billion N/A	PepsiCo Beverages North America produces and distributes soft drinks, juices, coffee, teas and bottled water. Frito-Lay North America produces and distributes potato chips, tortilla chips and cheese snacks, granola bars, pretzels and popcorn. Quaker Foods North America produces and distributes cereals, rice and pasta products.



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9	17	 Key Energy Services Houston OTC Pink Sheet: KEGS www.keyenergy.com	1,860 tractors 2,356 straight trucks 2,513 trailers	\$4.4 billion	Provides well servicing, contract drilling, pressure pumping, fishing and rental tools and other oilfield services.
9	11	 BJ Services Co. Houston NYSE: BJS www.bjservices.com	1,860 tractors 788 straight trucks 2,589 trailers	N/A	Provides oil and gas drilling and production services.
11	8	 Reyes Holdings LLC Rosemont, Ill. Don Van Witzenberg, Director of Fleet Operations www.reyesholdings.com	1,776 tractors 163 straight trucks 2,039 trailers		Reinhardt FoodService distributes food and beverages, utensils, glassware, paper supplies, cleaning chemicals, dry groceries, and deli and bakery goods to restaurants, sporting venues, schools, nursing homes and hospitals through 17 distribution centers. Martin-Brower Co. distributes food and supplies to McDonald's restaurants in the United States, Canada, Brazil, Central America and Puerto Rico through 15 distribution centers. MBX Logistics provides supply chain consulting, warehousing and distribution, rail car and transportation management and freight payment systems. Reyes Beer Division distributes beer to Chicago, California, Northern Virginia, South Carolina, Maryland and the District of Columbia through 12 distribution centers.
12	12	 Pilgrim's Pride Corp. Pittsburg, Texas NYSE: PPC Barry Larson, Director of Transportation www.pilgrimspride.com	1,400 tractors 185 straight trucks 2,300 trailers	\$7.4 billion	Processes and distributes chickens and turkeys under the Pilgrim's Pride and Wampler Foods brands to retail stores and restaurants through 20 distribution centers in the United States and 18 in Mexico. The company also operates 37 chicken processing plants plus 12 prepared-food plants, one turkey processing plant, 35 feed mills and 49 hatcheries in the United States and Mexico — includes operations of Gold Kist acquired in January 2007.
13	10	 Supervalu Inc. Eden Prairie, Minn. NYSE: SVU Matt Smith, Vice President, Supply Chain www.supervalu.com	1,346 tractors 16 straight trucks 5,553 trailers	\$37.4 billion	Operates 2,478 retail grocery stores, 900 in-store pharmacies and 120 fuel centers. The company also provides wholesale distribution of groceries to about 2,600 independent stores in 40 states through 24 distribution centers. Total Logistic Control provides supply chain consulting, transportation management and warehousing through 35 distribution centers. W. Newell & Co. supplies fresh produce.
14	21	 Schlumberger Ltd. Sugar Land, Texas NYSE: SLB www.slb.com	1,314 tractors 907 straight trucks	\$19.5 billion	Provides oil and gas drilling services and project management services. WesternGeco provides seismic testing services.
15	Not Ranked	 United Rentals Greenwich, Conn. NYSE: URI Catherine Crewson, Vehicle Fleet Manager www.ur.com	1,265 tractors 9,001 straight trucks 6,377 trailers	\$3.6 billion	Supplies equipment and tools to construction and industrial firms, utilities, municipalities and homeowners through 597 locations in the United States, 98 in Canada and one in Mexico.
16	14	 Interstate Bakeries Corp. Kansas City, Mo. OTC: IBCIQ.PK www.interstatebakeriescorp.com	1,220 tractors 7,560 straight trucks 1,625 trailers	\$3.1 billion	Operates 45 bakeries and distributes Wonder Bread and Hostess snack products, plus other regional brands of bread and baked goods, through approximately 6,400 delivery routes. The company also operates about 1,100 retail bakery outlets.
16	22	 Airgas Inc. Radnor, Pa. NYSE: ARG Tuffy Baum, National Fleet Manager www.airgas.com	1,220 tractors 3,127 straight trucks 2,773 trailers	\$3.2 billion	Distributes industrial, medical and specialty gases, welding and related safety products through 900 locations. The company also manufactures nitrous oxide and CO ₂ and is a supplier of dry ice. Airgas Specialty Products distributes ammonia products and services, process chemicals and refrigerants — includes operations of CFC Refimax acquired in January 2007. Airgas Merchant Gases operates eight air separation plants and related bulk gas businesses — includes bulk gas assets of Linde AG acquired in March 2007.



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18	34	 The Linde Group Murray Hill, N.J. (Linde AG, Munich, Germany) Mike Gentile, Head of Bulk Distribution www.linde.com	1,100 tractors 285 straight trucks 2,200 trailers	N/A	BOC Gases and Linde Gas distribute industrial and specialty gases in bulk and in cylinders throughout North America.
19	16	 Safeway Inc. Pleasanton, Calif. NYSE: SWY Tom Narkter, Vice President of Transportation www.safeway.com	1,090 tractors 4 straight trucks 4,342 trailers	\$40.2 billion	Operates 1,761 supermarkets and drugstores in the United States and western Canada. It also produces milk, bread, ice cream, cheese and meat products, soft drinks, fruits and vegetables and pet food at 20 processing plants in the United States and 12 in Canada. Safeway has 13 distribution centers in the United States and four in Canada. Casa Ley, S.A. de C.V. sells food and general merchandise in western Mexico (49% interest). GroceryWorks.com provides Internet and home delivery services.
20	20	 Gordon Food Service Grand Rapids, Mich. David Ponstein, Transportation Manager www.gfs.com	980 tractors 1,416 trailers	\$3.9 billion	Manufactures and distributes food and related supplies to 45,000 restaurants, schools and institutions in 15 states and throughout Canada. The company operates 100 GFS Marketplace stores in Indiana, Illinois, Michigan, Ohio and Florida.
21	26	 Basic Energy Services Midland, Texas NYSE: BAS www.basicenergyservices.com	970 tractors 1,920 straight trucks 1,240 trailers	\$730 million	Provides a range of well services to oil and gas drilling companies in Texas, Louisiana, Oklahoma, New Mexico, and the Rocky Mountain states — includes operations of Wildhorse Services, assets of Eagle Frac Tank Rentals, operations of Sledge Drilling Holding Corp., JetStar Consolidated Holdings and Reddline Services acquired in late 2006 to mid-2007.
21	32	 Darling International Irving, Texas AMEX: DAR www.darlingii.com	970 tractors and straight trucks	\$407 million	Collects and recycles animal byproducts and used cooking grease from approximately 116,000 restaurants, butcher shops, grocery stores and meat and poultry processors in the United States. Products are sold for livestock food, pet food and ingredients in soap, rubber, and chemical products.
23	19	 C&S Wholesale Grocers Keene, N.H. Michelle Livingstone, Vice President of Transportation www.cswg.com	958 tractors 62 straight trucks 4,500 trailers	\$18 billion	Distributes food and dry goods to about 5,000 supermarkets and grocery stores, mass marketers and wholesale clubs in the United States through 60 distribution facilities in 14 states.
24	15	 Shaw Industries Dalton, Ga. (Berkshire Hathaway) Greg Whisenant, Transportation Safety Manager www.shawfloors.com	938 tractors 2,600 trailers	N/A	Manufactures carpets, rugs, hardwood, laminate and ceramic tile floors for residential and commercial purposes.
25	18	 Dean Foods' Dallas NYSE: DF Lee Falk, Director of Logistics, Midwest Region www.deanfoods.com	927 tractors 3,739 straight trucks 5,700 trailers	\$10.1 billion	Produces and distributes milk, ice cream, cheese and other dairy products from more than 100 plants in the United States to retailers, foodservice distributors, schools and government institutions. White Wave Foods Co. produces soy, dairy and organic food products.
26	23	 Western Dairy Transport Cabool, Mo. David Shelton, General Manager www.wdtmilk.com	922 tractors 1,400 trailers	N/A	Hauls raw milk produced by farms and dairies from terminals in Kansas, Missouri, New Mexico, Oklahoma and Utah to milk and cheese processing plants.



RANK 2007	RANK 2006	COMPANY	EQUIPMENT	ANNUAL SALES	DESCRIPTION OF BUSINESS
27	25	 Coca-Cola Bottling Co. Consolidated Charlotte, N.C. Nasdaq: COKE Bo Callaway, TechOps Manager of Fleet Process and Procurement www.ccbcc.com	910 tractors 1,092 straight trucks 1,532 trailers	\$1.4 billion	Produces and distributes soft drinks, bottled water, teas, juices, sports drinks and energy products in portions of 11 southeastern states.
28	76	 Stock Building Supply / Ferguson Enterprises Raleigh, N.C. and Newport News, Va. (Wolseley PLC, Theale, England) www.stockbuildingsupply.com www.ferguson.com	855 tractors 8,027 straight trucks 5,120 trailers	N/A	Stock Building Supply supplies lumber, plywood, sheetrock, tools and trusses to building contractors through 320 locations in 34 states. Ferguson Enterprises distributes plumbing supplies, building materials and heating and air conditioning products through 1,400 locations in 50 states, the District of Columbia, Puerto Rico and Mexico. Wolseley Canada distributes plumbing, heating, ventilation and air conditioning, pipes, valves and fittings, waterworks and fire protection products through 230 locations in Canada.
29	30	 Praxair Inc. Danbury, Conn. NYSE: PX Tim Johnson, Fleet Manager www.praxair.com	850 tractors 870 straight trucks 1,905 trailers	\$8.3 billion	Supplies atmospheric, process and specialty gases, metal and ceramic coatings, and related services and technologies to food and beverage, health care, semiconductor, petrochemical and metal fabrication industries.
29	33	 Prairie Farms Carlinville, Ill. Jay Naples, Corporate Fleet Manager www.prairiefarms.com	850 tractors 1,700 straight trucks 2,200 trailers	N/A	Produces and distributes dairy and nondairy products for about 800 member dairies and is managing partner for five joint-venture dairy cooperatives: Hiland Dairy Foods, Hiland-Roberts Ice Cream Co., Madison Farms Butter Co., Muller-Pinehurst Dairy and Roberts Dairy — operations of Turner Dairy Holdings, Southern Belle Dairy and LuVel Dairy Products acquired in early 2007. The company operates regional manufacturing and distribution subsidiaries East Side Jersey Dairy and Holland Dairy. Ice Cream Specialties produces frozen ice cream bars, sandwiches and popsicles. PF Supply distributes food and paper products to fast food restaurants through warehouses in Illinois and Missouri.
31	41	 CHS Inc. Inner Grove Heights, Minn. Nasdaq: CHSCP Kelly Morrow, Director, CHS Transportation www.chsinc.com	842 tractors 1,059 straight trucks 920 trailers	\$14.4 billion	Operates petroleum refineries and pipelines and supplies propane, fertilizer and lubricants, markets grain and processes soybeans for use in food and animal feed, produces flour for pasta and bread and makes tortillas, margarine, salad dressings, sauces and vegetable oil — includes liquid lubricants business of Nor-Lakes Services Midwest and The Farm-Oyl Company acquired in April 2007. CHS Transportation distributes petroleum, propane, anhydrous ammonia, fertilizer and other bulk and packaged products to local cooperatives and retail stores.
32	29	 International Paper Co. Memphis, Tenn. NYSE: IP Jud Crosswy, Fleet Manager, Global Supply Chain www.internationalpaper.com	840 tractors 745 straight trucks 1,827 trailers	\$22 billion	Produces and distributes paper for office and commercial printing, packaging for food and beverages, lumber and plywood through 250 branches in the United States. The company also operates 18 pulp, paper and packaging mills, 94 converting and packaging plants, and five wood products facilities. Xpedx distributes printing, packaging and graphic arts supplies in North America through 105 distribution centers and 135 retail stores in the United States and Mexico.
33	28	 Performance Food Group Richmond, Va. Nasdaq: PFGC Mike Seekins, Vice President, Transportation www.pfgc.com	823 tractors 87 straight trucks 915 trailers	\$5.8 billion	PFG Broadline Distribution distributes food and food-related products to restaurants, hotels, health-care facilities and schools through 19 distribution centers. PFG Customized Distribution distributes food and food-related products to restaurant chains through eight distribution centers.
34	27	 BlueLinx Holdings Atlanta NYSE: BXC Duane Goodwin, Senior Vice President, Supply Chain www.bluelinxco.com	800 tractors 1,200 trailers	\$4.9 billion	BlueLinx Corporation distributes building products nationwide through more than 70 warehouses. Austin Hardwoods distributes hardwood boards, veneers and plywood to cabinet makers, millwork companies and furniture manufacturers.



RANK 2007	RANK 2006	COMPANY	EQUIPMENT	ANNUAL SALES	DESCRIPTION OF BUSINESS
35	31	 Mohawk Industries Calhoun, Ga. NYSE: MHK Stan Brooks, Director of Transportation <i>www.mohawkind.com</i>	752 tractors 257 straight trucks 1,900 trailers	\$7.9 billion	Manufactures and distributes carpets and rugs, hardwood laminate, ceramic tile and vinyl flooring. The company operates 50 regional distribution centers.
36	Not Ranked	 Sunbelt Rentals Inc. Fort Mill, S.C. (Ashtead Group PLC, Surrey, England) Charles Snyder, Executive Vice President, Sales/Fleet Management <i>www.sunbeltrentals.com</i>	722 tractors 1,102 straight trucks 913 trailers	\$1.5 billion	Rents equipment to a wide range of industries, including general construction, industrial equipment, pump, power, trench shoring and scaffolding industries through 445 branches in 35 states — includes operations of NationsRent Inc. acquired in August 2006.
37	37	 Kellogg Snacks Division Battle Creek, Mich. (Kellogg Co.) Brett Quigley, Sr., Senior Fleet Manager <i>www.keebler.com</i>	720 tractors 155 straight trucks 1,208 trailers	N/A	Produces and distributes cookie and cracker products through its Keebler, Carr's, Famous Amos, Cheez-it, Austin, Murray and Sunshine brands. Godfrey Transport Inc. operates as a private and for-hire truckload carrier.
37	46	 DOT Foods Mt. Sterling, Ill. Joe Tracy, Chief Operating Officer <i>www.dotfoods.com</i>	720 tractors 1,110 trailers	N/A	Redistributes groceries, flatware and janitorial supplies from manufacturers to food processors and food-service distributors through eight distribution centers. DOT Transportation Inc. provides dry van and refrigerated truckload and LTL trucking services.
39	51	 Flying J Inc. Ogden, Utah Zane Atkinson, Vice President and General Manager <i>www.flyingj.com</i>	702 tractors 27 straight trucks 834 trailers	\$10.9 billion	Engages in exploration, production, refining, transportation and marketing of petroleum products. The company operates 220 travel plazas and fuel stops in 41 states and six provinces in Canada and provides financial services, insurance, communications services, freight information exchange, truck fleet sales and other services. Big West Oil transports crude oil in Utah, Wyoming and Colorado.
40	35	 Smithfield Foods Smithfield, Va. NYSE: SFD Timothy Jordan, General Manager, Transportation <i>www.smithfieldfoods.com</i>	700 tractors 200 straight trucks 1,700 trailers	\$11.4 billion	Produces and markets pork and beef products in the United States and more than 25 countries — includes assets of branded meats business of ConAgra Foods acquired in October 2006 and operations of Premium Standard Farms acquired in April 2007. Smithfield Foodservice Group supplies ham, bacon, cooked meat, hot dogs and spareribs to food-service operators and distributors. Murphy-Brown LLC raises hogs in the United States, Mexico, Brazil, Romania and Poland. Butterball LLC produces turkeys; 49% interest acquired in October 2006. Groupe Smithfield S.L. produces and markets meat products in Europe; 50% interest acquired in August 2006.
41	24	 Sara Lee Corp. Downers Grove, Ill NYSE: SLE <i>www.saralee.com</i>	661 tractors 495 straight trucks 1,247 trailers	\$15.9 billion	Produces and sells brand name food and household products, body and shoe care products, and insecticides. Sara Lee Foodservice supplies meat, bakery products, coffee and tea to restaurants, schools, convenience stores, health care facilities, hotels and other food-service operators in North America, Asia, Australia and Europe.
42	60	 Nestlé USA Glendale, Calif. (Nestlé SA, Vevey, Switzerland) <i>www.nestleusa.com</i>	657 tractors	\$8.5 billion	Manufactures and distributes food, beverage and pet care products, plus vision care products, through five distribution centers. Nestlé Transportation distributes food and beverages. Nestlé Waters North America distributes bottled water. Dreyer's Grand Ice Cream distributes ice cream and frozen treats.





RANK 2007	RANK 2006	COMPANY	EQUIPMENT	ANNUAL SALES	DESCRIPTION OF BUSINESS
43	53	 Leggett & Platt Carthage, Mo. NYSE: LEG Mike Breckwoldt, Staff Vice President, Logistics www.leggett.com	650 tractors 150 straight trucks 2,000 trailers	\$5.5 billion	Manufactures components for residential furniture and bedding, retail store fixtures and displays, office furniture, die-castings, steel tubing and wire, automotive seat support and lumbar systems and bedding industry machinery. The company also manufactures interiors for cargo vans, flatbed trucks, service trucks and dump trucks.
44	67	 Ashley Furniture Industries Arcadia, Wis. Larry Corey, Director of Transportation www.ashleyfurniture.com	633 tractors 6 straight trucks 1,754 trailers	N/A	Manufactures and distributes furniture and bedding and operates nearly 200 Ashley HomeStores. Ashley Distribution Services operates as a for-hire and private carrier.
45	36	 Delhaize America Salisbury, N.C. (Delhaize Group, Brussels, Belgium) www.delhaizegroup.com	631 tractors 2,407 trailers	N/A	Operates 1,550 supermarkets in 16 states under the Food Lion, Bloom, Bottom Dollar Food, Hannaford, Sweetbay Supermarkets, Harvey's and Kash n' Karry names. Hannaford Trucking Co. provides retail delivery service to supermarkets in Maine, Massachusetts, New Hampshire, Vermont and New York through three distribution centers.
46	45	 Vistar Corp. Centennial, Colo. (Wellspring Capital Management LLC) George Holm, President www.vistar.com	623 tractors 82 straight trucks 735 trailers	N/A	Vistar Specialty distributes food products and other supplies to vending companies, fundraising organizations, theaters, sandwich chains, office coffee service operations and specialty retail outlets through 38 distribution centers — includes operations of Voyager Vend Supply acquired in December 2006. Roma Food Enterprises distributes pizza and Italian food products, plus nonfood items, to restaurants and specialty shops in the United States.
47	39	Land O' Lakes, Inc. Land O'Lakes, Inc. Arden Hills, Minn. Roger Nordvedt, Transportation Manager www.landolakesinc.com	619 tractors 532 straight trucks 1,430 trailers	\$7.1 billion	Manufactures and distributes milk, butter and cheese to farm cooperatives, supermarkets and food-service companies throughout the United States and 50 other countries. Land O' Lakes Purina Feed makes feed for livestock. Moark LLC engages in egg production. Agriliance LLC makes crop nutrients, crop protection products and seeds.
48	68	 J.R. Simplot Co. Boise, Idaho Bill Moad, Fleet Operations Manager www.simplot.com	600 tractors 150 straight trucks 800 trailers	\$3 billion	Manufactures fertilizer and animal feed, veterinary products and grass seed; processes fruits and vegetables (potatoes, especially); and supplies industrial chemicals, irrigation products and silica.
48	43	 Air Products and Chemicals Allentown, Pa. NYSE: APD Douglas Sarbaugh, Fleet Maintenance Manager www.airproducts.com	600 tractors 70 straight trucks 1,830 trailers	\$8.9 billion	Produces and distributes industrial gases and chemicals for a variety of industries, including electronics, energy, home healthcare and chemical processing — includes industrial gas business of BOC Gazy and Tomah3 Products in April 2007.
50	52	 Publix Super Markets Lakeland, Fla. Richard Schuler, Vice President, Distribution www.publix.com	575 tractors 2,083 trailers	\$21.7 billion	Operates 904 supermarkets and convenience stores in Florida, Georgia, South Carolina, Alabama and Tennessee. The company also operates eight distribution centers, two bakeries, three dairies and two fresh food production facilities in Florida and Georgia.
50	48	 Advanced Drainage Systems Hilliard, Ohio John Moffitt, Corporate Fleet Manager www.ads-pipe.com	575 tractors 1,000 trailers	N/A	Manufactures polyethylene pipe for agricultural, waste management, mining, timber, residential and commercial construction and highway drainage markets.










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52	47	Gilster-Mary Lee Corp. Chester, Ill. Michael Welge, Chief Financial Officer www.gilstermarylee.com	555 tractors 1,583 trailers	N/A	Manufactures and distributes more than 500 private-label brands, including cereal, cake, cocoa, dinners, drink mixes, pasta and popcorn to grocery stores and food wholesalers. The company operates 14 production facilities in four states.
					
53	54	Walgreen Co. Deerfield, Ill. NYSE: WAG Thomas Stedman Sr., Director of Corporate Transportation www.walgreens.com	550 tractors 1,150 trailers	\$47.4 billion	Operates 5,751 drugstores and pharmacies in 48 states and Puerto Rico and distributes goods to stores from 13 distribution centers — includes 51 health care clinics in Chicago, Kansas City, Milwaukee, St. Louis and Pittsburgh acquired from Take Care Health Systems in May 2007.
					
54	62	Archer Daniels Midland Decatur, Ill. NYSE: ADM Bill Patterson, President, ADM Trucking www.admtrucking.com	532 tractors 156 straight trucks 1,535 trailers	\$36.6 billion	Processes soybeans, corn, wheat and cocoa into soy meal and oil, ethanol, high-fructose corn syrup and flour at more than 239 processing plants worldwide. ADM Trucking transports agricultural commodities and products. American River Transportation Co. transports agriculture commodities by barge. ADM Shipping transports agricultural products by rail.
					
55	42	Ben E. Keith Co. Fort Worth, Texas Mark Mullins, Director, Transportation www.benekeith.com	530 tractors 40 straight trucks 741 trailers	N/A	Ben E. Keith Foods delivers food, paper goods, equipment and supplies to restaurants, hospitals, schools and other institutional businesses through eight distribution centers in 10 states. Ben E. Keith Beverage distributes Anheuser-Busch products in 60 counties in Texas.
					
56	59	Clean Harbors Inc. Norwell, Mass. Nasdaq: CLHB Brian Weber, Senior Vice President, Transportation www.cleanharbors.com	518 tractors 400 straight trucks 1,200 trailers	\$830 million	Provides hazardous waste collection and management services through 100 locations in 36 states, six Canadian provinces, Mexico and Puerto Rico. The company operates six incineration facilities, nine commercial landfills, six wastewater treatment operations and 20 transportation, storage and disposal facilities, plus six polychlorinated biphenyls (PCB) management facilities and two used oil recycling plants.
					
57	44	Univar USA Redmond, Wash. (Univar NV, Netherlands) Kevin Ostendorf, National Fleet Manager www.univarusa.com	513 tractors 47 straight trucks 1,185 trailers	\$3.3 billion	Provides distribution services to chemical, coatings, electronics, food and pharmaceuticals, forest products, mining, oil and gas, textile and waste management industries.
					
58	Not Ranked	Food Services of America Scottsdale, Ariz. www.fsafood.com	510 tractors 82 straight trucks 584 trailers	N/A	Distributes food and business supplies to hospitals, restaurants and schools in 15 western states through nine distribution centers.
					
59	50	American Air Liquide Houston (L'Air Liquide SA, Paris) Rick Pedersen, Director of Bulk Distribution and Logistics www.us.airliquide.com	509 tractors 67 straight trucks 1,471 trailers	N/A	Supplies industrial and medical gases and related services to the steel, oil refining, chemistry, glass, electronics, paper, metallurgy, food processing, health care and aerospace industries.
					



RANK 2007	RANK 2006	COMPANY	EQUIPMENT	ANNUAL SALES	DESCRIPTION OF BUSINESS
60 	56	Cemex Inc. Houston (Cemex S.A. de C.V., Mexico) Lawrence Bruffy, U.S. Fleet Director www.cemexusa.com	500 tractors 4,000 straight trucks 5,000 trailers	N/A	Manufactures and sells ready-mix cement, cement blocks and aggregates. The company operates 12 cement plants, 49 distribution facilities, 49 aggregate quarries and 283 ready-mix plants.
60 	55	Austin Powder Co. Cleveland Victor Cole, Transportation Manager www.austinpowder.com	500 tractors 100 straight trucks 800 trailers	N/A	Produces commercial explosives for construction, mining, quarrying and seismic exploration.
60 	66	Plains All American Pipeline Houston NYSE: PAA www.paalp.com	500 tractors and straight trucks 600 trailers 1,300 railcars	\$22.4 billion	Distributes crude oil and liquified petroleum gas through pipelines, trucks and barges. Settoon Towing operates 57 barges and 30 tugboats, 50% interest.
63 	75	Weyerhaeuser Co. Federal Way, Wash. NYSE: WY Katherine Fallinsein, Transportation Manager www.eyerhaeuser.com	496 tractors 2,351 straight trucks 1,836 trailers	\$21.8 billion	Grows and harvests timber, manufactures, distributes and sells building materials, pulp, paper and packaging materials. Weyerhaeuser Real Estate Co. builds and finances homes through Winchester Homes in Maryland and Virginia, Pardee Homes in Southern California, Trendmaker Homes in Texas and Quadrant Corp. in Washington. Westwood Shipping Lines operates as an ocean freight carrier.
64 	Not Ranked	Builders FirstSource Dallas Nasdaq: BLDR www.bldr.com	483 tractors 763 trailers	\$2.2 billion	Supplies structural components and building materials for residential construction through 68 distribution centers and 59 manufacturing facilities in the United States.
65 	49	Cardinal Health Dublin, Ohio NYSE: CAH Mike Berg, Vice President, Transportation Strategy www.cardinalhealth.com	475 tractors 48 straight trucks 655 trailers	\$81.4 billion	Manufactures and distributes medical, surgical and laboratory products, as well as pharmaceuticals to 6,000 health care locations in the United States.
66 	61	Rinker Materials Corp. West Palm Beach, Fla. (Rinker Group Ltd., Australia) www.rinkermaterials.com	466 tractors 4,407 straight trucks 2,039 trailers	\$3 billion	Produces and distributes construction materials, such as ready-mix concrete, cement, drywall and concrete blocks. New Line Transport provides private and for-hire transport.
66 	87	Mobile Mini Inc. Tempe, Ariz. Nasdaq: MINI Bob Musselman, Director of Fleets www.mobilemini.com	466 tractors 2,702 trailers	\$273 million	Manufactures, leases and sells portable storage containers and mobile offices.
68 	Not Ranked	DaimlerChrysler Transport Auburn Hills, Mich. (DaimlerChrysler Corp.) David Hodgson, Vice President, Supply www.daimlerchrysler.com	462 tractors 1,743 trailers	\$62.2 billion	Transports auto parts to vehicle assembly plants in the United States and Canada.



RANK 2007	RANK 2006	COMPANY	EQUIPMENT	ANNUAL SALES	DESCRIPTION OF BUSINESS
69 	40	Unisource Worldwide Norcross, Ga. (Bain Capital/Georgia-Pacific Corp.) Craig Stoudt, Vice President, Transportation <i>www.unisourcelink.com</i>	450 tractors 90 straight trucks 880 trailers	N/A	Distributes commercial printing and office paper products, packaging materials and facility maintenance supplies through more than 100 distribution centers. Paper Plus sells paper products through retail stores. Rollsource distributes specialized paper for commercial and business needs. Websource is a paper broker who helps select paper, secure inventory, establish pricing and anticipate future needs.
69 	63	Foster Farms Livingston, Calif. Mike Hoyt, Vice President of Services <i>www.fosterfarms.com</i>	450 tractors 750 trailers	N/A	Processes and distributes chicken and turkey products.
71 	74	Wakefern Food Corp. Elizabeth, N.J. <i>www.shoprite.com</i>	440 tractors 1 straight truck 1,901 trailers	N/A	Distributes food and merchandise to 190 ShopRite stores in New Jersey, New York, Connecticut, Pennsylvania and Delaware.
72 	72	Bunzl Distribution USA St. Louis (Bunzl PLC, London) Rick Castetter, Vice President, Distribution & Warehousing <i>www.bunzldistribution.com</i>	434 tractors 30 straight trucks 677 trailers	\$5 billion	Supplies a range of products including outsourced food packaging, disposable supplies and cleaning and safety products to food processors, supermarkets, retailers and convenience stores through 90 warehouses serving all 50 states, Puerto Rico, Canada, the Caribbean and parts of Mexico.
73 	38	H.E.B. Grocery Co. San Antonio Al Barrientez, Vice President, Transportation <i>www.heb.com</i>	431 tractors 2,219 trailers	\$11.5 billion	Operates more than 300 supermarkets under the names H-E-B Pantry, H-E-B Central Market and H-E-B Plus in Texas, Louisiana and Mexico. The company also processes meat, dairy products, bread and tortillas.
74 	71	Sentinel Transportation LLC Wilmington, Del. (DuPont, ConocoPhillips) Ralph Benson, President <i>www.sentineltrans.com</i>	430 tractors 1,200 trailers	N/A	Provides bulk truck transportation of chemicals and petroleum products for DuPont and ConocoPhillips.
75 	Not Ranked	Cargill Foodservice Wichita, Kan. (Cargill Inc.) John Meier, Vice President, Transportation <i>www.cargillfoodservice.com</i>	420 tractors 580 trailers	N/A	Supplies beef, chicken and turkey to foodservice operators and distributors. Emmpak Foods produces cooked and deli-style meats, frozen hamburger patties, portion-controlled steaks and home meal replacement products for restaurant chains and food processors.
75 	57	Ashland Inc. Covington, Ky. NYSE: ASH Ted Harris, President, Ashland Distribution <i>www.ashland.com</i>	420 tractors 80 straight trucks 425 trailers	\$7.3 billion	Ashland Distribution buys chemicals and plastics and blends and repackages them for redistribution in Europe and North America. Ashland Performance Materials makes chemicals for the building and construction, graphic arts and printing, marine, metal casting, packaging, power generation, pulp and paper and transportation industries. Ashland Water Technologies supplies chemical and non-chemical water treatment solutions for industrial, commercial and institutional facilities.











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77	77	Ace Hardware Corp. Oak Brook, Ill. Tom Grove, Corporate Delivery Service Manager www.acehardware.com	412 tractors 1,408 trailers	\$3.8 billion	Ace Global Distribution delivers hardware and related products to more than 5,000 member-owned stores in 70 countries through 16 warehouses in the United States, one in China, two paint manufacturing facilities and three freight-forwarding operations.
78	Not Ranked	Reliance Steel & Aluminum Co. Los Angeles NYSE: RS www.rsac.com	411 tractors	\$5.7 billion	Distributes steel, aluminum, brass, copper, titanium and alloy steel products through 150 locations in 37 states, Canada, Belgium, China and South Korea — includes operations of Earle M. Jorgensen Co. acquired in April 2006, plus Crest Steel Corp., Industrial Metals and Surplus, Encore Group and Clayton Metals in 2007.
79	Not Ranked	MBM Corp. Rocky Mount, N.C. <i>no website</i>	400 tractors	\$5 billion	Distributes food to national restaurant chains such as Arby's, Burger King, Captain D's, Chick-fil-A, and Darden Restaurants through 30 distribution centers.
79	69	Kraft Foods Northfield, Ill. NYSE: KFT Harry Haney III, Associate Director, Logistics Operations www.kraft.com	400 tractors 2,133 straight trucks 1,017 trailers	\$34.4 billion	Manufactures and sells Kraft cheese, Jacobs and Maxwell House coffee, Nabisco cookies and crackers, Philadelphia cream cheese, Oscar Mayer meats, Post cereals and Milka chocolates in 159 manufacturing and processing plants worldwide.
79	Not Ranked	Hulcher Services Inc. Denton, Texas www.hulcher.com	400 tractors 400 trailers	N/A	Provides disaster response services to the railroad industry and other industrial and government clients.
82	86	Norcal Waste Systems San Francisco Mike Sangiacomo, CEO www.norcalwaste.com	385 tractors 908 straight trucks 300 trailers	N/A	Provides garbage collection, recycling and waste management services to residential and commercial customers in Northern California.
83	79	Army & Air Force Exchange Service Dallas (Department of Defense) Tom Crumrine, Chief of Fleet Operations www.aafes.com	369 tractors 64 straight trucks 1,328 trailers	\$8.9 billion	Operates more than 3,100 post and base exchanges in 49 states, five U.S. territories and 30 foreign countries with retail merchandise, fast-food outlets, movie theaters, beauty shops and gas stations.
84	93	Owens & Minor Inc. Mechanicsville, Va. NYSE: OMI Richard Zaverntnik, Director of Transportation and Logistics www.owens-minor.com	366 tractors 132 straight trucks 356 trailers	\$5.5 billion	Distributes medical and surgical supplies to about 4,000 health care providers from more than 40 distribution centers — includes acute-care distribution business of McKesson Medical Surgical as of September 2006.
85	83	Patterson-UTI Energy Inc. Snyder, Texas Nasdaq: PTEN David Cain, Fleet Manager www.patenergy.com	363 tractors 441 trailers	\$2.5 billion	Operates 340 oil and gas rigs in Texas, New Mexico, Oklahoma, Arkansas, Louisiana, Mississippi, Colorado, Utah, Wyoming, Montana, North Dakota, South Dakota and western Canada.



RANK 2007	RANK 2006	COMPANY	EQUIPMENT	ANNUAL SALES	DESCRIPTION OF BUSINESS
86	85	 United Natural Foods Dayville, Conn. Nasdaq: UNFI www.unfi.com	362 tractors 1 straight truck 407 trailers	\$2.4 billion	Distributes natural foods and related products, nutritional supplements, personal care items and organic produce through 15 distribution centers in the United States. The company also operates 12 retail stores, mostly in Florida. Hershey Import Co. produces nuts, dried fruits and other snack items.
87	78	 Unifed Western Grocers Commerce, Calif. www.uwgrocers.com	360 tractors 1,000 trailers	\$3 billion	Distributes groceries, ice cream, baked goods, and general merchandise and provides support to independent supermarkets and grocery stores in nine western states and the South Pacific.
88	80	 Genuine Parts Co. Atlanta NYSE: GPC Thomas Gallagher, Chairman and CEO www.genpt.com	351 tractors 560 straight trucks 920 trailers	\$10.5 billion	Automotive Parts Group distributes auto parts to 1,100 company-owned and independent NAPA Auto Parts stores in 43 states through 58 distribution centers in the United States, Mexico and Canada. Motion Industries distributes industrial replacement parts to automotive, chemical, food and beverage, wood and lumber, iron, oil, pulp and paper, steel and textile industries in 46 states through nine distribution centers and 36 service centers. S.P. Richards Co. distributes business products, office furniture, computer equipment, cleaning supplies and safety items to office products resellers through 42 distribution centers. EIS Inc. manufactures and supplies electronic and electrical apparatus to electronics manufacturing and repair shops.
89	91	 Sanderson Farms Laurel, Miss. Nasdaq: SAFM Joe Stianche, Fleet Manager www.sandersonfarms.com	350 tractors 250 straight trucks 475 trailers	\$1 billion	Produces, processes and sells fresh and frozen chickens and prepared food items to retailers, distributors and fast food restaurants. The company operates six hatcheries, six feed mills and seven processing plants.
89	90	 Bridgestone Firestone North American Tire Nashville, Tenn. (Bridgestone Corp., Toyko) Ron Tartt, General Manager, Private Fleet www.bridgestone-firestone.com	350 tractors 2 straight trucks 760 trailers	N/A	Manufactures Bridgestone, Firestone, Dayton, and private-brand tires for cars, trucks, motorcycles, tractors and earth-moving equipment.
91	84	 True Value Co. Chicago Rich Buchanan, Outbound Transportation Director www.truevalue.com	330 tractors 900 trailers	\$2.1 billion	Distributes hardware and garden supplies, appliances, housewares, sporting goods and toys to about 6,200 independent stores in the United States and more than 54 countries through 12 distribution centers. The company provides equipment rental and party supplies, tools, paint, and janitorial supplies to commercial and industrial customers.
91	92	 Sherwin-Williams Co. Cleveland NYSE: SHW Rick Ashton, Director of Transportation www.sherwin-williams.com	330 tractors 1 straight truck 1,249 trailers	\$7.8 billion	Manufactures paint, finishes, coatings and varnishes in 30 manufacturing plants and operates 3,042 stores and auto paint branches in North and South America. Contract Transportation System operates as a for-hire and private carrier.
91	Not Ranked	 ABC Supply Co. Beloit, Wis. Bill McCarthy, General Manager, Fleet www.abcsupply.com	330 tractors 1,372 straight trucks 556 trailers	\$2.6 billion	Supplies roofing, siding, windows, gutters, doors and related materials through more than 350 locations in 45 states and the District of Columbia. Mule-Hide Products Co. manufactures roofing materials.



RANK 2007	RANK 2006	COMPANY	EQUIPMENT	ANNUAL SALES	DESCRIPTION OF BUSINESS
94	3	 Ahold USA Quincy, Mass. (Royal Ahold, Amsterdam, Netherlands) www.aholdusa.com	320 tractors 50 straight trucks	\$22.4 billion	Operates 795 supermarkets in the Northeast United States, including Stop & Shop, Tops Markets, Martin's Food Markets, Giant Food Stores (Carlisle, Pa.) and Giant Food (Maryland). Peapod Inc. provides online grocery shopping and home delivery services.
95	81	 McKee Foods Corp. Collegedale, Tenn. Debbie McKee, President, McKee Foods Transportation www.mckeefoods.com	319 tractors 521 trailers	\$1 billion	Manufactures and distributes snack cakes and granola cereal products to independent distributors from three production facilities.
96	94	 Reddy Ice Dallas NYSE: FRZ www.reddyice.com	304 tractors 958 straight trucks 627 trailers	\$346 million	Packages and distributes packaged ice and bottled water to retail, commercial and industrial users in 31 states and the District of Columbia through 63 production facilities and 59 distribution centers. Cassco Cold Storage provides refrigerated warehousing.
97	70	 CVS Caremark Corp. Woonsocket, R.I. NYSE: CVS Ron Link, Vice President, Logistics www.cvs.com	302 tractors 1 straight truck 1,341 trailers	\$43.8 billion	Operates more than 6,200 retail pharmacies in 43 states and the District of Columbia — includes operations of Caremark Rx Inc. acquired in March 2007. CVS Transportation delivers over-the-counter drugs, health and beauty products, convenience foods and general merchandise from 14 distribution centers.
98	89	 Pacific Coast Building Products Rancho Cordova, Calif. Bob Waterman, Manager, Transportation Services www.paccoast.com	285 tractors 233 straight trucks 310 trailers	N/A	Installs roofing and insulation and distributes concrete and brick, wall board, trusses and other building products. Material Transport operates as a for-hire and private carrier.
98	88	 Core-Mark International San Francisco Nasdaq: CORE J. Michael Walsh, CEO www.core-mark.com	285 tractors 310 trailers	\$5.3 billion	Distributes packaged consumer goods to convenience stores, grocery stores, mass merchandisers, drug, liquor and specialty stores in 46 states and five Canadian provinces through 25 distribution centers.
100	73	 Valley Proteins Winchester, Va. Richard Evans, Corporate Transportation Manager www.valleyproteins.com	280 tractors 203 straight trucks 713 trailers	N/A	Collects and resells animal by-products, used grease and dead animal stock to manufacturers of pet food, fatty acids, chemicals and lubricants. The company operates 12 facilities in Pennsylvania, Maryland, Virginia, North Carolina, South Carolina, Tennessee, and Texas.
100	95	 Carpenter Co. Richmond, Va. Doug Young, Director of Transportation www.carpenter.com	280 tractors 45 straight trucks 1,250 trailers	N/A	Manufactures and distributes polyurethane foam and polyester fiber used by automotive, bedding, floor covering and furniture industries. The company also makes air-filter media, polystyrene building materials and consumer fiber products.

TT 100 Private Footnotes:

All numbers for 2005 are printed in green.

¹ Dean Foods equipment data from 2006

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