

Northstar Logistics August 2025 Operating Review

Monthly finance and operations review | Prepared by Rachel Chen, VP Finance | Confidential internal sample

EXECUTIVE SUMMARY

August revenue closed at \$4.82M, 6% below forecast, primarily due to the delayed implementation of Morrison Foods. Gross margin declined from 38.4% to 35.7% as carrier surcharges and expedited shipments increased. The Reno fulfillment center routing-control incident on 14-Aug contributed \$41K of avoidable cost but did not affect customer data.

Metric	Actual	Plan	Variance
Revenue	\$4.82M	\$5.13M	(\$0.31M)
Gross margin	35.7%	38.4%	(2.7 pts)
Orders shipped	118,400	121,000	(2,600)
On-time ship rate	96.1%	97.5%	(1.4 pts)
Adjusted EBITDA	\$0.62M	\$0.79M	(\$0.17M)

WHAT CHANGED

Implementation milestones for Morrison Foods moved from 21-Aug to 04-Sep, shifting \$220K of expected revenue into September. Carrier cost per shipment rose 8.6% month over month, driven by a fuel surcharge reset from ParcelPilot and 2,140 expedited parcels during the incident recovery window.

ACTIONS FOR SEPTEMBER

Owner	Action	Due
Rachel Chen	Complete Morrison Foods go-live readiness review	04-Sep
Miguel Alvarez	Lock carrier surcharge approval thresholds	29-Aug
Priya Nair	Add routing-control alert to daily close checklist	22-Aug