

**Commission for  
Environmental Cooperation**  
**Wednesday, July 10, 2013**

**Mike Kelley**



YRC Worldwide is one of the largest less-than-truckload (LTL) carriers in North America and generates approximately \$5B of revenue by providing services under a portfolio of four subsidiaries



Approximately 24% of the public carrier market share, providing the broadest coverage and more service capability throughout North America than any competitor

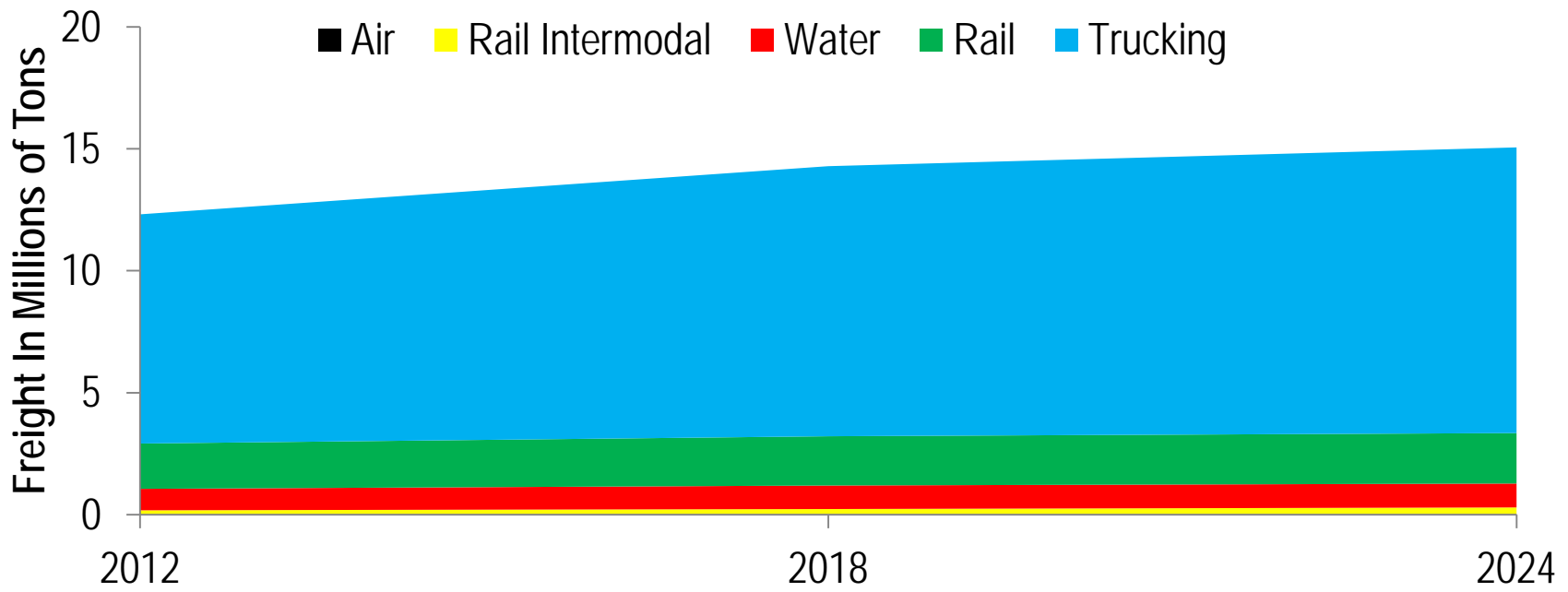


■ **YRC Freight** was created through the March 2009 integration of the Yellow Transportation and Roadway networks, combining two companies with more than 80 years experience each

- Customers: ~ 230,000
- Service Centers: 295
- Trucks (Power) ~15,000
- Trailers ~45,000
- Average Length of Haul: ~ 1,300 miles
- Average Weight/Shipment: ~ 950 pounds
- Total Active Employees: ~ 20,000
- Average days in transit 3.5
- Business by days in transit:

Next day	4%
Two days	26%
Three days	28%
Four or more days	42%

# Freight Transportation Projections By Mode



- Trucking has the largest share of freight movement and is projected to grow even more
- Trucking companies like YRCW are partners with the railroads in intermodal movements
- Air freight is barely visible as it represents such a small but important percentage

(Data from the American Trucking Associations *U.S. Freight Forecast through 2024*)



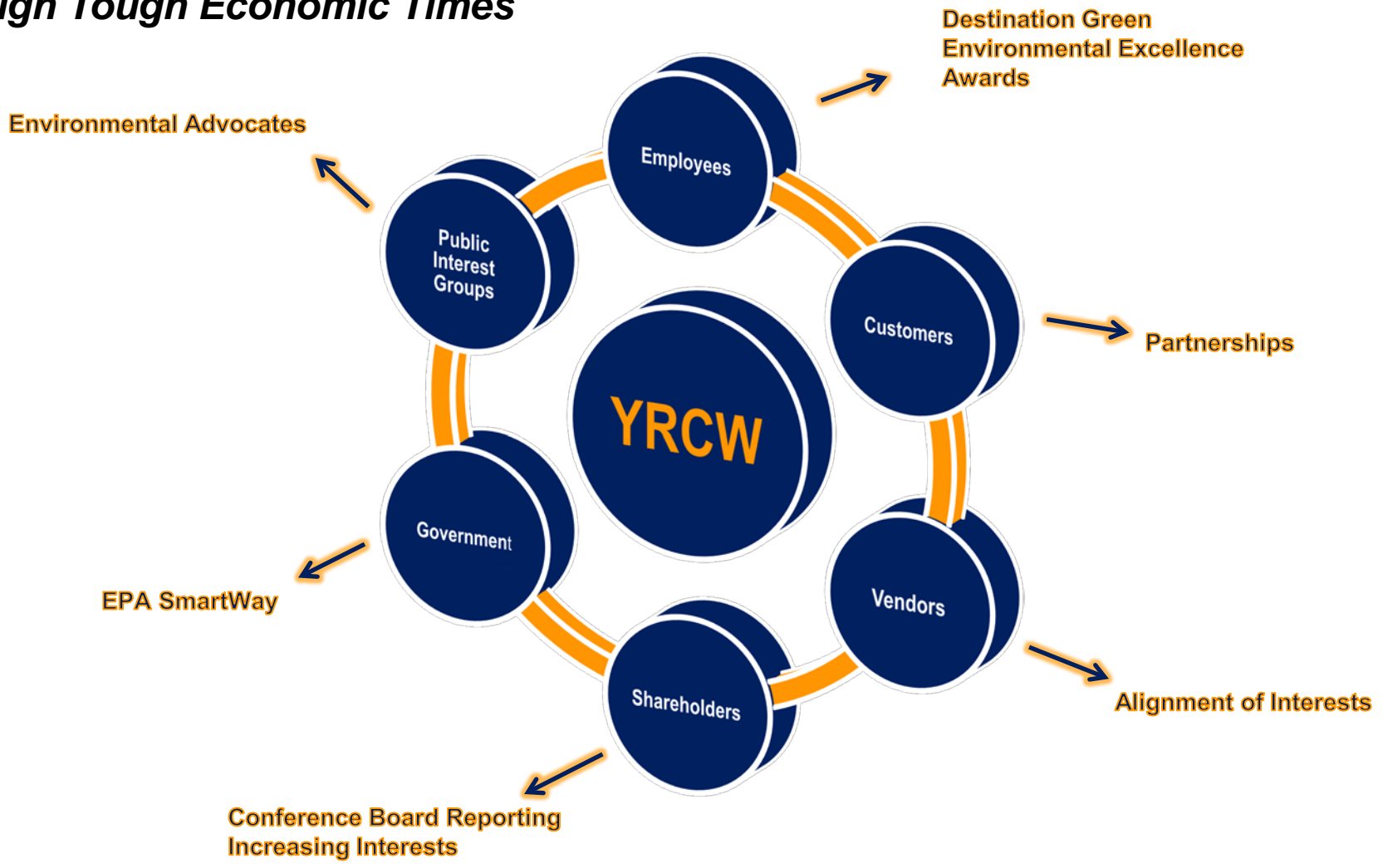
- Pew Research Center for the People & the Press, survey conducted Jan. 9-13, 2013 among 1,502 adults
  - U.S. ranked climate change as a low public policy priority
- Pew Research Center June 24, 2013 report shows climate change and financial instability as top global threats.
  - U.S. respondents ranked climate change lower than any other country or region (Canada ranked climate change as a high concern)
  - 39 countries and 37,000 respondents
- Apart from this research, climate change is drawing increasing interest from corporations
  - The intensities of certain weather events in North America are among the highest in the world, and the risks associated with them are changing faster than anywhere else – Munich Re
  - *The Scary Truth About How Much Climate Change is Costing You (National Journal February 7, 2013)*

## Public's Policy Priorities for 2013

	4 years ago	1 year ago	Now	4-year chg
	Jan 2009	Jan 2012	Jan 2013	
<i>% saying each is a "top priority" for president and Congress this year</i>	%	%	%	
Strengthening economy	85	86	86	+1
Improving job situation	82	82	79	-3
Reducing budget deficit	53	69	72	+19
Defending against terrorism	76	69	71	-5
Making Social Security financially sound	63	68	70	+7
Improving education	61	65	70	+9
Making Medicare financially sound	60	61	65	+5
Reducing health costs	59	60	63	+4
Helping poor and needy	50	52	57	+7
Reducing crime	46	48	55	+9
Reforming tax system	--	--	52	--
Protecting environment	41	43	52	+11
Dealing w/ energy problem	60	52	45	-15
Reducing influence of lobbyists	36	40	44	+8
Strengthening the military	44	39	41	-3
Dealing w/moral breakdown	45	44	40	-5
Dealing w/ illegal immigration	41	39	39	-2
Strengthening gun laws	--	--	37	--
Dealing w/ global trade	31	38	31	0
Improving infrastructure	--	30	30	--
Dealing w/ global warming	30	25	28	-2

PEW RESEARCH CENTER Jan. 9-13, 2013. Significant differences in bold.

## Keeping the Sustainability Wheel Moving... Through Tough Economic Times



## Safety As A Blueprint for Sustainability

...will be the blueprint for what we need to do here.

Sustainability

Security

What we have learned here...

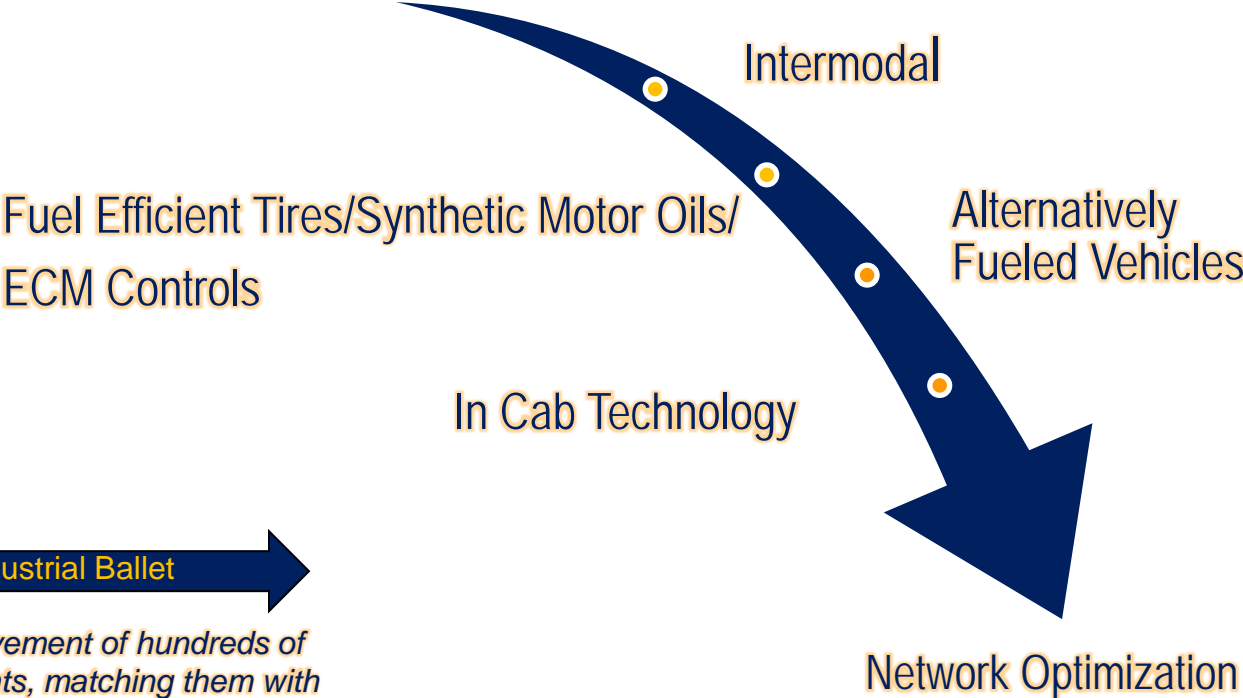
Safety

Service

- CEO commitment
- Clear purpose
- Value proposition
- Strategic alignment
- Develop champions
- Communication
- Recognition
- Partnerships
- Celebrate success

THE S QUADRANT IS THE FOUNDATION WE USE TO DRIVE STRATEGY

450,000 Hotel Room Nights Annually



**The Daily Freight Industrial Ballet**

*“Coordinating the movement of hundreds of thousands of shipments, matching them with 15,000 drivers and more than 10,000 pieces of equipment through 300 service centers is something akin to a highly orchestrated daily industrial ballet”*



# Thank You!

## Mike Kelley

Vice President External Affairs  
Chief Sustainability Officer

