



TUCKER COMPANY WORLDWIDE HPCLC Trucking Panel

Jeff Tucker, CEO

April 9, 2024



Tucker Overview

- North America's oldest privately-held freight broker
- Customized cold-chain, life-science truckload freight, across North America; Rx, Rx-OTC launches
- 100% digital tracking; ISO-9001:2015 certified, with customer-specific SOC's and work instructions
- HPCLC's 102nd year is my 32nd year at the conference!



BSMA

Bio Supply Management Alliance



Other Regulatory and/or Newsworthy Items

1. Safety Fitness Determination (SFD):

- *Nuclear verdicts issue; Shipper and Broker groups laser-focused on this*

2. Fraud in Transportation:

- *Bipartisan bill in the works that would restore FMCSA's ability to assess civil penalties; enforce existing rule that address must not be P.O. Box, requires the agency to examine commonality in registration and take action to deny authority*

3. Port of Baltimore Impacts:

- *NY/NJ ports reporting up to 5 hours per container, handling suddenly diverted freight*

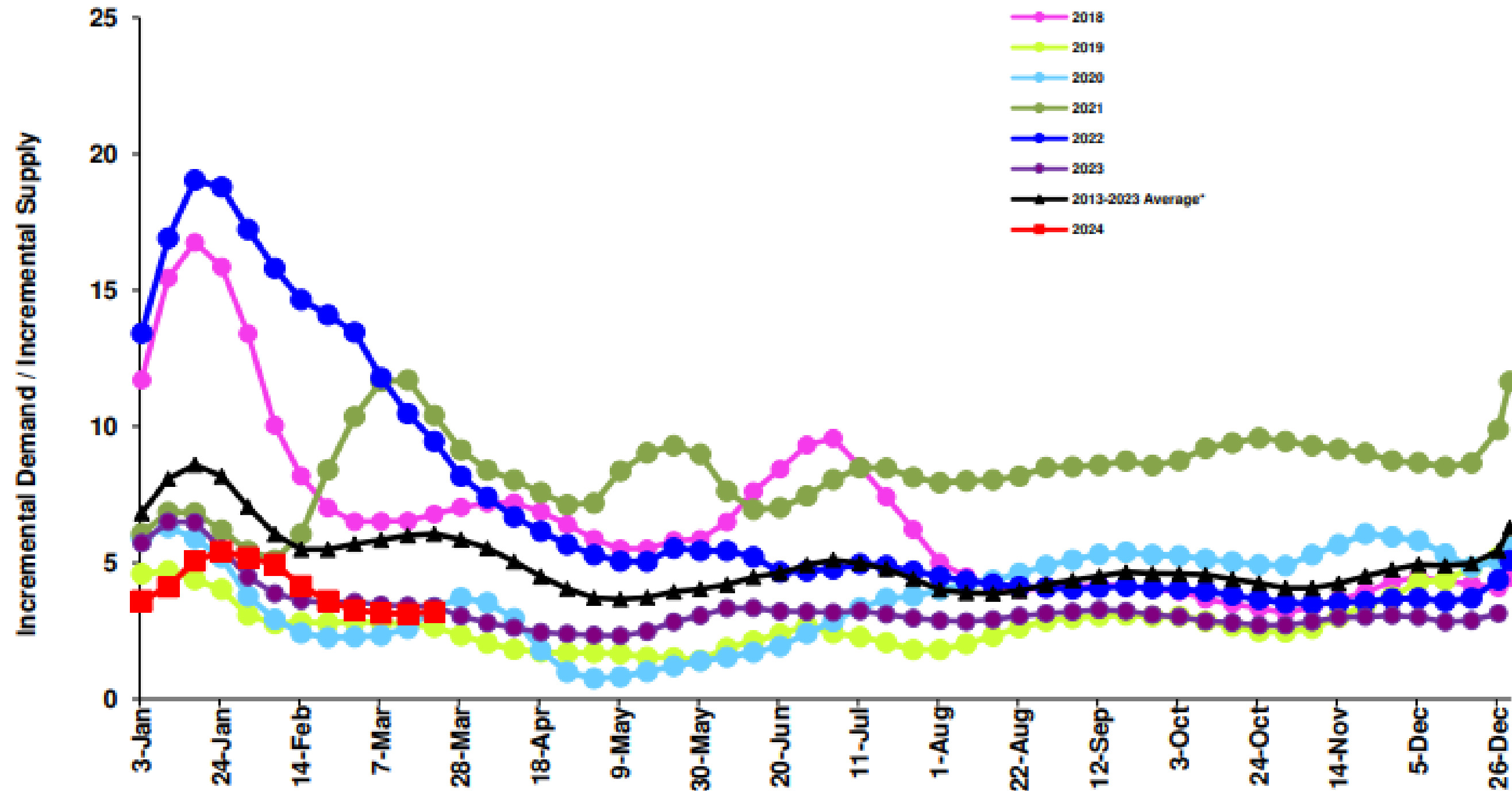
4. Tender rejections 3.5% are at/near historical lows (Source: Sonar)

5. ISM Manufacturing Index over 50 for the first time in 16 months

- *Expansion in manufacturing! (Source: ISM)*

Market Review – Beneath the Headlines

Exhibit 51: Morgan Stanley Reefer Truckload Freight Index

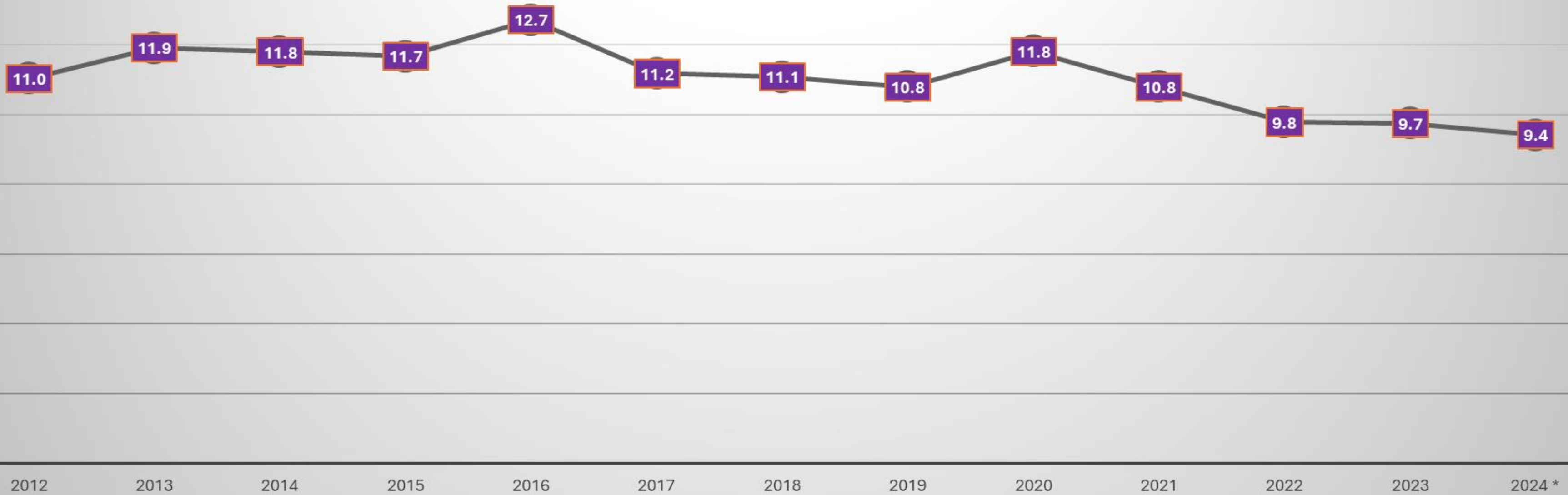


Source: Morgan Stanley Research.

Average For-Hire Fleet Size is Shrinking 2012-2024

AVERAGE DRIVERS PER TRUCKING COMPANY

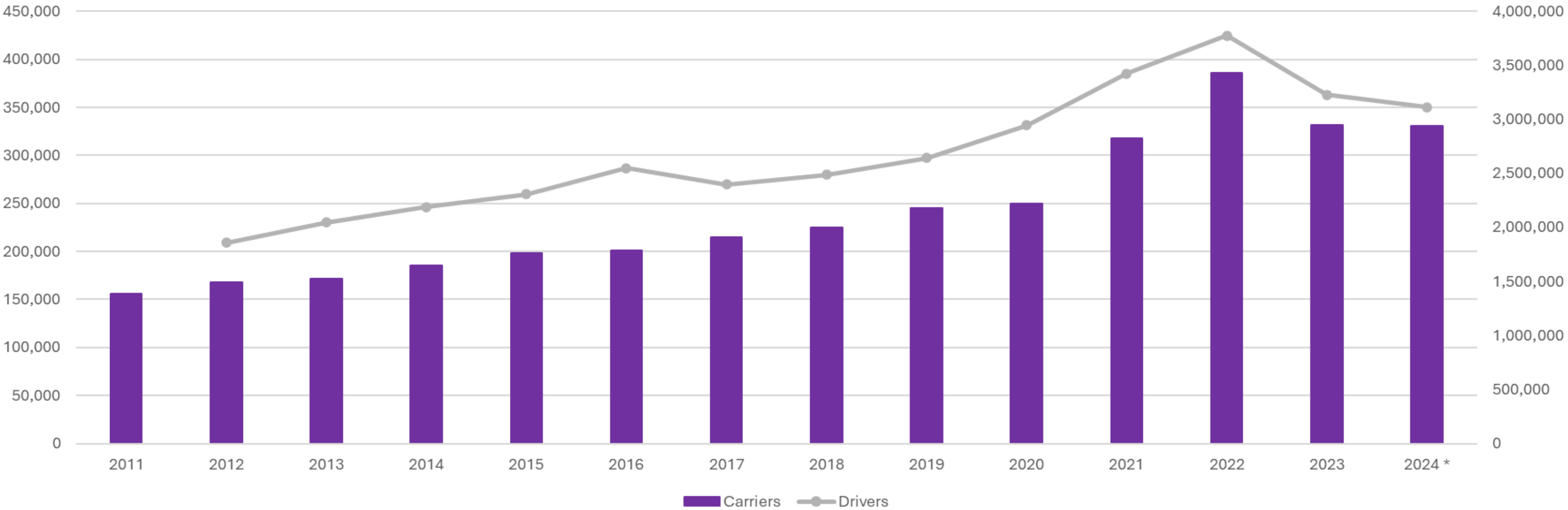
Source: FMCSA, Highway.com



Driver and Carrier Counts Still Near Historic Highs

DRIVER AND CARRIER COUNTS 2011-2024*

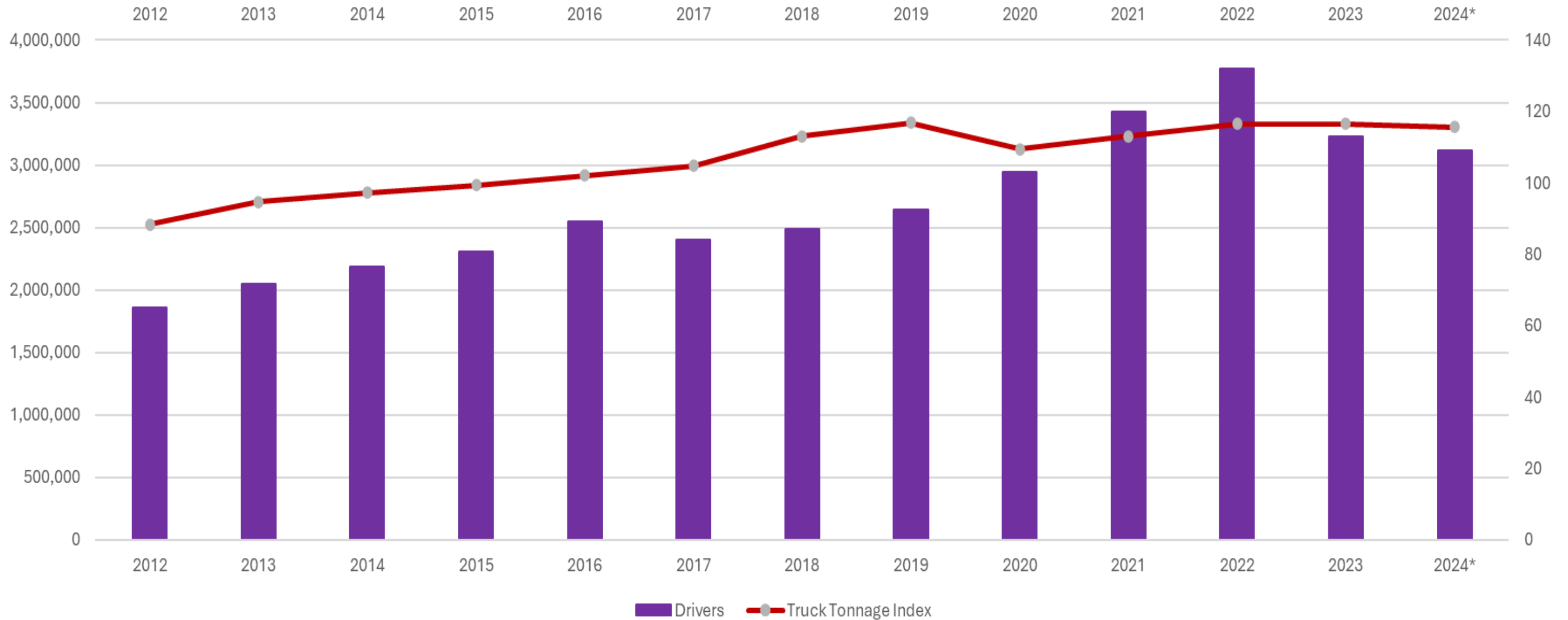
Source: FMCSA, Highway.com



Pandemic-Fueled Growth in Drivers is Over

DRIVERS VS. TRUCK TONNAGE INDEX

Sources: FMCSA, Highway.com, FRED (St. Louis Fed)

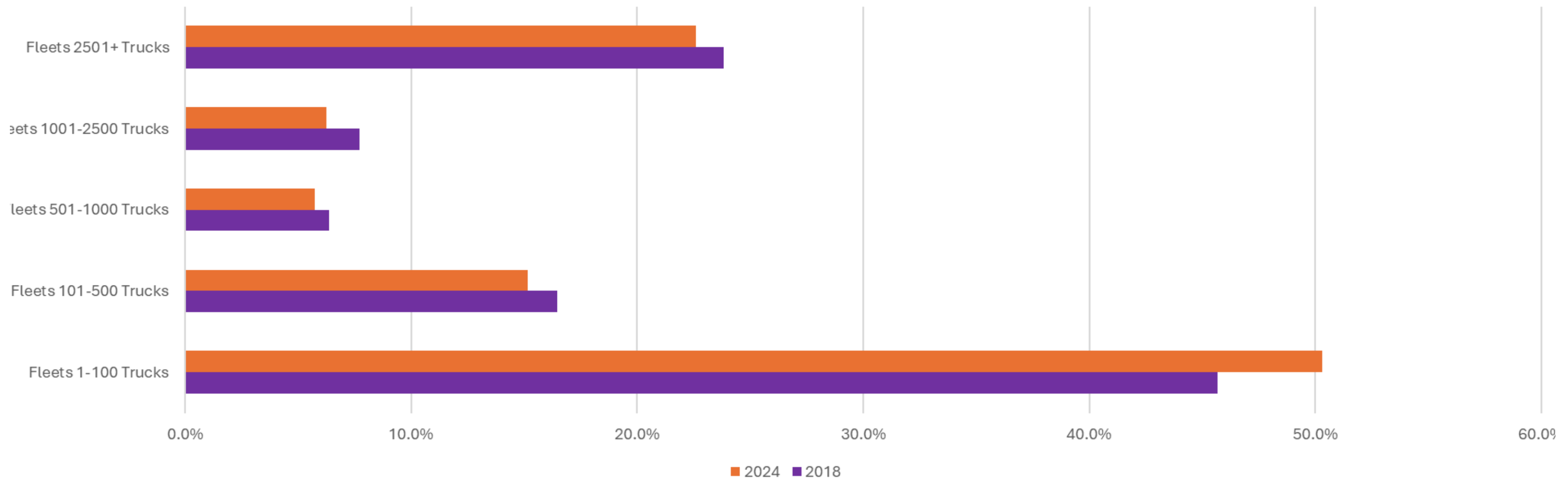


Only the Smallest Fleets Increased Driver Market Share

Share of U.S. For-Hire Driver Pool 2018-2024

Deeper Dive

Source: FMCSA, Highway.com



Changing Market Takeaways?

1. Largest Fleets Represent Smallest Overall Percent of Drivers Since DeReg

- Driver shortage better described as a retention problem
- Largest fleets begin rejecting tenders first

2. Plan for cyclical in the truckload market to repeat every 2-3 Years

3. Flexibility mandates use of middle market carriers, so engineer a balanced approach to your asset-based and non-asset based (reliable) 3PLs

OPINION REVIEW & OUTLOOK [Follow](#)

Biden's Order: Let There Be Electric Trucks

EPA's latest EV mandate is the most costly and fanciful to date.

By The Editorial Board [Follow](#)

Updated March 31, 2024 5:43 pm ET



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2283



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Sustainability Levers To Pull if Doing Nothing isn't an Option

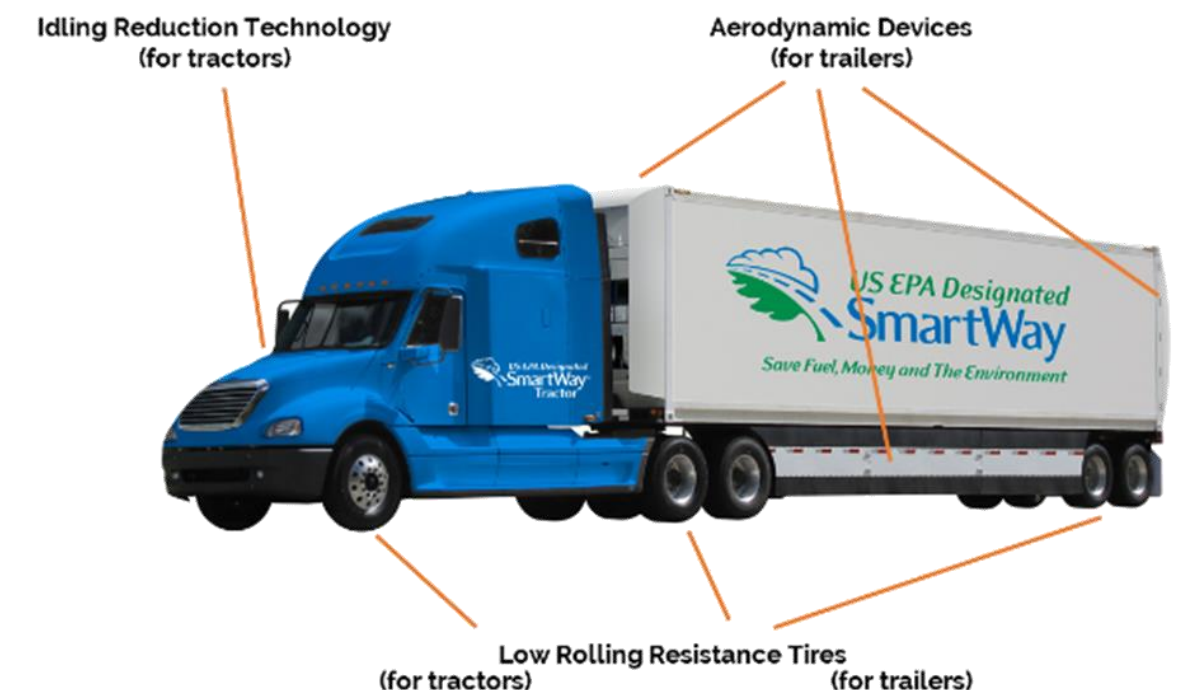
Mode Conversions

- Air to Truck or Ocean
- Truck to Intermodal (sometimes)
- Once you convert, the savings are done

EPA's SmartWay Carriers & Partners

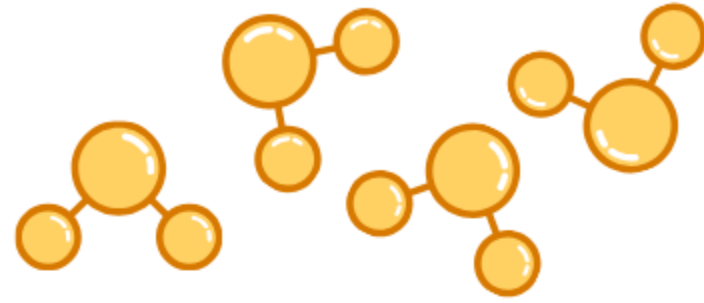
Carriers and 3PLs adopting and using tech, tractors, tools, data, and standards for measuring, benchmarking, and improving environmental performance.

- CO₂ output can be reduced by ~43% (*on average*)
- These carriers have made the investment. Follow them for:
 - Electric
 - Hybrid
 - Biodiesel

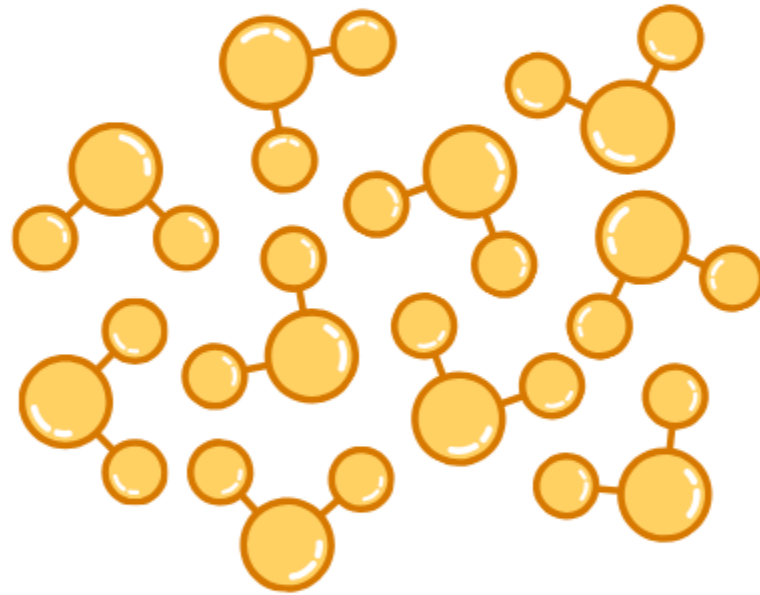




~2.2 metric tons



600 miles

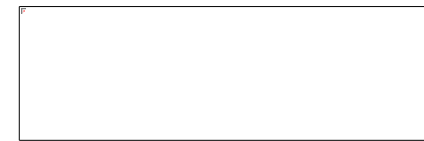


1 hectare

~400 metric tons



10.8 cents/mi



CARBON **NETZERO**

100%

75%

50%

25%



Reforestation As An Immediate & Cost-Effective Solution

- 2.2 cents per mile = 25% reduction in CO2
- Measurable and certifiable
- This is not Carbon Credits
- Removes CO2 from the atmosphere *and* adds oxygen
- Available immediately

CARBON **NETZERO**

The Amazon Rainforest Deforestation



Reforestation Makes a Difference: Science-Based, Quick and Effective



2 days



11 months




10 years

Thank You

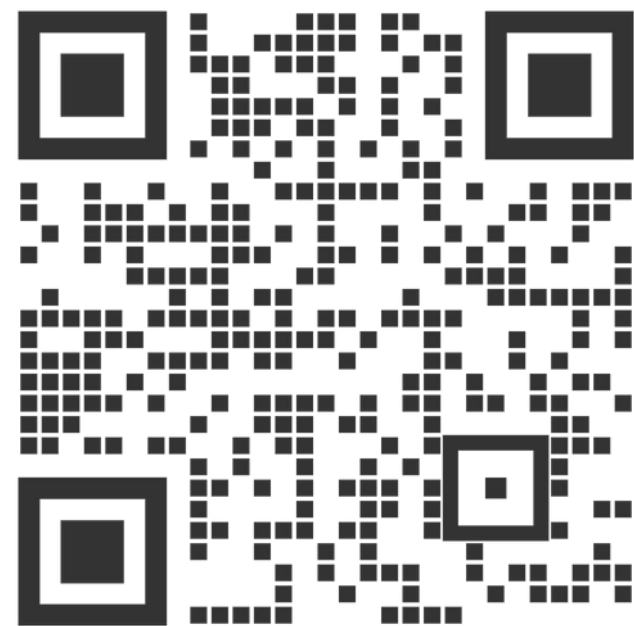
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Tucker Company Worldwide

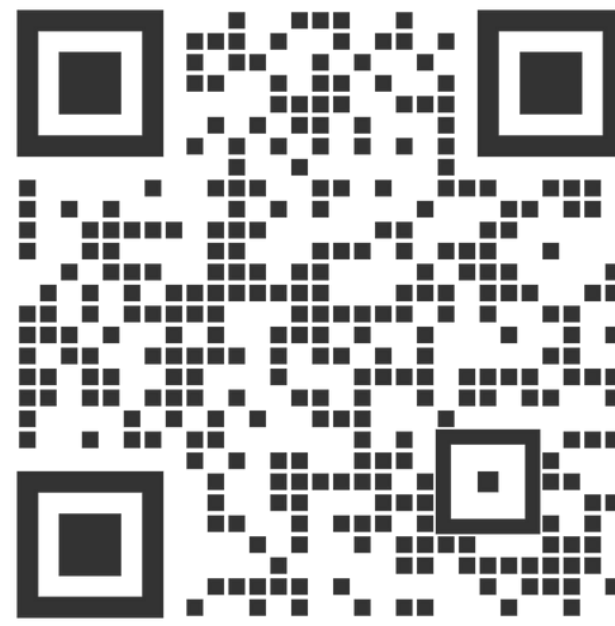
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Carbon NetZero

