

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549**

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): August 24, 2021

Yellow Corporation

(Exact name of Registrant as Specified in Its Charter)

Delaware
(State or Other Jurisdiction
of Incorporation)

0-12255
(Commission File Number)

48-0948788
(IRS Employer
Identification No.)

10990 Roe Avenue
Overland Park, Kansas
(Address of Principal Executive Offices)

66211
(Zip Code)

Registrant's Telephone Number, Including Area Code: (913) 696-6100

(Former Name or Former Address, if Changed Since Last Report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

| Title of each class | Trading Symbol(s) | Name of each exchange on which registered |
|--|----------------------|---|
| Common Stock, \$0.01 par value per share | YELL | The NASDAQ Stock Market LLC |

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§ 230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§ 240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 7.01 Regulation FD Disclosure.

Yellow Corporation will present at investor meetings and an investor conference during the remainder of the third quarter of 2021. A copy of the slide show presentation to be presented is attached hereto as Exhibit 99.1.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits

| Exhibit Number | Description |
|----------------|---|
| 99.1 | Yellow Corporation Investor Presentation |
| 104 | Cover Page Interactive Data File (embedded within the Inline XBRL document) |

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

YELLOW CORPORATION

Date: August 24, 2021

By: /s/ James R. Faight
James R. Faight
Chief Accounting Officer

Yellow Corporation Investor Presentation August 2021



Statements & Disclaimers

The information in this presentation is summary in nature and may not contain all information that is important to you. The Recipient acknowledges and agrees that (i) no representation or warranty regarding the material contained in this presentation is made by Yellow Corporation (the "Company" or "we") or any of its affiliates and (ii) that the Company and its affiliates have no obligation to update or supplement this presentation or otherwise provide additional information. This presentation is for discussion and reference purposes only and does not constitute an offer to sell or the solicitation of an offer to buy any securities or other property.

This presentation contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements relate to future events or future performance of the Company and include statements about the Company's expectations or forecasts for future periods and events. Specific forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts and include, without limitation, words such as "may," "will," "should," "expect," "plan," "anticipate," "believe," "estimate," "predict," "potential" or "continue," the negative of such terms or other comparable terminology. We disclaim any obligation to update those statements, except as applicable law may require us to do so, and we caution you not to rely unduly on them. We have based those forward-looking statements on our current expectations and assumptions about future events, and while our management considers those expectations and assumptions to be reasonable, they are inherently subject to significant business, economic, competitive, regulatory and other risks, contingencies and uncertainties, most of which are difficult to predict and many of which are beyond our control. Therefore, actual results may differ materially and adversely from those expressed in any forward-looking statements. Factors that might cause or contribute to such differences include, but are not limited to, those we discuss in the "Risk Factors" section of our Annual Report on Form 10-K and in other reports we file with the Securities and Exchange Commission (the "SEC").

This presentation includes the presentation of Adjusted EBITDA, a non-GAAP financial measure. Adjusted EBITDA is not a measure of financial performance in accordance with generally accepted accounting principles and may exclude items that are significant in understanding and assessing our financial results. Therefore, this measure should not be considered in isolation or as an alternative to net income from operations, cash flows from operations, earnings per fully-diluted share or other measures of profitability, liquidity or performance under generally accepted accounting principles. We believe our presentation of Adjusted EBITDA is useful to investors and other users as these measures represent key supplemental information our management uses to compare and evaluate our core underlying business results, particularly in light of our leverage position and the capital-intensive nature of our business. Additionally, Adjusted EBITDA helps investors to understand how the company is tracking against our financial covenants in our UST Credit Agreements and New Term Loan Agreement (collectively the "TL Agreements") as this measure is calculated as prescribed therein as Consolidated EBITDA and to determine certain incentive compensation. You should be aware that this presentation of Adjusted EBITDA may not be comparable to similarly-titled measures used by other companies. For additional information on Adjusted EBITDA and the TL Agreements, refer to our quarterly reports on Form 10-Q and other reports we file with the SEC. A reconciliation of this measure to the most comparable measures presented in accordance with generally accepted accounting principles has been included in this presentation.



We are the second-largest LTL carrier and the fifth largest transportation company in North America. When you combine our regional capabilities with YRC Freight's national coverage, you get an expansive shipping footprint that only one of the largest LTL companies in North America can provide.



YELLOW

\$4.5B

2020 Revenue

~17.4M

Shipments Transported Annually

~30,000

Employees

322

Terminals

95+

Years of Experience

~13,500 / ~41,900

Tractors

Trailers



Enterprise Transformation

Roadmap to One Yellow



Simplify Sales Team

Streamline enterprise-wide sales team to provide customers a single point of contact for all brands



Realign Operational Leadership Structure

Operational realignment and reporting structure to create new efficiencies and operational areas to support the network



Holdco renamed Yellow Corporation

Formally changed the YRC Worldwide holding company name to Yellow Corporation in anticipation of a company-wide rebrand to Yellow



Network Optimization

Integration to one network, creating a common enterprise platform to strengthen asset and network efficiencies while enhancing service in the 1, 2 & 3-day lanes nationwide



One Technology Platform

Transition operating companies to one technology platform



Super-Regional Carrier

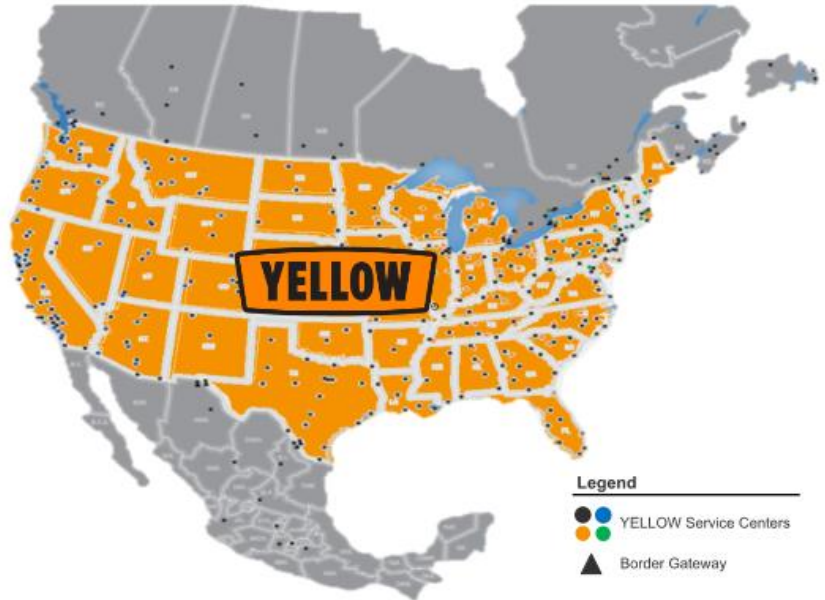
Go-to-market strategy as One Yellow in 2022. Provide customers with choice, simplicity, speed, visibility, reliability and value under one united brand

Pre-Transformation



Super-Regional Carrier

Integrated nationwide LTL service



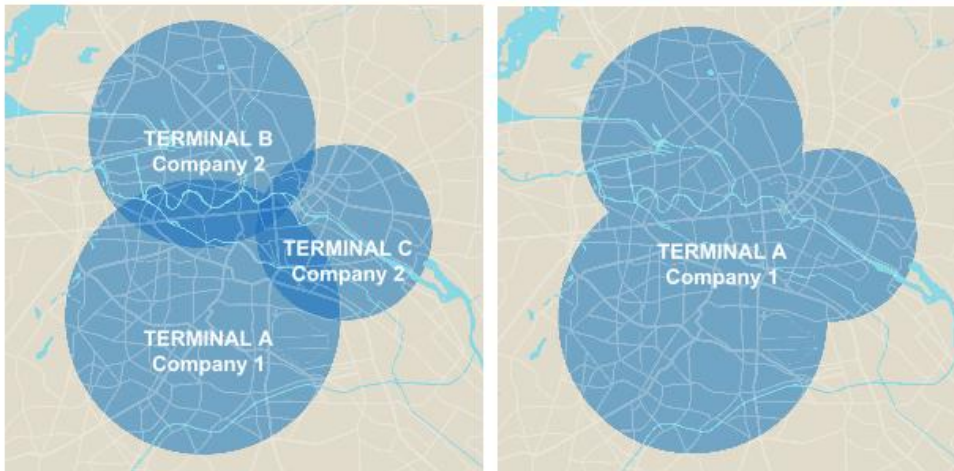
Example of Network Optimization

CONSOLIDATION SCENARIO

NETWORK OPTIMIZATION

6 key focus areas:

- Network Design and Facilities
- Linehaul Planning
- Routing and Interchange
- City Operations
- Dock and Yard Operations
- Visibility and Status



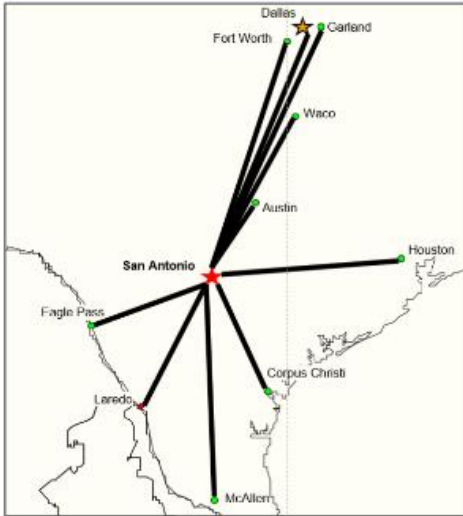
Optimizing the network for increased efficiencies and service

- Focused on gaining efficiencies and cost reductions through terminal cohabitation and consolidation
 - Divisional, regional, and area operational reporting structure for Holland, New Penn, Reddaway, and YRC Freight are combined under a single leadership team

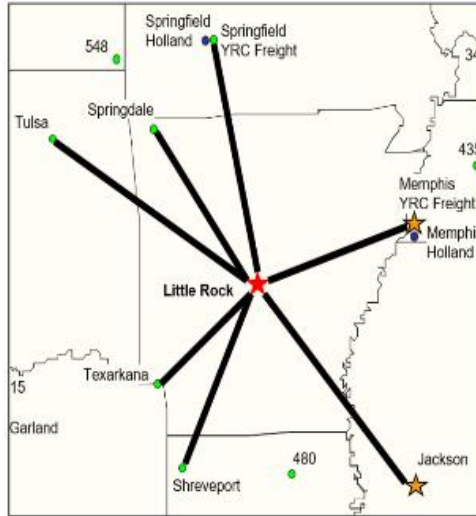


Expanded Regional Next-Day Service

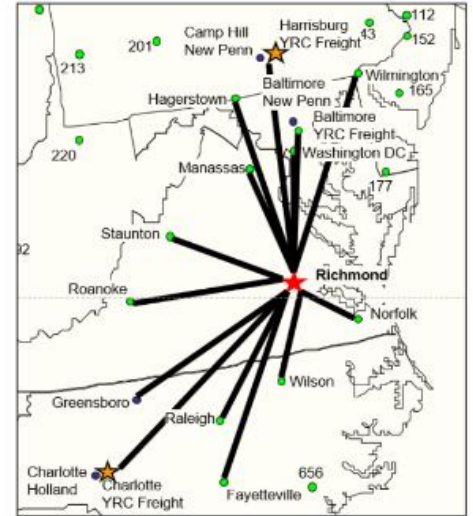
San Antonio



Little Rock



Richmond

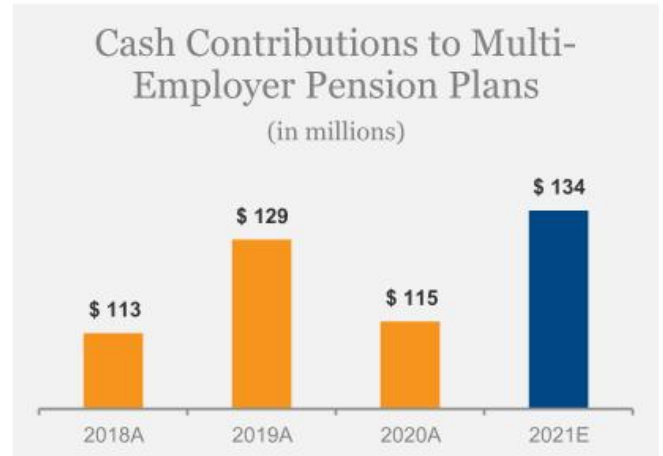


- Moving to a super-regional network includes expanding regional next-day service that leverages YRC Freight's national coverage
- Offers customers faster transit times and a more streamlined supply chain



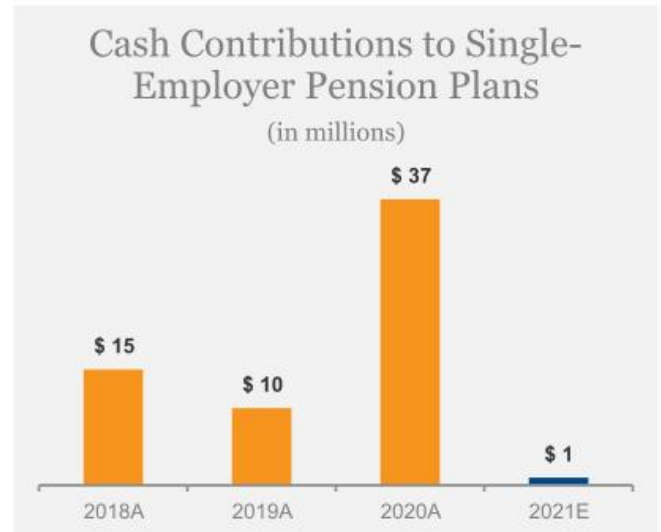
Multi-Employer Pension Plans (Union)

- Approximately 79% of employees are represented by the IBT and covered by collective bargaining agreements
 - 2021 total annual cash contributions approximately \$134 million
 - Contributions made to 29 multi-employer pension plans with various levels of underfunding.
 - Multiemployer Pension plans are separate from Yellow and managed by independent trustees
 - As of December 31, 2020 if the Company were to withdraw from or there was a termination of all of the multi-employer pension plans, the Company's portion of the contingent liability would be an estimated \$8 billion
 - The American Rescue Plan signed into law in March 2021 will provide severely underfunded eligible multi-employer pension plans funding to cover retiree benefits until 2051 substantially mitigating the plans' unfunded liabilities
 - Yellow Corporation has, and expects to continue, making its required contractual contributions to the multi-employer pension plans as agreed to in the collective bargaining agreements
- Refer to the Company's Form 10-K for further disclosures



Single-Employer Pension Plans (Non-Union)

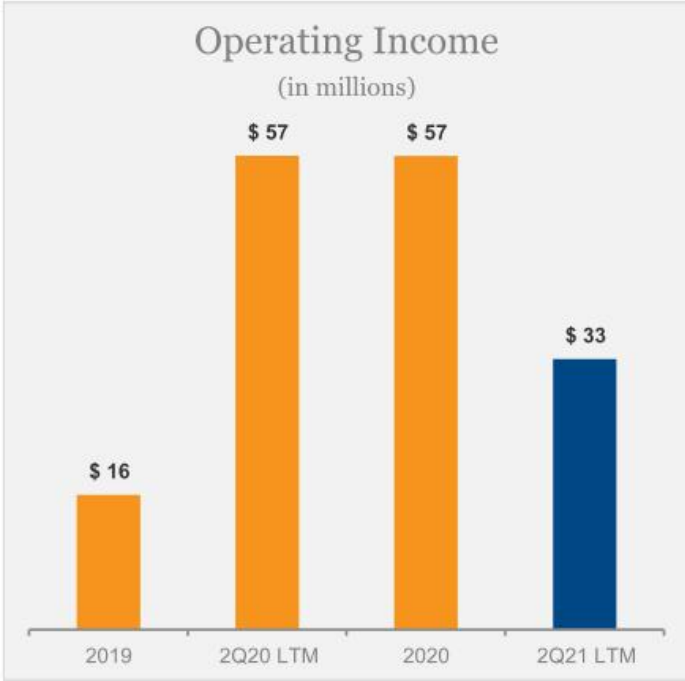
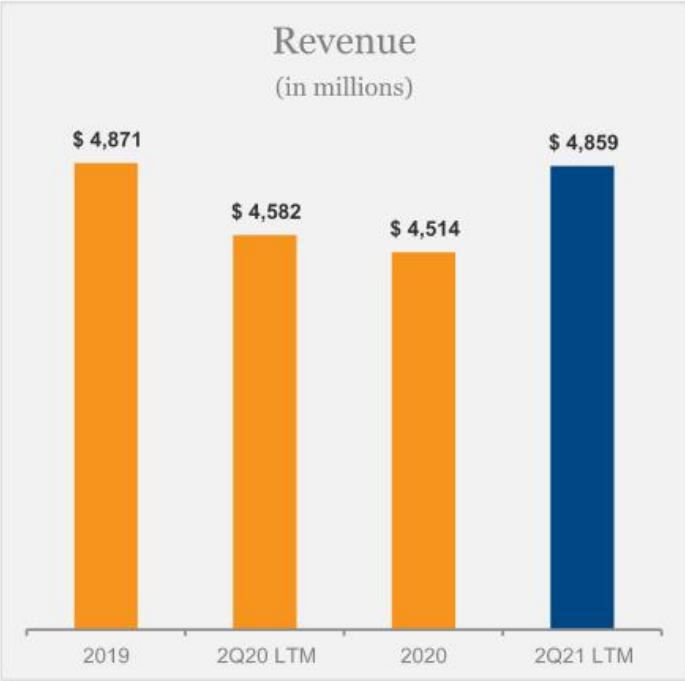
- Certain employees not covered by collective bargaining agreements
- Plans closed to new participants effective January 1, 2004 with benefit accrual for active employees frozen effective July 1, 2008.
- As of December 31, 2020 the net funded status is fully funded, meaning aggregate fair value of the assets exceeds the aggregate projected benefit obligations
- 2021 cash contributions expected to be approximately \$1 million and no significant annual contribution expected in years thereafter



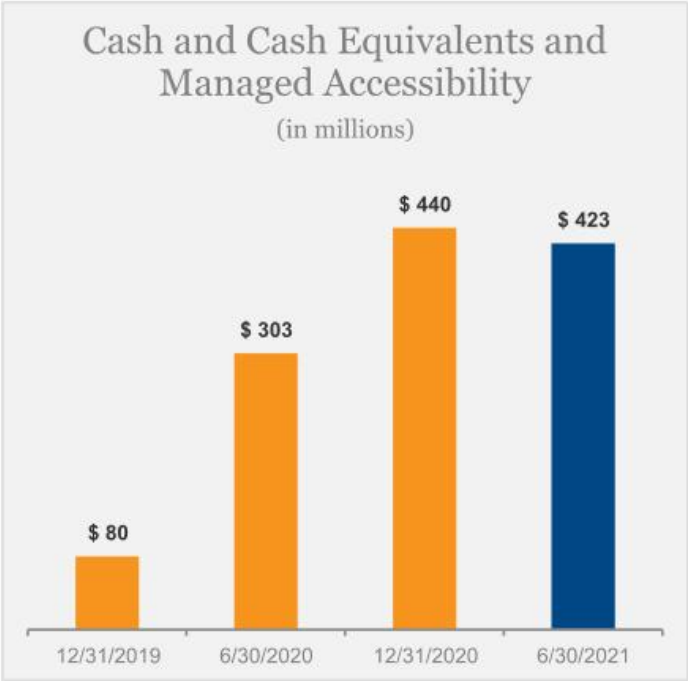
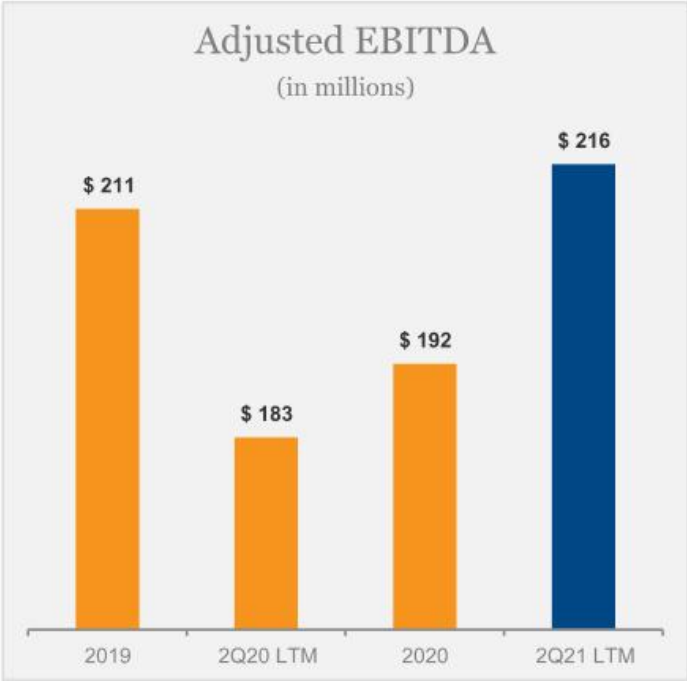
Refer to the Company's Form 10-K for further disclosures



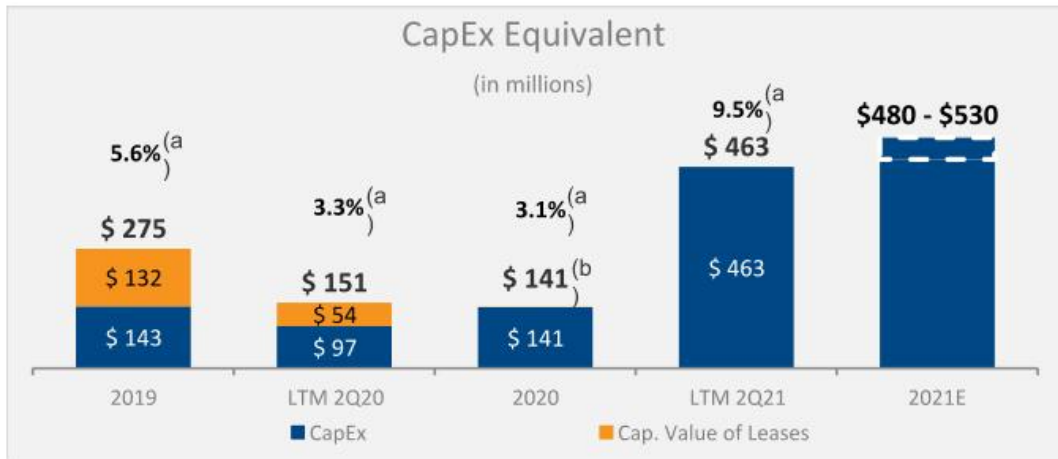
Financial Results



Financial Results



Reinvesting in the Business



- Updated 2021 capital expenditures guidance range of \$480 million - \$530 million includes investments in tractors, trailers, technology, box trucks, containers, liftgates and other assets
- Through the first half of 2021 acquired more than 1,800 tractors, 2,200 trailers and 400 containers

(a) CapEx Equivalent as a percentage of revenue
 (b) 2020 CapEx Equivalent includes less than \$1M of capital value of leases



CARES Act Funding

- Equity

- U.S. Treasury received 15.94 million shares of common stock and is the Company's largest shareholder with approximately 30% of outstanding shares

- Debt

- U.S. Treasury loan provides two tranches totaling \$700 million in aggregate principal commitments
- **Tranche A** for \$300 million is to cover deferred short-term contractual obligations, certain other deferred obligations including pension and healthcare payments and working capital. Tranche A was fully drawn as of December 31, 2020.
- **Tranche B** for \$400 million will be used for reinvestment in tractors and trailers. Tranche B was fully drawn as of July 31, 2021.



Capital Structure Overview

(in millions)



- UST Tranche A carries a variable interest rate based on the Eurodollar rate, which is currently determined by the 1, 2, 3 or 6-month USD Libor with a floor of 1.0%, plus a fixed margin of 3.5%. 1.5% is paid in cash and the remainder paid-in-kind (PIK). The Tranche A balance includes \$ 6.7 of PIK interest as of 6/30/21.
- UST Tranche B carries a variable interest rate based on the Eurodollar rate, which is currently determined by the 1, 2, 3 or 6-month USD Libor with a floor of 1.0%, plus a fixed margin of 3.5%. All paid all in cash.
- The Term Loan carries a variable interest rate based on the Eurodollar rate, which is currently determined by the 1, 2, 3 or 6-month Libor, with a floor of 1.0%, plus a fixed margin of 7.5%. All paid in cash.



Investment Summary

- Strong industry position with one of the largest, most comprehensive logistics and LTL networks in North America with local, regional, national and international capabilities
- Multi-year enterprise transformation to One Yellow on schedule for completion in 2022, will create operational opportunities that expand revenue, reduce operating costs and improve productivity
- 2021 CapEx plan of \$480 million to \$530 million. Includes investments in tractors, trailers, technology, box trucks, containers, liftgates and other assets
- Reinvestment in the business expected to drive improved results and position the Company for future profitability and growth
- Experienced Senior Leadership Team and Board of Directors

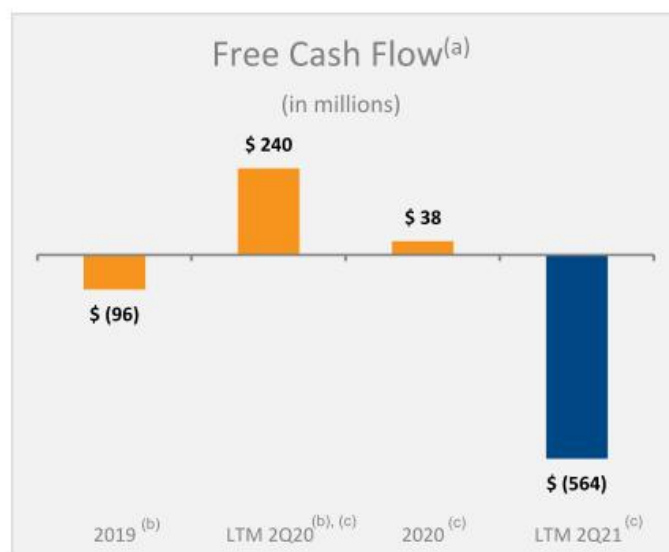
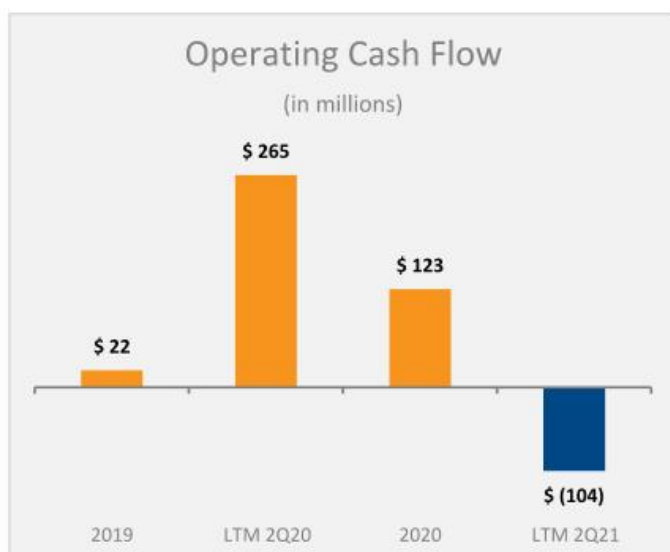




Appendix



Cash Flow



Free Cash Flow Reconciliation

Net cash provided in operating activities
 Acquisition of property and equipment
 Proceeds from disposal of property and equipment
 Free Cash Flow

| | FY 2019 | LTM 2Q20 | FY 2020 | LTM 2Q21 |
|--|------------------|-----------------|----------------|-------------------|
| Net cash provided in operating activities | \$ 215 | \$ 264.6 | \$ 122.5 | \$ (103.8) |
| Acquisition of property and equipment | (143.2) | (96.7) | (140.6) | (462.7) |
| Proceeds from disposal of property and equipment | 25.9 | 71.7 | 56.1 | 2.6 |
| Free Cash Flow | \$ (95.8) | \$ 239.6 | \$ 38.0 | \$ (563.9) |

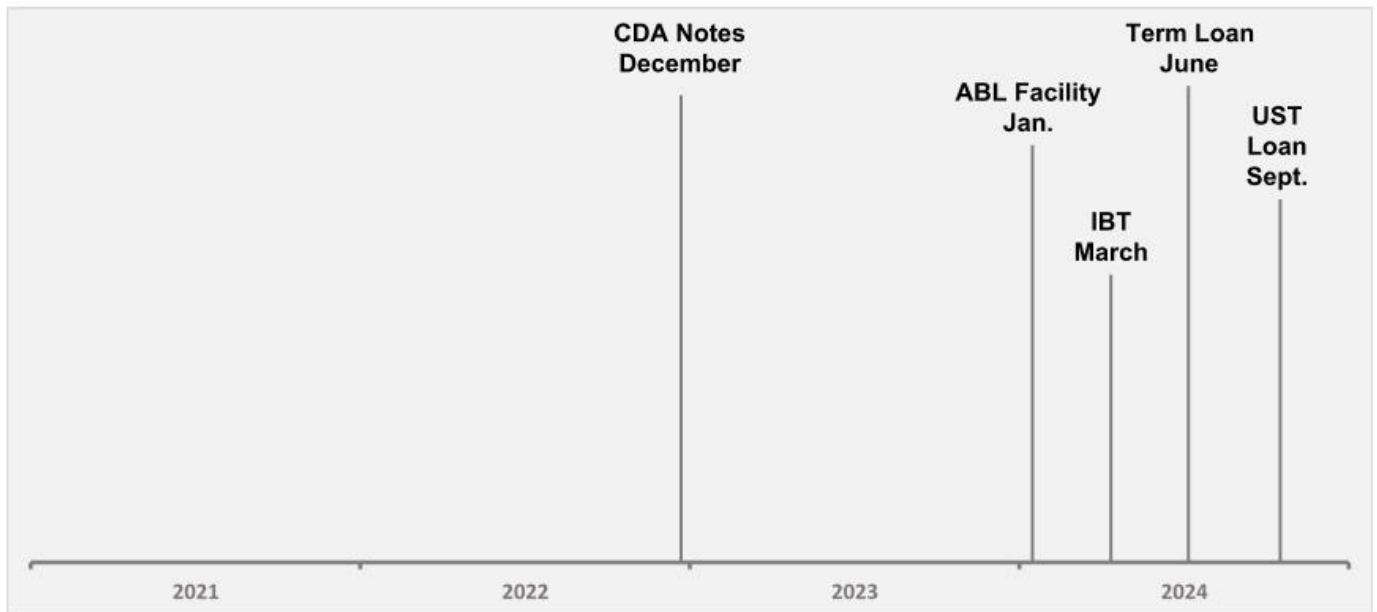
(a) Free cash flow = operating cash flow less acquisitions of property and equipment, net of cash proceeds from disposals

(b) During FY 2019, the Company recognized cash proceeds on the sale of terminals of approximately \$22 million

(c) During FY 2020, the Company recognized cash proceeds on the sale of terminals of approximately \$53 million



Capital Structure and Labor Timeline



Largest debt instruments and the labor agreement mature at various dates in 2024



LTM Adjusted EBITDA Covenant

(in millions)

\$216 LTM as of 2Q21



Operating Statistics – Second Quarter

| | 2021 | 2020 | YoY % ^(a) |
|--|----------|----------|----------------------|
| Workdays | 64.0 | 63.0 | |
| LTL tonnage (in thousands) | 2,511 | 2,283 | 10.0 |
| LTL tonnage per workday (in thousands) | 39.24 | 36.24 | 8.3 |
| LTL shipments (in thousands) | 4,419 | 4,003 | 10.4 |
| LTL shipments per workday (in thousands) | 69.05 | 63.53 | 8.7 |
| LTL picked up revenue/cwt. | \$ 23.67 | \$ 20.36 | 16.2 |
| LTL picked up revenue/cwt. (excl. FSC) | \$ 20.70 | \$ 18.48 | 12.0 |
| LTL picked up revenue/shipment | \$ 269 | \$ 232 | 15.8 |
| LTL picked up revenue/shipment (excl. FSC) | \$ 235 | \$ 211 | 11.6 |
| LTL weight/shipment (in pounds) | 1,137 | 1,141 | (0.4) |
| Total tonnage (in thousands) | 3,268 | 2,926 | 11.7 |
| Total tonnage per workday (in thousands) | 51.06 | 46.44 | 10.0 |
| Total shipments (in thousands) | 4,550 | 4,122 | 10.4 |
| Total shipments per workday (in thousands) | 71.10 | 65.44 | 8.7 |
| Total picked up revenue/cwt. | \$ 20.01 | \$ 17.40 | 14.9 |
| Total picked up revenue/cwt. (excl. FSC) | \$ 17.57 | \$ 15.85 | 10.8 |
| Total picked up revenue/shipment | \$ 287 | \$ 247 | 16.3 |
| Total picked up revenue/shipment (excl. FSC) | \$ 252 | \$ 225 | 12.2 |
| Total weight/shipment (in pounds) | 1,436 | 1,419 | 1.2 |

| | YoY % ^(a) | | |
|-------------------------------|----------------------|--------|--------|
| | Apr-21 | May-21 | Jun-21 |
| Total LTL tonnage per workday | 23.7 | 8.9 | (3.3) |
| Total tonnage per workday | 24.3 | 9.4 | (0.0) |

(a) Percent change based on unrounded figures and not the rounded figures presented



Operating Statistics – Year-To-Date

| | YTD 2021 | YTD 2020 | YoY % ^(a) |
|--|----------|----------|----------------------|
| Workdays | 127.5 | 128.5 | |
| Total LTL tonnage (in thousands) | 4,989 | 4,827 | 3.4 |
| Total LTL tonnage per workday (in thousands) | 39.13 | 37.57 | 4.2 |
| Total LTL shipments (in thousands) | 8,682 | 8,325 | 4.3 |
| Total LTL shipments per workday (in thousands) | 68.10 | 64.79 | 5.1 |
| Total picked up LTL revenue/cwt. | \$ 22.84 | \$ 20.50 | 11.4 |
| Total picked up LTL revenue/cwt. (excl. FSC) | \$ 20.12 | \$ 18.37 | 9.5 |
| Total picked up LTL revenue/shipment | \$ 263 | \$ 238 | 10.4 |
| Total picked up LTL revenue/shipment (excl. FSC) | \$ 231 | \$ 213 | 8.6 |
| Total LTL weight/shipment (in pounds) | 1,149 | 1,160 | (0.9) |
| Total tonnage (in thousands) | 6,484 | 6,159 | 5.3 |
| Total tonnage per workday (in thousands) | 50.85 | 47.93 | 6.1 |
| Total shipments (in thousands) | 8,930 | 8,548 | 4.5 |
| Total shipments per workday (in thousands) | 70.04 | 66.52 | 5.3 |
| Total picked up revenue/cwt. | \$ 19.31 | \$ 17.53 | 10.1 |
| Total picked up revenue/cwt. (excl. FSC) | \$ 17.07 | \$ 15.77 | 8.3 |
| Total picked up revenue/shipment | \$ 280 | \$ 253 | 11.0 |
| Total picked up revenue/shipment (excl. FSC) | \$ 248 | \$ 227 | 9.1 |
| Total weight/shipment (in pounds) | 1,452 | 1,441 | 0.8 |

(a) Percent change based on unrounded figures and not the rounded figures presented



Adjusted EBITDA Reconciliation

(in millions)

| Yellow Corporation | 2019 | 2020 | 2Q 2020 | 2Q 2021 | LTM 2Q 2020 | LTM 2Q 2021 |
|--|------------|-----------|-----------|----------|----------------|----------------|
| Reconciliation of net loss to Adjusted EBITDA | | | | | | |
| Net loss | \$ (104.0) | \$ (53.5) | \$ (37.1) | \$ (9.4) | \$ (64.1) | \$ (93.4) |
| Interest expense, net | 109.9 | 135.6 | 40.2 | 37.6 | 124.0 | 140.6 |
| Income tax expense (benefit) | (4.3) | (19.6) | (7.5) | 0.1 | (11.6) | (10.5) |
| Depreciation and amortization | 152.4 | 134.9 | 34.2 | 35.0 | 143.8 | 133.3 |
| EBITDA | 154.0 | 197.4 | 29.8 | 63.3 | 192.1 | 170.0 |
| Adjustments for TL Agreements: | | | | | | |
| (Gains) losses on property disposals, net | (13.7) | (45.3) | (6.0) | 0.3 | (54.4) | 1.3 |
| Non-cash reserve changes | 16.1 | 2.9 | 2.7 | 4.7 | 3.1 | 2.8 |
| Impairment charges | 8.2 | - | - | - | - | - |
| Letter of credit expense | 6.5 | 7.3 | 1.6 | 2.1 | 6.5 | 8.3 |
| Permitted dispositions and other | (0.9) | 0.3 | - | 0.1 | 0.4 | 0.9 |
| Equity-based compensation expense | 6.3 | 4.7 | 1.2 | 0.6 | 6.1 | 4.2 |
| Loss on extinguishment of debt | 11.2 | - | - | - | 11.2 | - |
| Non-union pension settlement charge | 1.8 | 3.6 | - | 0.3 | 1.8 | 3.9 |
| Other, net | 2.9 | 3.5 | 2.1 | 0.9 | 1.3 | 4.9 |
| Expense amounts subject to 10% threshold: | | | | | | |
| COVID-19 | - | 3.9 | 3.7 | - | 3.9 | - |
| Other, net | 18.2 | 17.3 | 2.8 | 8.3 | 11.1 | 24.5 |
| Adjusted EBITDA prior to 10% threshold | 210.6 | 195.6 | 37.9 | 80.6 | 183.1 | 220.8 |
| Adjustments pursuant to TTM calculation | - | (3.7) | - | 2.3 | - | (4.8) |
| Adjusted EBITDA | \$ 210.6 | \$ 191.9 | \$ 37.9 | \$ 82.9 | \$ 183.1 | \$ 216.0 |





www.myyellow.com

NASDAQ: YELL

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