

A Legacy of Service

The History of Estes Express Lines



80 Years of Milestones

- 1931** W.W. Estes buys a used Chevy truck.
- 1933** First home base on Main Street in downtown Chase City, VA
- 1935** Motor Carrier Act regulates interstate trucking.
- 1937** Officially christened "Estes Express Lines"
- 1938** Branch terminals in Richmond, VA, and Norfolk, VA, are established.
- 1941** W.W. builds a second home office/terminal on Sycamore Street in Chase City, VA.
- 1944** Additional operating territory is acquired in Virginia's Northern Neck from Bristow Lines.
- 1946** Home office moves to Richmond, VA, to handle booming post-war business.
- 1948** The company is incorporated on November 23.
- 1951** The home office moves a few blocks to Gordon Avenue to provide much-needed space.
- 1953** W.W.'s oldest son, Robey Estes, Sr., becomes general manager.
- 1955** First official safety program rewards drivers for improving safety records.
- 1957** \$1.1 million annual revenue by year-end
Four new terminals added in northern, southwestern and southeastern Virginia
- 1960** A "Hoot 'n Holler" party-line phone system improves communication among terminals.
- 1965** Coastal Freight Lines purchase—Estes' first interstate trucking venture
- 1967** Carolina-Norfolk Truck Lines purchase adds four new terminals in North Carolina.
- 1969** The company's first computer, the IBM 029, handles accounting and payroll functions.
- 1971** The company mourns the loss of its founder on June 29. Robey Estes, Sr., becomes president.
- 1972** Purchase of A.C. Express and Johnson Express expands Estes' rights in the Carolinas.
- 1975** Pollard Delivery Service authority purchase expands territory into Maryland and Washington, DC.
- 1976** Bestway Express purchase opens up the rest of South Carolina.
- 1978** Palmer Motor Express purchase—authority into Savannah, GA
- 1980** Interstate partial deregulation enables the company to grow at its own rate. Operating authority extends everywhere east of the Mississippi River.
- 1984** First desktop computers in both the terminals and the home office
- 1987** Robey, Sr.'s son, Robey W. Estes, Jr. (Rob), becomes general manager.
- 1990** The third generation of the Estes family to guide the company, Rob becomes president.
- 1991** \$100 million annual revenue
- 1994** \$200 million at year-end doubles the revenue in three years.
- 1995** Estes develops exclusive agreements with G.I. Trucking and Lakeville Motor Express. www.estes-express.com is launched.
- 1996** ExpressLINK network is born—Estes, G.I. Trucking, TST Overland Express and Lakeville Motor Express
- 1997** Gold Medal Expedited Service—guaranteed, on-time delivery
- 1999** St. Louis, MO—first terminal west of the Mississippi River
- 2000** Truckload service—"Just-In-Time" and high volume shipping services
Southwest network—Texas, Oklahoma, Kansas and Missouri
My Estes—password-protected portion of the www.estes-express.com website
Estes Caribbean Services—direct coverage to Puerto Rico, St. Thomas and St. Croix
- 2001** Joint purchase of G.I. stock from ABC Corp. by Estes and G.I. Trucking senior mgmt. Purchase of Allen's Expedited's assets and operations adds warehousing and expedited services.
- 2002** Estes Integrated—transportation system analysis, design and management
- 2003** Estes begins providing service to major commercial markets in Mexico.
- Three Family of Services groups are added: Estes Air, Estes Warehousing and Estes Innovative (custom and expedited services)
- 2004** Tropical Storm Gaston dumps 14 inches of rain in less than 8 hours, destroying the ground-level data center in Richmond home office.
The new Shark/iSeries IBM system upgrades telephones and computers.
\$1 billion annual revenue
- 2005** New real-time technology connects customers, trucks and docks.
Complete acquisition of CA-based G.I. Trucking
- 2006** The company celebrates its 75th anniversary and, on August 30, mourns the loss of Robey W. Estes, Sr., who dies at age 85.
Estes opens 12 new terminals in '06 to grow its delivery network and enhance customer service.
- 2007** The company amicably dissolves its alliance with Lakeville Motor Express in the Upper Midwest and expands its direct service to all 50 states.
- 2008** The nationwide launch of truckload brokerage service
The completion of a nationwide footprint when 13 new terminals are added in six Upper Midwest states
Estes becomes the first major LTL carrier to become TSA-security compliant.
- 2009** Major investment in transportation industry real estate to grow its investment network of real estate properties
Expansion of Mexico service when wholly owned subsidiary Estes Logística is set up as a third-party logistics company to coordinate transportation to and from virtually anywhere in Mexico
- 2010** Focus on technology with redesigned website, new e-planning tools and handheld computer upgrade
Network reengineering to cut transit times and reduce handling



The 80-Year History Behind the Big E

"It was around 1990. I was parked in Lebanon, Pennsylvania, when these kids came up to me. There were three of them, all about 10 years old, and one of them said to me, 'Sir, can I touch that big E on your truck?' All three of them filed up there one at a time and stood on their toes to touch the Estes logo on the side of my trailer. It was pretty funny, but it got to be a big thing. Kids everywhere knew that the Big E was something special."

—Jimmie Locklear, Driver from 1970–1975 and 1986–2001

Over the years, the big yellow *E* has become a symbol of quality that is now recognized all over North America. To our shippers, it signifies a high level of customer service unsurpassed in the transportation industry. But how did Estes come to be known as one of the most respected carriers in the nation?

Our eight-decade journey is a story of strong determination. It's a chronicle of how one man built a solid foundation for a major company starting with almost nothing, at perhaps the least opportune time to do so. The company's success is directly tied to the philosophy and personalities of its founder, W.W. Estes, and his son, Robey W. Estes, Sr., and the legacy they have passed down.

This publication is our celebration of those two leaders and all of the wonderful people and ideas



that have helped us thrive and have prepared us for our future. Our history is full of dedication, personal humility and intelligence, with a surprising dose of humor thrown in. It puts human faces to those 80 years and pays homage to those who laid the foundation for the successful company we are today. We hope you enjoy reading about our history as much as we have enjoyed the journey.



Robey and W.W. Estes at the Richmond, VA, terminal



W.W. Estes

W.W. Estes

Webb Wallace Estes

1897–1971

President and Founder 1931–1971

Farmers were some of the hardest-hit victims of the Great Depression. But in the small community of Chase City, Virginia, Webb Wallace (W.W.) Estes refused to throw in the towel. A farmer himself, he realized that his cattle-ranching neighbors had no convenient way to get their livestock to market. W.W. knew an opportunity when he saw one, and in 1931, he bought one used Chevy truck.

W.W. would often say that when he first started, he was “doing a hip-pocket business,” and legend has it, his first backhaul was a single can of paint for a charge of 50 cents.

He once told a reporter that he knew of no secret formula for success—“Just hard work followed by more hard work.”

The fact that his “new” truck happened to be missing both a windshield and a driver’s seat didn’t slow him down. After all, it had an engine that worked just fine. So, sitting on a crate and looking through an old window sash, W.W. took off on his first run—hauling livestock to market and farm supplies back out to the small rural communities all over southwestern Virginia.



Estes Express Lines in Chase City, VA



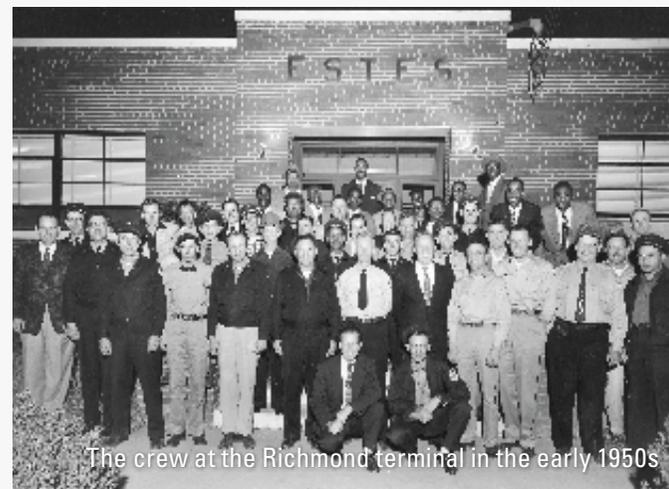
WWII-era truck

A lot of other men had similar ideas, and it wasn't long before the market was flooded with small trucking companies. That's when the government stepped in. The Motor Carrier Act of 1935 gave the

W.W. had keen instincts when it came to judging personalities. The people he brought together were top-notch and very loyal to W.W. and the company. Part of that loyalty stemmed from the fact that he knew everyone by name and treated him or her like family—even when the company grew larger. It was common—and still is today—for employees to stay with Estes for 20, 30, even 45 years.

Interstate Commerce Commission (ICC) the authority to regulate the motor carrier sector. They controlled certificates of authority for shipments crossing state lines by requiring companies to apply for "rights" to trucking routes and by setting common tariff rates for everyone. This effectively removed the competitive element by keeping larger shippers from receiving an unfair trade advantage just because they could offer volume discounts.

Since he wasn't crossing state lines, W.W. remained unaffected by those regulations for a while. But in another two years, Virginia came up with similar regulations that applied inside the state's borders. The State Corporation Commission had to approve every single route a trucker used. When the laws were first enacted, a carrier even had to apply for rights to the routes they were already running. And in order to grow, they had to find lanes that no one else had. (In some cases, a carrier could make a pickup in one place and a delivery in another, but wasn't allowed to make drop-offs anywhere in between.) After all those "free" lanes were scooped up, the only option left was to buy authority from another carrier or buy an entire carrier outright. Regardless of the buying arrangement, absolutely nothing was added or subtracted that didn't first go past either the State Corporation Commission or the ICC for their approval.



The crew at the Richmond terminal in the early 1950s



An Estes driver about to head out on a successful delivery

Despite this sea of “little guys” and the storm of regulation, Estes Express Lines took root. With a strong can-do attitude and plenty of determination, by 1937, W.W. had built a company that was already enjoying growing prosperity along with much of the rest of the nation. The firm was officially named Estes Express Lines that year as the company began to purchase the authority it needed for expansion.

In 1938, W.W. began building a new main terminal in his hometown of Chase City, Virginia, fashioning concrete blocks for the structure by hand. And, in 1941, he established branch terminals in Norfolk and Richmond.

At the end of World War II, American GIs came home to the biggest economic boom in history, and W.W. once again saw the opportunity to make the most of prevailing trends. Having recently acquired additional operating rights through the purchase of Bristow Lines in 1944, he moved the

company headquarters to Richmond, Virginia, in 1946. He also established a breakbulk terminal there, leaving the facilities in Norfolk and Chase City as branch terminals.

When W.W. moved the Home Office from Chase City up to Richmond, Rosa Carter came with it. She ended up playing a very key organizational role in the company’s future. Rosa began working for Estes in Chase City just 13 months after graduating from high school, and she stayed for the next 46 years until she retired in 1990. A legend at Estes Express Lines, Rosa started as a billing clerk and

worked her way up to director and corporate secretary for the company. According to W.W.’s son Robey, “Rosa did more to get this company going than almost anyone I can think of.”

W.W.’s eldest son Robey joined Estes full-time in 1946 after coming home from the war. When W.W. felt that Robey had learned enough about the business, he turned over the

“Back in the early ‘50s, Rosa kept the books. It was a much simpler operation then, and when the company moved to Richmond, she actually brought all of “the books” up here in her pocketbook.”

*—Garfield Salyers
Joined Estes in 1987;
Sales Executive and
District Operations
Manager until 2002*

“When we first moved over on Gordon Avenue (1951), we had no air conditioning. We didn’t even have a ceiling—just open beams. It was so hot in there. So Mr. W.W. Estes got some ice and put a fan behind it to cool the place down.”

*—Rosa Carter
Joined Estes in 1944;
Corporate Secretary from
1959–1990*



Switchboard Operator Sue Lenhart—Norfolk, VA, terminal circa 1960



1950s bobtail tractor

active management of the company to him. This freed W.W. up to go back to part-time farming from his home in Chase City. He continued to commute to the Home Office in Richmond and to visit all of the terminals on a regular basis, and his guidance remained very important to the company. By the time of his death in 1971, W.W. had built a staff of over 650. With terminals in both North and South Carolina, the company was producing about \$10 million in revenue. Not bad for a man who started with a used truck in the middle of the Great Depression.

"I grew up in Chase City, and Mr. [W.W.] Estes knew me all my life. When I was 14 years old and had just gotten my driver's license, I was walking down Main Street one day when Mr. Estes pulled over to the curb next to me. He said, 'You got a driver's license yet?' I nodded. He had already built the shop at one end of town, but the terminal hadn't been built down there yet and was still located uptown. He wanted me to drive a truck from the shop back up to the terminal because all his men were out on the road.

"Well, I had never driven a truck, and you had to double clutch back in those days. I just couldn't get the rhythm to save my life. I must have started and stopped that truck five times between the shop and the terminal. I never even got it in second gear.



"Later, when Mr. Estes finally talked me into going to work for him, he made his intentions clear: 'I want you to understand one thing—I'm not hiring you to drive a truck. I'm hiring you to work in the office.'"

—Henry Thomas ("Tommy") Hupp, Jr.
Joined Estes in 1959; Executive Vice President from 1971–1992



The Chase City terminal circa 1940

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Robey Estes

Mr. Robey

Robey W. Estes, Sr.

1921–2006

General Manager 1953–1971

President 1971–1990

Chairman of the Board 1971–2001

Chairman Emeritus 2001–2006

Robey W. Estes, Sr., joined the company in 1946 after coming home from fighting in World War II in the European theater. Even though he was W.W.'s son, Robey didn't automatically "inherit" a leadership role when he walked through the front door. He worked in many capacities—as a driver, an office clerk, a shop foreman and a terminal manager—before becoming general manager in 1953.

There were a lot of opportunities for improvement in the early 1950s. Along with Office Manager and Corporate Secretary Jennings Chafin, Robey spearheaded measures that dramatically improved the company's safety and claims records, as well as its customer service and financial stability. By 1955, truck drivers' salaries had been raised substantially and a program was in place that rewarded drivers for improving their safety records. Jennings and Robey made sure that the company continued in the direction of constantly improving the quality of service and equipment. As a result, in 1957, Estes celebrated its first million-dollar year.



An Estes truck in downtown Richmond

Soon after, Estes began buying more trucking companies. It was next to impossible to apply for, and be granted, additional rights from the Interstate Commerce Commission. So, purchasing a competitor's rights—or sometimes buying the whole company—was a much more practical way to increase territory. The onset of this purchasing period signaled the beginning of a growth spurt for the company that lasted through 1978.

The initial acquisition came in 1965. That was the year that Estes christened its first interstate trucking venture with the purchase of Coastal Freight Lines, Inc., in Elizabeth City, North Carolina. This enabled the company to offer service to the Outer Banks. During the next five years, Estes increased its operating authority significantly in North Carolina through additional purchases of various trucking lines in that state. When the company bought Carolina-Norfolk Truck Lines in 1967, Estes almost doubled its freight volume and effectively gained the rights to serve most of eastern and central North Carolina.

In the late '60s, while the company was growing stronger, W.W.'s health was declining. His condition

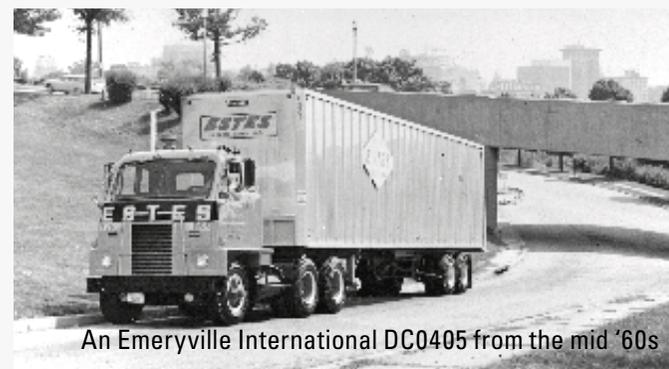
W.W. didn't always agree with the changes Robey was making, but change marched steadily on. It didn't stop W.W. from saying what he thought, and when Robey proudly showed him the new wash bay he'd built in the back of the terminal, W.W. said, "I don't believe you can haul any freight in this."

Another time when Mr. W.W. came walking up the dock, he looked all around, walked back into the office and said to the terminal manager, "Smitty, we haven't got any freight." Smitty replied, "Oh, Mr. Estes, we changed things around. Now we're putting freight on the trailers as we get it during the day." W.W. frowned. "I don't like that system. I like to see my freight."

greatly worsened in 1970, and on June 29, 1971, Estes Express Lines lost its beloved founder. Employees and business leaders alike mourned the loss of a good businessman, an involved leader in his community and a kind and generous man.

After his father's death, Robey followed in his footsteps with the steadfast requirement for top-quality customer service. As the new president, he saw the company through the '70s and '80s, growing revenue significantly. A strong believer in the value of a good workforce, Robey understood that the key to the company's success—and

its associated reputation for premium service—was its devoted and loyal employees. He knew that if the company gave employees what they needed to get their jobs done and rewarded them



An Emeryville International DC0405 from the mid '60s



A Ford CL9000 at the Port of Richmond, VA, circa 1980



Estes terminal in Springfield, VA, circa early 1960s

for good work, they would reward the company with their loyalty and hard work in return.

Robey knew good employees were not the only important element to the success of the company. To increase revenue, he recognized that he had to continue growing territory and adding services, which he did through another series of acquisitions.

The 1972 purchases of A.C. Express and Johnson Express, Inc., expanded Estes' authority to western North Carolina and parts of South Carolina. In 1975, the company looked northward, and by purchasing the authority of Pollard Delivery Service, Inc., expanded Estes' territory into Maryland and Washington, DC.

Estes' biggest move in the mid-1970s was the purchase of Bestway Express of Columbia, South Carolina, in 1976. That deal opened the rest of South

Carolina to intrastate trucking for Estes. In early 1978, Estes' last purchase-based expansion deal for the next 28 years was the purchase of Palmer Motor Express, Inc., of Savannah, Georgia. And that same year, annual revenue surpassed the \$20-million mark.

Very shortly, the company would find it no longer necessary to buy companies just to expand its authority. Two years after the '78 Palmer acquisition, the nation was gearing up to elect Ronald Reagan as its president on a promise of less governmental interference in business activity. Not surprisingly, interstate trucking was deregulated that year. Deregulation changed everything for the trucking industry. All of a sudden, anybody who had a truck could be in the trucking business, and they could go anywhere they wanted because they didn't need "rights" anymore.

"Under regulation, you had to know a lot about the business to sell it. Most of us took college courses just to learn about ICC law and rules. I went to night school for a year, and most everybody in the business built up that basic body of knowledge. After deregulation, things that I had learned for years went right out the window. That whole area of knowledge was of absolutely no use. We didn't need it anymore."

—Tom Fentress
Joined Estes in 1953; Vice President of Export/Import Traffic from 1972–1989

Deregulation enabled Estes to grow by leaps and bounds. The company immediately responded by applying for operating authority to cover everything east of the Mississippi.

The decade of the '80s was spent developing that new territory. As a result, by the time he turned over the presidency to his son in 1990, Robey had tripled the number of Estes employees and increased the company's revenue tenfold to almost \$100 million.



A rig headed to a terminal in South Richmond



Rob Estes

Rob Estes

Robey W. Estes, Jr.
b. 1952

General Manager 1987–1990
President 1990–present
Chairman and CEO 2001–present

The third generation of Estes leadership, Rob Estes, graduated from William and Mary in 1974 with a degree in Business Administration. Later that year, he also passed the Certified Public Accountant exam. Nonetheless, even with those credentials, he was still required to work his way through a training regimen. After joining the company permanently in 1975, Rob worked in both sales and terminal operations for 12 years before he became general manager in 1987.

Rob became president in 1990 when his father “semiretired.” Robey continued in a very active role as chairman of the board, coming into the office daily and staying involved in decision-making for many years.

Estes Express Lines continued to grow exponentially, reaching \$100 million in annual revenue in 1991 and \$200 million in 1994. And under Rob’s leadership, the company continued to expand its services and add new divisions.

Rob was actually inducted into the company at a young age, having spent his teenage Saturdays washing trucks for his father at the terminals for a dollar a day. Reports are that he would be so dirty by the time he finished that he had to put a towel down on the seat of the car so he wouldn’t get it dirty on the way home.



A Ford LNT9000 circa 1995 parked beneath the fan of highways coming out of downtown Richmond

Beyond additional services and divisions, the company needed a way to provide a more comprehensive territory to its customers. In 1995, Estes formed close alliances with G.I. Trucking Company (which covered the western half of the nation) and Lakeville Motor Express (with midwestern coverage). In 1996, TST Overland in Canada was added to the mix, and ExpressLINK was born. The four companies collaborated on systems compatibility, procedures and marketing. The result was a unique, seamless service network designed to provide customers with premium-quality LTL service throughout the United States and Canada.

“Robey was only interested in territory in the east and always said he didn’t want to go across the Mississippi River. I was in Rob’s office looking at the map one day and saw where they’d just opened up a terminal in St. Louis. I said, ‘Rob, I think St. Louis—to the best of my memory—is on the other side of the river.’ He went over to the map, took a blue pencil and made his own river farther west. When Robey came in his office, Rob said, ‘This is the river.’”

—Warren Richard
Joined Estes in 1969; National Account Executive from 1986–1997

Many services were added from 1997 to 2003 to broaden the range of products Estes offered its customers, including guaranteed Gold Medal Expedited Service, an official truckload division, warehousing and supply chain management capabilities and an air division for worldwide, expedited delivery. Estes added territory west of the Mississippi in 1999. In 2000, the Southwest and Caribbean Services divisions were also added. In 2003, service to major commercial markets in Mexico became a reality.

After the new millennium, the company also made tremendous strides in technology—both planned and unplanned! Though a new, enhanced computer system was already in the works in early 2004, a tropical storm gave the technology side of things an unexpected extra boost later that year. The culprit was Tropical Storm Gaston, which dumped over a foot of rain on Richmond, Virginia, in just a few hours. The entire ground floor of the home office was flooded by almost 5 feet of mud and water, shorting out all of the computer hardware and cutting off any communications capabilities used in the terminals and by customers around the country. Thankfully, little data was lost due to a consistent backup policy, but the system couldn’t function without power. In the meantime, customers



Archie Hatcher, Richmond mechanic from 1969 to 2000



An Estes truck on its way to one of the company’s many terminals circa 2005

and terminal employees all over the United States communicated the “old-fashioned” way—by fax.

Almost before the water hit the floor, information systems employees and vendors took action to plan the recovery, working around the clock. By 10:00 p.m. the night of the storm, all new computer equipment was configured and ordered. As a result, Estes installed leading-edge phone technology and a state-of-the-art data storage system (one of only six in the U.S. at the time). Full computer systems were back in business within a week’s time.

The company proved that it would take more than Gaston to slow them down. Despite the destruction, Estes celebrated its first \$1 billion year in 2004.

The next big move was a leap in territory from west Texas all the way to the Pacific Ocean. The company had already become a joint owner of G.I. Trucking Company in August 2001. Then in July 2005, Estes completed the 100% acquisition of the Los Angeles-based firm, expanding Estes’ borders to cover the

entire western half of the United States, including Alaska and Hawaii. The purchase put Estes squarely in competition with some of the largest players in the national LTL market.



As a result of the G.I. acquisition, Estes implemented a new organizational structure to deepen regional ties, enhance local operations and strengthen the company’s nationwide presence. Five new territories—Midwest, Northeast, Southeast, Southwest and West—were created to provide local sources for decision-making authority and management.

In 2007, it almost seemed as if history was repeating itself when the global recession made its initial sweep across the nation. Though the economy didn’t backslide completely into a depression, the next several

years were tough, and the freight transportation industry was the first to feel it. But Estes had the advantage of having survived a full-blown depression, and thanks to the legacy of W.W. and Mr. Robey, the lessons learned were well ingrained in the corporate culture.



Though it would have been impossible to remain completely untouched by the declining economy, three important strategic advantages helped to protect Estes during the downturn:

- A financial discipline that meant carrying little-to-no debt—a strategy that shielded Estes from credit woes plaguing others in the industry
- A privately held status that reduced the financial stress associated with both stock-market swings and the need to satisfy special interests
- An eight-decade track record of stability that helped support a level of dependability unsurpassed in the industry

Despite the relatively strong position, the company never let its guard down. Throughout the worst of it, Estes stuck to its fiscal discipline. But it also seized opportunities to create strategic advantages. For instance, Estes used the times when freight levels were lowest to streamline its line-haul network to reduce handling and speed up transit times. New planning technologies also helped generate efficiencies on the dock and on the road.

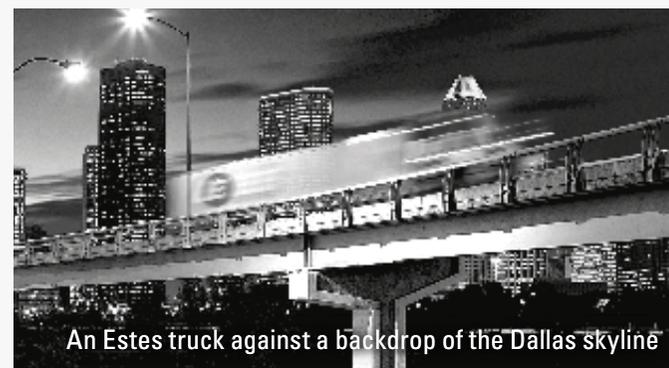
In addition to creating efficiencies, Estes put in place some key, strategic investments that would

As a private, family-owned company, Estes is able to remain nimble. “We don’t have to worry about next quarter’s earnings reports going to Wall Street,” Rob once said. “We can make decisions that are more long-term in nature, not short-term.” That type of decision making is good for all involved—customers, employees and management.

provide almost immediate payoff. For example, direct coverage to all 50 states was the logical next step in the company’s steady growth. Rob knew that Estes would be better able to compete if it could offer nationwide coverage. So, in 2008, Estes completed its U.S. footprint by opening up 13 new terminals in six states and creating a sixth region—the Upper Midwest. The response was overwhelmingly positive.

The company used another key strategy to help minimize the effects of the recession—in 2009, Estes made a major investment in terminal real estate that would help to keep property lease income levels up when freight income levels were down.

Also in 2009, the company recognized the importance of building cross-border business and expanded its Mexico service by creating



An Estes truck against a backdrop of the Dallas skyline



A morning drive through Maine

A fourth generation of Estes family members now participates in the company, an extremely rare occurrence. Less than 15 percent of family firms make it to the third generation, and fewer than 2 percent make it to the fourth.

Estes Logística, a wholly owned logistics subsidiary headquartered in Mexico City.

With enhanced Mexico service came a new emphasis on total North American coverage. The company's ability to provide a broader

array of comprehensive NAFTA solutions between Canada, Mexico and the U.S.—including Puerto Rico—opened up many new markets. Faster direct lanes were added for Canada to accommodate the growing need. Efficient, flexible operational strategies were put in place in Mexico, Canada and the U.S. to offer extensive consolidation and deconsolidation services. And the company enhanced its ability to load shipments to and from Puerto Rico on Estes' trailers to help reduce handling. As a result, the company's reputation for quality, reliability and comprehensive solutions grew substantially.

Throughout it all, the company maintained a solid commitment to quality and a reputation as one of the safest carriers in the nation. Myriad awards gathered over the years from the American Trucking Associations' Safety Management Council and directly from numerous customers attested to the fact that the Estes team was one of the best in the industry—dedicated to professionalism and doing their jobs right.

Today, Rob continues to lead the company with a focus on meaningful growth, fiscal responsibility and an unwavering commitment to superior customer service. That strong leadership, combined with the rock-solid foundation laid by W.W. and Robey, gives the company a very bright future.



The International 8600 sleeper unit dwarfs even the Richmond, VA, skyline



A 2005 fleet of power units waiting to hook up with trailers at the Nashville, TN, terminal

How Lessons from the Past Shape Our Future



Robey and W.W. Estes

Any company worth doing business with pays attention to the lessons of the past and uses that wisdom and knowledge to shape the future. At Estes, we are fortunate to have learned from W.W. and Robey. They were two very unusual businessmen—unassuming, personable, hard working, astute, trustworthy—the list goes on. The culture they created and the tremendous team they brought together have shaped the way we do business today.

To fill W.W.'s and Robey's shoes is a tall order, but not impossible because of the strong foundation

"Annual volume the first year I was there [in 1959] was roughly equal to a half a day for Estes now, just under \$2 million. It's impressive when you think about the fact that it took us an entire year to do what they're doing now in half a day. But when they get too big for their britches, I remind them of how they got their start."

*—Thomas Hupp
Executive Vice President
from 1971–1992*

they built. Today, Estes is staffed with some of the finest people in the transportation industry. We are serious about safety, smart technology and efficiency. We understand the value of investing in reliable, lasting equipment and impeccably maintaining those machines. We are surrounded by a culture instilled with the desire to exceed customers' expectations at every turn. And that's why we have become a first-choice solution across North America. In short, we are both proud and privileged to carry on the Estes legacy.





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