

A high-speed train is shown in motion, blurred to convey speed. The train is moving from left to right across the frame. The background features a green landscape under a blue sky with scattered white clouds. The train's side has a "Trimac" logo visible.

# **THE** Difference

- > **VISION**
- > **EXPERIENCE**
- > **PEOPLE**
- > **PRODUCT LINE SPECIALISTS**

**TRIMAC** is the premier provider of bulk trucking services in North America, as well as related logistics, tank maintenance and cleaning services. Founded in 1945, J.W. McCaig was the first of three generations to preside over the organization. Trimac has stood the test of time, successfully navigating through the rise and fall of economic cycles. Our mission is to create value for our shareholders by delivering value to our customers safely.

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**Jeffrey J. McCaig**

Chairman of the Board & Chief Executive Officer

**Despite adversity, Trimac was able to maintain a strong balance sheet throughout the economic downturn and is well positioned as the economy rebounds. In fact – we have emerged with lower debt and expanded credit facilities to position the Company to take advantage of growth opportunities that may arise going forward.**

# THE Difference

## *Our Experience*

### **To Our Valued Customers**

First and foremost, I want to personally thank you for your support and trust in allowing Trimac to be part of your transportation solutions.

Some of you have entrusted your products to us for many of the sixty-five years we have been in business, while some of you have yet to honor us with your business.

To long time and prospective customers alike, allow me to describe the reasons to choose Trimac.

Trimac is one of the largest providers of tank and dry bulk trucking and related services in the United States. We also have large and diverse operations throughout Canada.

In our U.S. operations, we are engaged in transporting a diverse range of products, including:

- Chemicals, both liquid and dry;
- Cement and other cementitious products;
- Coal, mining ores and other industrial minerals;
- Industrial gases, including nitrogen, oxygen, argon, helium, CNG and LNG;
- Petroleum.

Within each of our product segments we serve customers from Fortune 500 in size to start ups, from intra plant moves and across the street to across the country and across both the Canadian and Mexican borders. No hauling or project is too large or too small.

Trimac's core value is safety. We consistently win the award for best safety performance in the highest mileage category of our industry association's recognition program. Our service is second to none, recognized by customers in the annual Quest for Quality Awards. Our size and profile allows us to recruit and retain the most professional drivers, both company and independent contractors in the industry.

Trimac is profitable and conservatively financed. We are committed to the industry for the long term having just celebrated our 65th anniversary.

Whether your goal is reducing your distribution costs, improving the level of service to your end customer or the safety performance of your logistics operations (and for most of our customers it is all three), we want to prove to you that the bulk transportation solution provider you should turn to is Trimac.

**Jeffrey J. McCaig**

Chairman of the Board & Chief Executive Officer



## *Strategic Focus*

Over the past several years, Trimac has taken a broad strategic approach to the business that we operate in. This strategy has primarily been focused on People and Processes. It is our belief that excellence in these two areas provides a solid foundation for our business to grow and be successful in the challenging bulk trucking segment. As we've progressed, our focus, while still built on the foundation of People and Processes, has been broadened into six key Critical Success Factors or focus areas.

### > SAFETY PERFORMANCE

The cornerstone for our company is Safety as evidenced by the "Service with Safety" culture that is in place throughout our organization. Our consistent award winning safety performance is the result of the safety focus that is imbedded into all of our Recruiting, Hiring, Orientation, Training, Performance, and Compensation programs.

### > TEAM INVESTMENT

This is a broad-based process that focuses on the ten main touch point opportunities that we have with our employees and contractors. These touch points range from how we recruit and hire individuals to what we do when the time comes for that person to retire or separate from Trimac – and the "life-cycle" of that person in between. These touch points are all geared toward accomplishing our strategic goal of creating the "Preferred Place to Work" in the bulk trucking industry. Our success in this area is primarily measured by how we do in retaining our Team, which has shown continual improvement since we've committed to our "Preferred Place to Work" strategic focus.

### > CAPACITY MANAGEMENT

While this is only one element of team investment, capacity management has emerged as a primary focus area. The trucking industry is faced with some major challenges in the near future. One of the primary challenges for companies operating in this industry will be to maintain sufficient drivers to service existing customers and grow their businesses. We have implemented a very aggressive plan that we feel will allow us to attract and retain the drivers, contractors, and supporting staff necessary for us to meet our objectives for the long term.

### > CUSTOMER CENTRIC FOCUS

We are convinced that the successful implementation of a Customer Centric Focus will separate Trimac from our competitors. This is being accomplished through a relentless focus on providing service levels that exceed customer expectations, the establishment of solid customer relationships, and providing outstanding customer care as part of the life cycle of a shipment as well as the entire customer-carrier experience.

### > GROWTH

Our goal is to provide a safety and customer focused team that possesses the capacity to grow our company. Trimac's track record of success in the bulk trucking segment, along with our ability to meet future challenges, positions us as the industry's preferred carrier. Trimac strives to build long-term business relationships with its customers by providing value added solutions to all their logistical needs.

### > PROFITABILITY

Our ability to invest in our business and provide quality service to our customers is directly related to our profitability. Our expectation is that we draw from all of the aforementioned strategies to sustain an operation that is focused on safety, our team, and our customers. Only by drawing from these aforementioned strategies will we continue to grow our business and become a truly long-term strategic partner for our customers.

  
**Tom G. Connard**  
President & COO

Safety is the core value of Trimac Transportation. We strive for continuous improvement in the safety arena. The foundation of our safety structure never waivers and includes hiring only the strongest candidates available, providing them with consistent training and the most current technology to perform their jobs safely and effectively. The pinnacle of our safety program is to never rationalize performance that does not meet our customers' requirements or Trimac's high standards.

**Neil Voorhees**

Director of Safety Services and Security, U.S.



*THE DIFFERENCE*

*Safety*



Winning the NTTC award shows how important safety is to us – it is our core value and it influences everything we do.

**Tom Connard**  
President & COO

**AT** Trimac Transportation our motto is “Service with Safety” and it is easy to see how seriously we take these words with resulting awards and recognition that we continuously win through the trade associations such as the American Trucking Association, National Tank Truck Carriers, and The National Private Truck Council. Where it really shows through is from the Awards we are provided by our customers on our commitment to Service and Safety. The recognition our drivers, independent contractors, traffic supervisors, and managers receive for taking the extra steps needed to provide our shippers and consignees with excellent service, safely delivering their products. As importantly, we measure our performance by the positive feedback we receive from the communities where our employees and independent contractors live, work, and play, informing us of how safe and professional members of team Trimac are on a daily basis.

Trimac is heavily involved with the protection of homeland security. We are certified under Customs-Trade Partnership Against Terrorism (C-TPAT) and the Free and Secure Trade (FAST) program. We received our “Certificate of Conformance” that certified the Environment, Health, Safety, and Security Management System of Trimac Transportation Inc., has been assessed and found to be in conformance with the requirements set forth by Responsible Care® Management Systems (RCMS).

Many of our drivers/independent contractors/supervisors and management team have applied for, and received, their TWIC cards.

Trimac Transportation has very thorough Security Policies and Procedures in place and continues to improve these to protect our employees, independent contractors, shippers, consignees, families and communities, and the U.S.

# PRODUCT LINE – CHEMICALS

Trimac has more than 65 years of experience delivering solutions to its customers logistics needs in the chemical industry. Through our focus on “Service with Safety”, Trimac has become recognized as the leader in the chemicals industry.

THE DIFFERENCE

## Product Line Specialists



### Stainless Steel Trailer

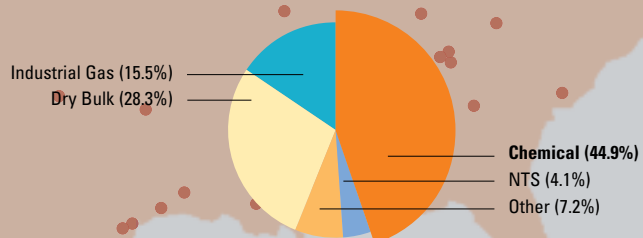
A complete line of Trailer configurations to meet your Chemical Needs

Trimac’s role in the chemical supply chain is all about picking up and delivering “time sensitive” products to Trimac’s valued customers. I take great responsibility and pride in maintaining a high level of confidence with my customers. That’s what “Service with Safety” is all about.

### Sam Atkinson

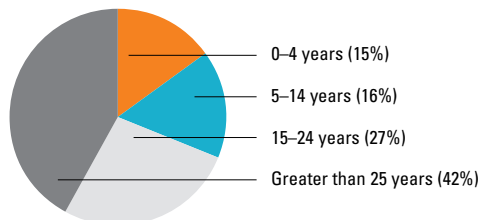
Branch Manager – Beaumont, TX

### Product line composition (% of revenue)





**Building and Sustaining Trust and Credibility through Long Term Relationships with our Customers**



**“CUSTOMER CENTRIC FOCUS”** is the relationship, care and service we provide our shippers and their customers. You have to identify opportunities, diagnose the problems, design solutions, deliver the results, and measure the value.

**David Perry**

General Manager – Chemicals

**> CHEMICAL PRODUCT LINE**

**AGROCHEMICALS**

**AMMONIA**

**ELASTOMERS**

**EMISSION CONTROL PRODUCTS**

**FINE CHEMICALS**

**FRAGRANCES & FLAVORS**

**HYDROCARBONS**

**INKS & DYES**

**INORGANIC CHEMICALS**

**OLEOCHEMICALS**

**ORGANIC CHEMICALS**

**PAINTS & RESINS**

**PETROCHEMICALS**

**PLASTICS**

**POLYMERS**

**SPECIALTY CHEMICALS**

Trimac is RCMS certified with the Chemical Manufacturers Association Responsible Care® program. In support of the RCMS, Trimac has comprehensive training and behavior based programs to enhance focus on safety and product stewardship.

Trimac has the largest network of tank cleaning and maintenance facilities in North America. This network allows for cost effective solutions and placement of capacity based on customer needs.

# PRODUCT LINE – DRY BULK

Since 1954, Trimac has provided transportation solutions to a diverse group of customers in the dry bulk product line. This represents over 56 years of experience in the movement of dry bulk products.

THE DIFFERENCE

## *Product Line Specialists*



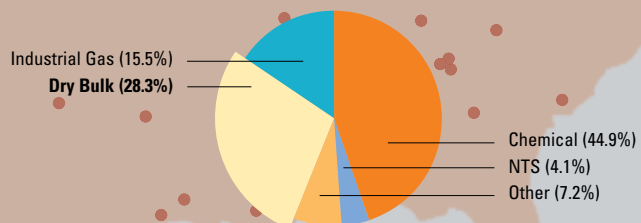
Dry Bulk Pneumatic Trailer

We work with our customers to ensure we meet their expectations. Through the use of load optimization, equipment specialization, and product stewardship training of our drivers and contractors, our commitment is excellence in service.

### **Cheryl Puckett**

Branch Manager – San Antonio, TX

Product line composition (% of revenue)



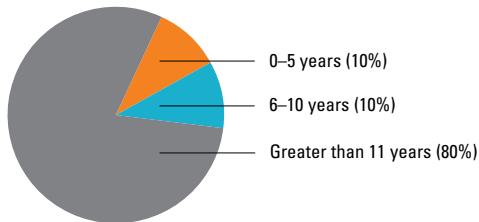


**“CUSTOMER CENTRIC FOCUS”** Through a focus on Key Absolutes of Customer Care, Customer Relationships, and Service Levels, we maintain a mindset and commitment to Customer Centric Focus.

**Steve Bates**

General Manager – Dry Bulk

**Length of relationship of top 5 customers in the Dry Bulk product line (based on revenue)**



> **DRY BULK PRODUCT LINE**

**CEMENT**

**CLAY**

**COAL**

**FLY ASH**

**LIME**

**ORE/ROCK**

**SAND/PROPPANTS**

The dry bulk product line includes a variety of raw and manufactured materials. Consistency of these products ranges from very fine material that flows similar to a liquid, such as cement or fly ash, to coarse material, such as sand. This breath of product diversity makes it critical to have a transportation provider with an extensive knowledge of this product segment. Trimac’s vast experience transporting dry bulk products has allowed it to develop efficient and cost effective solutions. Our overriding core value is Service with Safety. Through a continuing focus on truly being a preferred place to work, we retain the experienced professionals on the Trimac Team that, day in and day out, provide the high level of service that our customers have come to expect and appreciate.

# PRODUCT LINE – INDUSTRIAL GAS

Trimac is the largest commercial hauler of Industrial Gas in the U.S. Through the use of dedicated operations, peak services, unique special networks, and a 24/7 central planning department, Trimac provides a full spectrum of specialized services that differentiate us from our competitors.

THE DIFFERENCE

## *Product Line Specialists*



### **Cryogenic Gas Trailer**

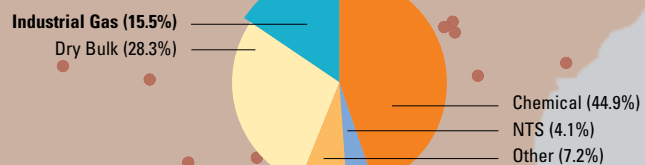
(Liquefied Industrial gases and other pressurized gases)

Delivering Industrial Gas products is both challenging and rewarding. The customers that we deliver to every day are some of the most respected companies in the world. Trimac is a great company to work for.

### **Bob Penicks**

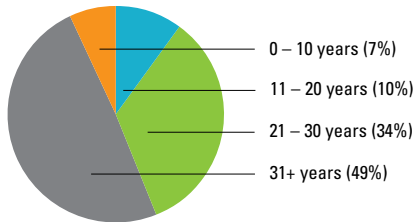
Driver/Trainer – Santa Clara

### **Product line composition (% of revenue)**





**Length of relationship of top 6 customers in the Industrial Gas product line (based on revenue)**



**I**n the Industrial Gas business we understand the need to provide a high level of customer service or, as we call it in Trimac, “Customer Centric Focus”. In this fast paced technical business we pride ourselves on being able to deliver our service safely and efficiently. In fact, our reputation has been built on meeting and exceeding our customers’ expectations. Our transparency and ownership in our dedicated operations allow our customers to have a seamless operation with their customers as we strive to provide that same “Customer Centric Focus”.

**Tom Rule**

General Manager – Industrial Gas

**> INDUSTRIAL GAS PRODUCT LINE**

**ACETYLENE**

**ARGON**

**CARBON DIOXIDE**

**FLUORINE NITROGEN**

**HELIUM**

**HYDROGEN**

**HYDROGEN CHLORIDE**

**LNG**

**NITROGEN**

**OXYGEN**

**SILANE**

The industrial gas product line includes a variety of liquified gases. Transporting these products is highly specialized since it involves keeping a gas under pressure, or at very low temperatures to maintain a liquefied state for transportation. Hauling gases under pressure requires a thorough understanding of the product and specific safety standards for transporting such products. Trimac’s safety standards are second to none! Our drivers are experts in the handling of these gaseous products. Our expertise allows us to load and unload these products in a safe and efficient manner. Complementing the expertise of our people is a diverse fleet of trailers that includes cryogenic trailers, and customer-owned trailers. By maintaining a diverse trailing fleet and expert product knowledge, we are able to meet and exceed our customers’ transportation needs in the industrial gas product line.

# NATIONAL TANK SERVICES (NTS)

National Tank Services operates 15 full service washracks in the United States which includes full service maintenance facilities. We have 16 additional shop only locations providing maintenance services in an expanded market.

## THE DIFFERENCE

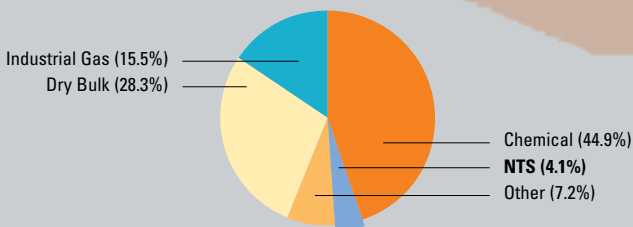
### *Product Line Specialists*



Washrack facilities provide tank cleaning and external cleaning for both the Trimac fleet and commercial customers.

Well trained technicians and state of the art technology play critical roles in helping NTS provide consistent, high quality service throughout our growing network of washracks and maintenance facilities. At NTS our technicians understand that we must earn our customers business with every wash and with every repair that we complete at our facilities.

Product line composition (% of revenue)



### Travis O'Banion

Director, Product Development and Environmental Compliance  
National Tank Services

**National Tank Services (NTS) has industry leading expertise in tank cleaning and fleet maintenance. Our experience includes specialty cleaning methods, regulatory compliance, trailer inspections and full service cryogenic trailer repair.**

**Having maintenance and tank cleaning under the same roof assists our valued customers by increasing their equipment utility. This allows NTS to better service our commercial clients in both tank cleaning and maintenance areas.**

**NTS offers its customers the highest level of service in both the hours that we operate and the turnaround times that improve driver utility.**

**Our success is measured by your success.**

# CORPORATE INFORMATION

## Officers

### **Jeffrey J. McCaig**

Chairman and Chief Executive Officer  
(281) 985-0125

### **Tom G. Connard**

President and Chief Operating Officer  
(281) 985-0007

### **Craig A. Bourgeois**

Vice President and Chief Financial Officer  
(281) 985-0180

### **William J. Marchbank**

Vice President – Operations  
(281) 985-0006

### **James A. D'Alessio**

Vice President Marketing and Business Development  
(502) 459-5122

### **Colin S. Grierson**

Vice President, General Counsel and Corporate Secretary  
(403) 298-5190

## Directors

### **Jeffrey J. McCaig**

### **Philip J. Ringo**

### **Graham F. Baker**

### **Maurice W. McCaig**

## Auditors

### **PricewaterhouseCoopers LLP**

3100, 111-5th Avenue S.W.  
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Canada T2P 5L3

## Banker

### **Wells Fargo**

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## PRODUCT LINE CONTACT INFORMATION

### Chemicals

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### Industrial Gas

Tom Rule  
General Manager Industrial Gas  
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Email: [trule@trimac.com](mailto:trule@trimac.com)

### Dry Bulk

Steve Bates  
General Manager Dry Bulk  
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Email: [sbates@trimac.com](mailto:sbates@trimac.com)

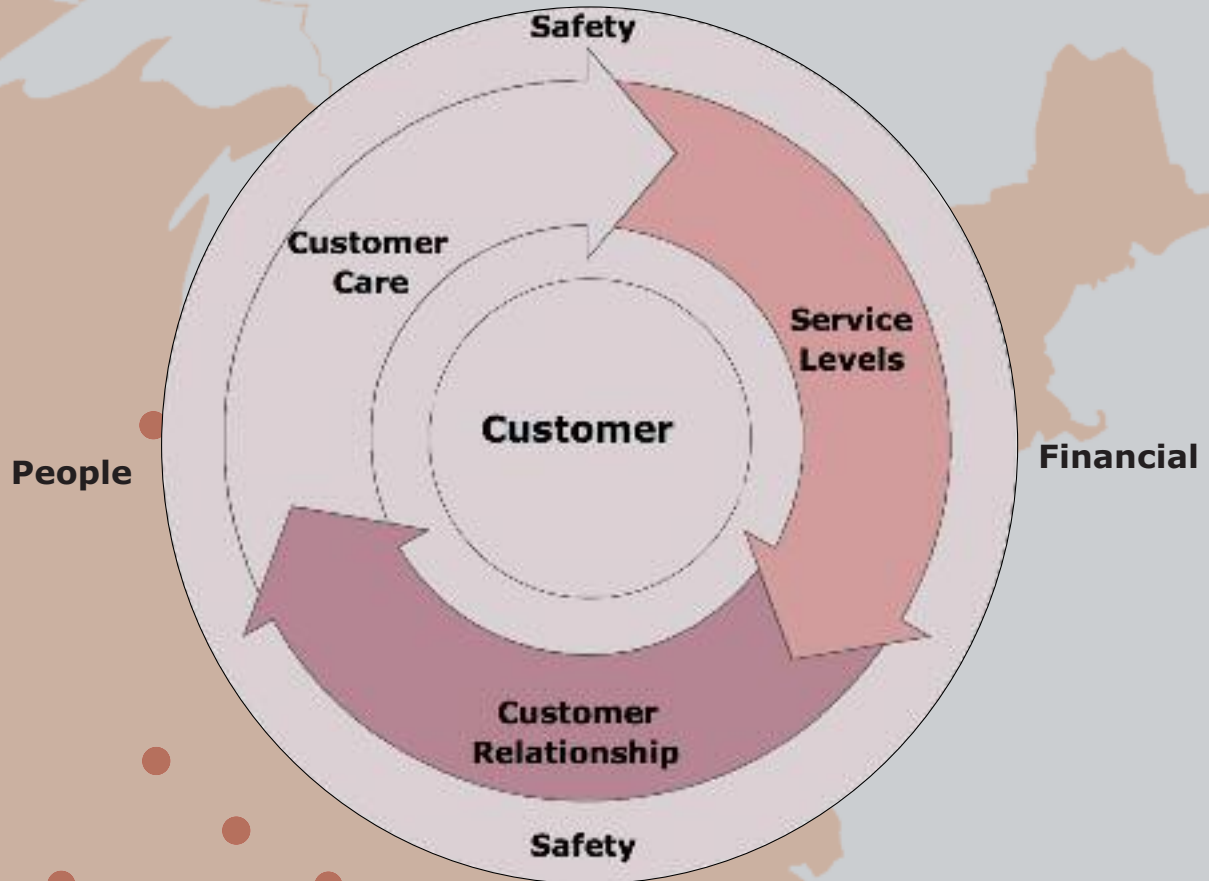
### National Tank Services

Travis O'Banion  
Director Product Development  
Business: (281) 985-0008  
Email: [tobanion@trimac.com](mailto:tobanion@trimac.com)

## ASSOCIATION MEMBERSHIPS

American Chemistry Council – Responsible Care Management System (ACS-RCMS)  
American Trucking Association – (ATA)  
Industrial Minerals Association – NA (IMA-NA)  
National Freight Transportation Association – (NFTA)  
National Private Truck Council – (NPTC)  
National Tank Truck Carriers – (NTTC)  
Women In Trucking

# CUSTOMER CENTRIC FOCUS



## Vision Statement

Trimac Transportation will be a customer centric organization committed to retaining and growing our existing customer base and continually acquiring and retaining new customers.

This will be accomplished by exceeding our customers' expectations as defined by our customer service levels, customer care and our customer relationships. We will clearly differentiate ourselves by researching, listening, understanding and responding to the true needs of our customers and prospects; and where mutually beneficial, providing meaningful products, services and solutions relative to those needs.



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