The A&R Safety Story
WE’VE COME A LONG WAY.

In December of 2012, we acquired A&R. We’ve delivered approximately 600 loads every day. Our goal on this journey? Perfection.

> 60% Improvement

> 70% Improvement
“Perfection is not attainable. But if we chase perfection, we can catch excellence.”

– Vince Lombardi

EXCELLENCE STARTS AT THE TOP.

To make safety the number-one priority, we needed to be willing to sacrifice profits. We were. We did. We were committed to Doing it Right.

• 100% E-Logs, including owner-operators
• 67 mph versus 75 mph
• HOS compliance and audits
SOMETIMES THE HIGH ROAD IS THE HARD ROAD.

Our actions were unpopular with many drivers.

- 67 mph = 3% less capacity
- E-Logs = 7% less capacity
- HOS Compliance = 3-5% less capacity
WE ADDRESSED THE ELEPHANT IN THE ROOM.

Our in-your-face safety message was aimed at everyone.

- Employers
- Employees
- Customers
- Suppliers
- Competitors
- Regulators
Our focus on Doing It Right has cost our company money. Ouch.
OUR STRATEGY HAS PAID OFF ANYWAY.

By focusing on the most important basics, we dramatically improved our CSA scores.

Now, we’re moving on to Vehicle Maintenance and Driver Fitness.
DIRTY LAUNDRY.

We don’t hide it. We clean it.

Top 10 CSA violations (8/31/15 YTD)

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>VIOLATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speeding 11-14 mph over limit</td>
<td>22</td>
</tr>
<tr>
<td>Speeding 6-10 mph over limit</td>
<td>36</td>
</tr>
<tr>
<td>Inoperative required lamps</td>
<td>58</td>
</tr>
<tr>
<td>Flat tire/fabric exposed</td>
<td>14</td>
</tr>
<tr>
<td>Flat tire/audible air leak</td>
<td>11</td>
</tr>
<tr>
<td>Tire/tread depth less than 2/32”</td>
<td>14</td>
</tr>
<tr>
<td>Inoperative turn signal</td>
<td>14</td>
</tr>
<tr>
<td>Failure to obey traffic control device</td>
<td>16</td>
</tr>
<tr>
<td>Brake(s) out of adjustment</td>
<td>24</td>
</tr>
<tr>
<td>Speeding 15+ mph over limit</td>
<td>8</td>
</tr>
<tr>
<td>TOTAL VIOLATIONS</td>
<td>217</td>
</tr>
</tbody>
</table>

OUT OF 183,000 TRIPS
NEXT LOAD, COMING UP.
Our laundry list of Driver Fitness Violations.

Eye Glasses • Child Support • Unpaid Citations • Not Carrying CDL
Not Carrying Medical Card • Expired Medical Card
PERFORMING AT OUR BEST EVERY DAY
Process Improvements Since 2012

- Driver log audit processes upgraded to monitor compliance
- Safety lug locks installed on trailers
  - Helps prevent wheel-off events
  - Frequent calibration of shop tools implemented
- Driver bonus program implementation
  - Promotes safety culture
- Enhanced driver training and on boarding
  - Train the culture – 5 day orientation class
  - 10 - 15 days of road training
  - 90 day certification processes
- Quarterly Driver safety meetings
- Front end fill and double rear infill initiatives to reduce need for drivers to get on top of trailers
- Cross-trained the tank-wash associates to inspect tires, lights, and brakes
- Confined Space Entry Training implemented
- Fall Protection Training implemented
- OSHA Compliant Fall Protection Systems installed for tank wash, maintenance shops, and warehouse as applicable
- Standardized forklift specifications developed and implemented to insure safe equipment
- 3rd Party EHS compliance audits and monthly internal EHS audits conducted
- Rail Safety Training process developed and implemented
- Revamped Forklift Safety Training modules
- Developed and implemented Department Access Procedures (Rail Yard, Warehouse, Maintenance and Tank Wash)
- Incident Reporting Protocol Implementation
- PPE evaluations and audits
- Implemented/modified safety inspections (ladder, fall protection, forklift, etc.)
- Revamped 1st Aid/AED/CPR/BBP training and equipment programs
- Revamped Annual OSHA training
- Redeveloping OSHA Written Programs
- Implemented Emergency Drill procedures
- Responsible Care team participation
- Responsible Care Recertification
- Chemical Management Program and Awareness