# UNITED STATES <br> SECURITIES AND EXCHANGE COMMISSION <br> Washington, D.C. 20549 <br> FORM 8-K 

# CURRENT REPORT <br> Pursuant to Section 13 OR 15(d) of The Securities Exchange Act of 1934 

Date of Report (Date of earliest event reported) August 4, 2009
TRIMAS CORPORATION
(Exact name of registrant as specified in its charter)

Delaware<br>(State or other jurisdiction of incorporation)

## 001-10716

38-2687639
(Commission
File Number)
39400 Woodward Avenue, Suite 130, Bloomfield Hills, Michigan
48304
(Address of principal executive offices)
(Zip Code)
Registrant's telephone number, including area code (248) 631-5400

## Not Applicable

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

## Item 2.02 Results of Operations and Financial Condition.

TriMas Corporation (the "Corporation") issued a press release and held a teleconference on August 4, 2009, reporting its financial results for the second quarter ending June 30, 2009. A copy of the press release and teleconference visual presentation are attached hereto as exhibits and are incorporated herein by reference. The press release and teleconference visual presentation are also available on the Corporation's website at www.trimascorp.com.

The information furnished pursuant to this Item 2.02, including Exhibits 99.1 and 99.2, shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934 (the "Exchange Act") or otherwise subject to the liabilities under that Section and shall not be deemed to be incorporated by reference into any filing of the Corporation under the Securities Act of 1933 or the Exchange Act.

## Item 9.01 Financial Statements and Exhibits.

(d) Exhibits. The following exhibits are furnished herewith:

Exhibit No. Description
99.1 Press Release
99.2 The Corporation’s visual presentation titled "Second Quarter 2009 Earnings Presentation"

## 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 hereunto duly authorized.

## For more information, contact:

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## TRIMAS CORPORATION REPORTS SECOND QUARTER 2009 RESULTS Company Generated Free Cash Flow of \$23.3 million and Reduced Debt by $\$ 37.8$ million

BLOOMFIELD HILLS, Michigan, August 4, 2009 - TriMas Corporation (NYSE: TRS) today announced financial results for the quarter ended June 30, 2009. The Company reported quarterly net sales from continuing operations of $\$ 208.6$ million, a decrease of $26.2 \%$ from the second quarter of 2008 . Second quarter 2009 income from continuing operations was $\$ 9.3$ million, a $3.9 \%$ decrease from the prior year second quarter. The Company reported second quarter 2009 diluted earnings per share from continuing operations of $\$ 0.28$, in comparison to $\$ 0.29$ during the second quarter of 2008, including a ( $\$ 0.04$ ) per diluted share impact of severance and business restructuring costs in both periods and identified as "Special Items," ${ }^{(1)}$ and a $\$ 0.22$ per diluted share gain on extinguishment of debt in the second quarter 2009. The Company reduced total indebtedness, including amounts outstanding under its receivables securitization facility, by $\$ 37.8$ million compared to March 31, 2009 and by $\$ 102.0$ million compared to June 30, 2008.

## Second Quarter Business Highlights

During the second quarter of 2009, TriMas:

- Generated positive cash flow and reduced inventory levels compared to the prior quarter end in all business segments.
- Grew specialty dispensing product sales at Rieke Packaging and titanium screw sales at Monogram Aerospace, increasing content on certain aircraft.
- Opened new Lamons Sales and Service Centers in Rotterdam, The Netherlands, and Salt Lake City, Utah, to enhance service to key global customers.
- Completed integration of Cequent's Towing, Trailer and Electrical Products businesses, including a consolidated ERP system, cross-trained customer service team and centralized distribution center.
- Realigned its operating companies within five business segments as a result of recent management reporting and business consolidation changes.
"Despite the challenging market conditions across the majority of our end markets, I am pleased with the execution of our key initiatives during the second quarter," said David Wathen, TriMas President and Chief Executive Officer. "Our free cash flow to income from continuing operations conversion rate was over $200 \%$, driven by considerable reductions in working capital. All of our business segments were cash flow positive during the quarter and we reduced total debt by over $\$ 100$ million during the past year."

Wathen continued, "While we aggressively implement our cost reduction and productivity improvement initiatives across the Company, we are also allocating some resources to key growth initiatives aimed at expanding end markets and geographies. We remain focused on using our strong brands, talented teams and broad product portfolio to gain market share during this down market. These initiatives will enhance our position for the balance of 2009 and beyond."
"As we move forward over the remainder of 2009, we have not planned for any improvements in the end markets we serve, although we have seen some stabilization at these weak levels. We believe our 2009 sales levels will be down $20 \%$ to $25 \%$ in comparison to 2008, although we are expanding our efforts to drive new sales opportunities for the future. We remain focused on cash flow and available liquidity during these uncertain times, and are pleased to have again exceeded our forecast on both during the quarter. We are committed to
maintaining adequate cushion on our bank covenants, delevering TriMas and ensuring adequate liquidity for our future endeavors," Wathen concluded.

## Second Quarter Financial Results - From Continuing Operations

- TriMas reported second quarter net sales of $\$ 208.6$ million, a decrease of $26.2 \%$ in comparison to $\$ 282.8$ million in the second quarter 2008 . Sales in all five segments declined in comparison to the prior year second quarter, primarily due to reductions in volume as a result of continued weak global economic activity and reduced consumer discretionary spending. Net sales were also negatively impacted by approximately $\$ 6.7$ million due to currency exchange, as reported results in U.S. dollars were impacted by weaker foreign currencies.
- The Company reported operating profit of $\$ 15.6$ million for the second quarter 2009, a decrease of $48.5 \%$ in comparison to operating profit of $\$ 30.3$ million in the second quarter 2008.

Adjusted EBITDA ${ }^{(2)}$ for the second quarter 2009 decreased $3.2 \%$ to $\$ 38.1$ million, as compared to $\$ 39.4$ million in the second quarter 2008 . Excluding the pre-tax impact of Special Items related to severance and business restructuring charges and the gain on extinguishment of debt, second quarter 2009 Adjusted EBITDA would have been $\$ 26.8$ million, compared to $\$ 41.6$ million during the second quarter of 2008.

- Income from continuing operations for the second quarter 2009 decreased $3.9 \%$ to $\$ 9.3$ million, or $\$ 0.28$ per diluted share, compared to income from continuing operations of $\$ 9.7$ million, or $\$ 0.29$ per diluted share, in the second quarter 2008. These results include the after-tax impacts of Special Items of $\$ 1.3$ million, or ( $\$ 0.04$ ) per diluted share, and gain on extinguishment of debt of $\$ 7.3$ million, or $\$ 0.22$ per diluted share, in the second quarter of 2009 and the after-tax impact of Special Items of \$1.4 million, or (\$0.04) per diluted share, in the second quarter of 2008.
- Free Cash Flow ${ }^{(2)}$ for second quarter 2009 was $\$ 23.3$ million, driven by improvements in net working capital resulting from reduced inventory levels. All five business segments generated positive free cash flow during second quarter 2009.
- The Company continued to focus on its Profit Improvement Plan (PIP) to achieve $\$ 30$ million in cost savings during 2009. TriMas is on plan to achieve these savings in 2009 and continues to pursue additional fixed and variable cost saving actions and productivity initiatives. TriMas realized approximately $\$ 8$ million in cost reductions and incurred approximately $\$ 2$ million in charges related to its PIP during the second quarter of 2009.

TriMas ended the quarter with cash of $\$ 5.4$ million and $\$ 147.1$ million of aggregate availability under its revolving credit and receivables securitization facilities. The Company reduced total indebtedness, including amounts outstanding under its receivables securitization facility, by $\$ 37.8$ million during second quarter 2009, and by $\$ 102.0$ million as compared to June 30, 2008. TriMas ended the quarter with debt of $\$ 537.4$ million and funding under its receivables securitization facility of $\$ 10.0$ million, and reported total indebtedness of $\$ 547.4$ million. During the second quarter of 2009, the Company retired approximately $\$ 31.4$ million face value of the Company's senior subordinated notes in open market transactions for approximately $\$ 19.1$ million.

The Company does not have any significant debt maturities under its credit agreement or subordinated notes until 2012. As of June 30, 2009, the Company was in compliance with all debt covenants.

## Business Segment Results - From Continuing Operations

The Company realigned its operating companies within five business segments as a result of recent management reporting and business consolidation changes. Following this realignment, the Company reports the following
five segments: Packaging, Energy, Aerospace \& Defense, Engineered Components and Cequent. All prior year information and comparisons have been restated to reflect this change.

Packaging — (Consists of Rieke Corporation including its foreign subsidiaries of Englass, Rieke Germany and Rieke Italia; 2008 Revenue $\$ 161.3$ million)
Sales for the second quarter decreased $18.8 \%$ compared to the year ago period, due primarily to a decline in industrial closure product sales resulting from the overall economic slowdown, partially offset by an increase in specialty dispensing product sales and other new product introductions. Sales were also negatively impacted by the unfavorable effects of currency exchange. Operating profit for the quarter decreased due to the decline in industrial product sales and the unfavorable effects of currency exchange, which were partially offset by lower material costs and reduced selling, general and administrative costs associated with the Company's cost reduction plans. Operating profit as a percentage of sales improved 280 basis points compared to the second quarter of 2008. The Company continues to diversify its product offering by developing specialty dispensing product applications for growing end markets, including pharmaceutical, personal care and food/beverage markets, and expanding geographically to generate long-term growth.

## Energy - (Consists of Arrow Engine and Lamons Gasket; 2008 Revenue \$213.8 million)

Second quarter sales decreased $34.2 \%$ compared to the year ago period due to reduced demand for engines and other well-site content, resulting from a reduction in drilling activity and the deferred completion of previously drilled wells in North America and lower sales of specialty gaskets and related fastening hardware, as a result of lower levels of turn-around activity at petrochemical refineries and reduced demand from the chemical industry. Operating profit for the quarter decreased as a result of lower sales volumes and related lower absorption of fixed costs, partially offset by reductions in discretionary spending. The Company continues to launch new well-site products to complement its engine business, while continuing to expand its sales and service branch network for the specialty gasket business.

Aerospace \& Defense - (Consists of Monogram Aerospace Fasteners and NI Industries; 2008 Revenue $\$ 95.3$ million)
Sales for the second quarter decreased $15.6 \%$ compared to the year ago period due primarily to lower blind-bolt fastener sales resulting from program delays at commercial airframe manufacturers and inventory reductions at distribution customers, partially offset by sales of new products which increased the Company's content on certain aircraft. Sales in the defense business were also lower compared to the year ago period. Operating profit for the quarter decreased primarily due to lower sales volumes, partially offset by a more favorable product sales mix and reduced selling, general and administrative expenses. Operating profit as a percentage of sales improved 250 basis points compared to the second quarter of 2008. The Company continues to develop and market highly-engineered products for the aerospace market.

## Engineered Components - (Consists of DEW Technologies, Hi-Vol Products, KEO Cutters, Norris Cylinder and Richards Micro-Tool; 2008 Revenue \$126.5

 million)Second quarter sales declined $54.6 \%$ compared to the year ago period due to demand declines in the Company's industrial cylinder, precision cutting tools, specialty fittings and medical device businesses, primarily as a result of the current economic downturn. Operating profit for the quarter decreased due to lower sales volumes and lower absorption of fixed costs, which were partially offset by reduced selling, general and administrative expenses. The Company continues to develop specialty products for growing end markets such as medical and expand its international sales efforts.

## Cequent - (Consists of Cequent Performance Products, Cequent Consumer Products and Cequent Australia/Asia Pacific; 2008 Revenue $\$ 424.4$ million)

Sales decreased $19.7 \%$ for the second quarter compared to the year ago period. The Company continued to experience weak consumer demand for heavy-duty towing, trailer and electrical products, as a result of the uncertain economic conditions and reductions in consumer discretionary spending, and the unfavorable effects of currency exchange, partially offset by a slight increase in sales to the retail channel. Operating profit for the quarter declined as a result of lower sales volumes, unfavorable foreign currency exchange and lower absorption of fixed costs, partially offset by cost reductions implemented as part of the Company's Profit Improvement Plan. The segment was also negatively impacted by $\$ 2.1$ million in costs associated with the closure of its Mosinee, Wisconsin manufacturing facility and other business restructuring costs. The Company continues to aggressively reduce fixed costs, decrease working capital and leverage strong brand positions for increased market share.

For a complete schedule of Segment Sales and Operating Profit, including Special Items by segment, see page 8 of this release, "Company and Business Segment Financial Information - Continuing Operations."
${ }^{(1)}$ Appendix I details certain one-time costs, expenses and other charges, collectively described as "Special Items," that are included in the determination of net income (loss) under GAAP and are not added back to net income (loss) in determining Adjusted EBITDA, but that management would consider important in evaluating the quality of the Company's Adjusted EBITDA and operating results under GAAP.
${ }^{(2)}$ See Appendix II for reconciliation of Non-GAAP financial measure Adjusted EBITDA and Free Cash Flow to the Company's reported results of operations prepared in accordance with GAAP. Additionally, see Appendix I for additional information regarding Special Items impacting reported GAAP financial measures

## Conference Call Information

TriMas Corporation will host its second quarter 2009 earnings conference call today, Tuesday, August 4, 2009 at 10:00 a.m. EDT. The call-in number is (866) 835-8845. Participants should request to be connected to the TriMas Corporation second quarter conference call (conference ID number 1378537). The presentation that will accompany the call will be available on the Company's website at www.trimascorp.com prior to the call.

The conference call will also be web cast simultaneously on the Company's website at www.trimascorp.com. A replay of the conference call will be available on the TriMas website or by dialing (888) 211-2648 (access code 1378537) beginning August $4^{\text {th }}$ at $1: 00$ p.m. EDT through August $11^{\text {th }}$ at $11: 59$ p.m. EDT.

## Cautionary Notice Regarding Forward-looking Statements

Any "forward-looking" statements contained herein, including those relating to market conditions or the Company's financial condition and results, expense reductions, liquidity expectations, business goals and sales growth, involve risks and uncertainties, including, but not limited to, risks and uncertainties with respect to general economic and currency conditions, various conditions specific to the Company's business and industry, the Company's substantial leverage, liabilities imposed by the Company's debt instruments, market demand, competitive factors, the Company's ability to maintain compliance with the listing requirements of the New York Stock Exchange, supply constraints, material and energy costs, technology factors, litigation, government and regulatory actions, the Company's accounting policies, future trends, and other risks which are detailed in the Company's Annual Report on Form 10-K for the fiscal year ending December 31, 2008, and in the Company's Quarterly Reports on Form 10-Q. These risks and uncertainties may cause actual results to differ materially from those indicated by the forward-looking statements. All forward-looking statements made herein are based on information currently available, and the Company assumes no obligation to update any forward-looking statements.

## About TriMas

Headquartered in Bloomfield Hills, Michigan, TriMas Corporation (NYSE: TRS) provides engineered and applied products for growing markets worldwide. TriMas is organized into five strategic business segments: Packaging, Energy, Aerospace \& Defense, Engineered Components and Cequent. TriMas has approximately 4,000 employees at 70 different facilities in 11 countries. For more information, visit www.trimascorp.com.

## TriMas Corporation

## Consolidated Balance Sheet

## (Unaudited - dollars in thousands)

|  | $\begin{aligned} & \text { June 30, } \\ & 2009 \end{aligned}$ |  | $\begin{gathered} \text { December 31, } \\ 2008 \\ \hline \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: |
| Assets $\quad \square$ |  |  |  |  |
| Current assets: |  |  |  |  |
| Cash and cash equivalents | \$ | 5,360 | \$ | 3,910 |
| Receivables, net of reserves of approximately $\$ 6.4$ million and $\$ 5.7$ million as of June 30, 2009 and December 31, 2008, respectively |  | 111,880 |  | 104,760 |
| Inventories |  | 151,080 |  | 188,950 |
| Deferred income taxes |  | 16,970 |  | 16,970 |
| Prepaid expenses and other current assets |  | 5,280 |  | 7,430 |
| Assets of discontinued operations held for sale |  | 2,840 |  | 26,200 |
| Total current assets |  | 293,410 |  | 348,220 |
| Property and equipment, net |  | 172,070 |  | 181,570 |
| Goodwill |  | 195,610 |  | 202,280 |
| Other intangibles, net |  | 172,030 |  | 178,880 |
| Other assets |  | 15,690 |  | 19,270 |
| Total assets | \$ | 848,810 | \$ | 930,220 |

## Liabilities and Shareholders' Equity

| Current liabilities: |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Current maturities, long-term debt | \$ | 8,880 | \$ | 10,360 |
| Accounts payable |  | 90,520 |  | 111,810 |
| Accrued liabilities |  | 67,000 |  | 66,340 |
| Liabilities of discontinued operations |  | 880 |  | 1,340 |
| Total current liabilities |  | 167,280 |  | 189,850 |
| Long-term debt |  | 528,470 |  | 599,580 |
| Deferred income taxes |  | 43,200 |  | 51,650 |
| Other long-term liabilities |  | 44,970 |  | 34,240 |
| Total liabilities |  | 783,920 |  | 875,320 |
| Preferred stock \$0.01 par: Authorized 100,000,000 shares; Issued and outstanding: None |  | - |  | - |

June 30, 2009 and 33,620,410 shares at December 31, 2008

| Paid-in capital | 527,190 |  | 527,000 |  |
| :---: | :---: | :---: | :---: | :---: |
| Accumulated deficit |  | $(504,850)$ |  | $(510,160)$ |
| Accumulated other comprehensive income |  | 42,220 |  | 37,730 |
| Total shareholders' equity |  | 64,890 |  | 54,900 |
| Total liabilities and shareholders' equity | \$ | 848,810 | \$ | 930,220 |

TriMas Corporation
Consolidated Statement of Operations
(Unaudited - dollars in thousands, except for share amounts)

|  | Three months endedJune 30, |  |  |  | Six months endedJune 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Net sales | \$ | 208,650 | \$ | 282,840 | \$ | 411,360 | \$ | 547,430 |
| Cost of sales |  | $(159,040)$ |  | $(206,820)$ |  | $(315,910)$ |  | $(401,480)$ |
| Gross profit |  | 49,610 |  | 76,020 |  | 95,450 |  | 145,950 |
| Selling, general and administrative expenses |  | $(34,110)$ |  | $(45,580)$ |  | $(75,650)$ |  | $(87,580)$ |
| Gain (loss) on dispositions of property and equipment |  | 120 |  | (120) |  | 160 |  | (210) |
| Operating profit |  | 15,620 |  | 30,320 |  | 19,960 |  | 58,160 |
| Other income (expense), net: |  |  |  |  |  |  |  |  |
| Interest expense |  | $(11,310)$ |  | $(13,880)$ |  | $(23,800)$ |  | $(28,590)$ |
| Gain on extinguishment of debt |  | 11,760 |  | - |  | 27,070 |  | - |
| Other, net |  | (820) |  | $(1,340)$ |  | $(1,520)$ |  | $(2,530)$ |
| Other income (expense), net |  | (370) |  | $(15,220)$ |  | 1,750 |  | $(31,120)$ |
|  |  |  |  |  |  |  |  |  |
| Income from continuing operations before income tax expense |  | 15,250 |  | 15,100 |  | 21,710 |  | 27,040 |
| Income tax expense |  | (5,940) |  | $(5,410)$ |  | $(8,340)$ |  | (9,740) |
| Income from continuing operations |  | 9,310 |  | 9,690 |  | 13,370 |  | 17,300 |
| Income (loss) from discontinued operations, net of income tax benefit (expense) |  | (320) |  | (240) |  | $(8,060)$ |  | 20 |
| Net income | \$ | 8,990 | \$ | 9,450 | \$ | 5,310 | \$ | $\underline{17,320}$ |
|  |  |  |  |  |  |  |  |  |
| Earnings per share - basic: |  |  |  |  |  |  |  |  |
| Continuing operations | \$ | 0.28 | \$ | 0.29 | \$ | 0.40 | \$ | 0.51 |
| Discontinued operations, net of income tax benefit (expense) |  | (0.01) |  | (0.01) |  | (0.24) |  | - |
|  |  |  |  |  |  |  |  |  |
| Net income per share | \$ | 0.27 | \$ | 0.28 | \$ | 0.16 | \$ | 0.51 |
|  |  |  |  |  |  |  |  |  |
| Weighted average common shares - basic |  | 33,485,317 |  | 33,409,500 |  | 33,472,481 |  | 33,409,500 |
|  |  |  |  |  |  |  |  |  |
| Earnings per share - diluted: |  |  |  |  |  |  |  |  |
| Continuing operations | \$ | 0.28 | \$ | 0.29 | \$ | 0.40 | \$ | 0.51 |
| Discontinued operations, net of income tax benefit (expense) |  | (0.01) |  | (0.01) |  | (0.24) |  | - |
| Net income per share | \$ | 0.27 | \$ | 0.28 | \$ | 0.16 | \$ | 0.51 |
| Weighted average common shares - diluted |  | 33,656,242 |  | 33,445,067 |  | 33,532,477 |  | 33,448,155 |

7

## TriMas Corporation

## Company and Business Segment Financial Information

## Continuing Operations

## (Unaudited - dollars in thousands)

|  | Three months ended June 30, |  |  |  | Six months endedJune 30 , |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Packaging |  |  |  |  |  |  |  |  |
| Net sales | \$ | 36,150 | \$ | 44,520 | \$ | 66,400 | \$ | 85,560 |
| Operating profit | \$ | 8,830 | \$ | 9,620 | \$ | 14,230 | \$ | 18,230 |
| Operating profit as a \% of sales |  | 24.4\% |  | 21.6\% |  | 21.4\% |  | 21.3\% |
| Energy |  |  |  |  |  |  |  |  |
| Net sales | \$ | 34,990 | \$ | 53,160 | \$ | 75,260 | \$ | 101,960 |
| Operating profit | \$ | 2,660 | \$ | 8,590 | \$ | 6,180 | \$ | 16,500 |
| Operating profit as a \% of sales |  | 7.6\% |  | 16.2\% |  | 8.2\% |  | 16.2\% |

Special Items to consider in evaluating operating profit:

| - Severance and business restructuring costs | \$ | - | \$ | (320) | \$ | (200) | \$ | (320) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Excluding Special Items, operating profit would have been: | \$ | 2,660 | \$ | 8,910 | \$ | 6,380 | \$ | 16,820 |
| Aerospace \& Defense |  |  |  |  |  |  |  |  |
| Net sales | \$ | 18,270 | \$ | 21,640 | \$ | 40,470 | \$ | 41,220 |
| Operating profit | \$ | 6,410 | \$ | 7,050 | \$ | 13,220 | \$ | 13,590 |
| Operating profit as a \% of sales |  | 35.1\% |  | 32.6\% |  | 32.7\% |  | 33.0\% |
| Special Items to consider in evaluating operating profit: |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | (20) | \$ | (130) | \$ | (130) | \$ | (130) |
| Excluding Special Items, operating profit would have been: | \$ | 6,430 | \$ | 7,180 | \$ | 13,350 | \$ | 13,720 |
| Engineered Components |  |  |  |  |  |  |  |  |
| Net sales | \$ | 15,700 | \$ | 34,580 | \$ | 35,240 | \$ | 68,470 |
| Operating profit (loss) | \$ | (470) | \$ | 4,430 | \$ | (950) | \$ | 9,050 |
| Operating profit (loss) as a \% of sales |  | -3.0\% |  | 12.8\% |  | -2.7\% |  | 13.2\% |
| Special Items to consider in evaluating operating profit (loss): |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | (10) | \$ | (230) | \$ | (170) | \$ | (230) |
| Excluding Special Items, operating profit (loss) would have been: | \$ | (460) | \$ | 4,660 | \$ | (780) | \$ | 9,280 |
| Cequent |  |  |  |  |  |  |  |  |
| Net sales | \$ | 103,540 | \$ | 128,940 | \$ | 193,990 | \$ | 250,220 |
| Operating profit (loss) | \$ | 2,890 | \$ | 8,550 | \$ | (460) | \$ | 13,930 |
| Operating profit (loss) as a \% of sales |  | 2.8\% |  | 6.6\% |  | -0.2\% |  | 5.6\% |
| Special Items to consider in evaluating operating profit (loss): |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | $(2,120)$ | \$ | - | \$ | $(5,460)$ | \$ | - |
| Excluding Special Items, operating profit would have been: | \$ | 5,010 | \$ | 8,550 | \$ | 5,000 | \$ | 13,930 |
| Corporate Expenses | \$ | $(4,700)$ | \$ | $(7,920)$ | \$ | $(12,260)$ | \$ | $(13,140)$ |
| Special Items to consider in evaluating corporate expenses: |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | - | \$ | $(1,580)$ | \$ | $(2,940)$ | \$ | $(1,580)$ |
| Excluding Special Items, corporate expenses would have been: | \$ | $(4,700)$ | \$ | $(6,340)$ | \$ | $(9,320)$ | \$ | $(11,560)$ |
| Total Company |  |  |  |  |  |  |  |  |
| Net sales | \$ | 208,650 | \$ | 282,840 | \$ | 411,360 | \$ | 547,430 |
| Operating profit | \$ | 15,620 | \$ | 30,320 | \$ | 19,960 | \$ | 58,160 |
| Operating profit as a \% of sales |  | 7.5\% |  | 10.7\% |  | 4.9\% |  | 10.6\% |
| Total Special Items to consider in evaluating operating profit: | \$ | $(2,150)$ | \$ | $(2,260)$ | \$ | $(8,900)$ | \$ | $(2,260)$ |
| Excluding Special Items, operating profit would have been: | \$ | 17,770 | \$ | 32,580 | \$ | 28,860 | \$ | 60,420 |
| Other Data: |  |  |  |  |  |  |  |  |
| - Depreciation and amortization | \$ | 11,070 | \$ | 10,350 | \$ | 21,480 | \$ | 20,500 |
| - Interest expense | \$ | 11,310 | \$ | 13,880 | \$ | 23,800 | \$ | 28,590 |
| - Gain on extinguishment of debt, net | \$ | 11,760 | \$ | - | \$ | 27,070 | \$ | - |
| - Other expense, net | \$ | 820 | \$ | 1,340 | \$ | 1,520 | \$ | 2,530 |

## Appendix I

## TriMas Corporation

## Additional Information Regarding Special Items Impacting Reported GAAP Financial Measures (Unaudited)

| (dollars in thousands, except per share amounts) | Three months ended June 30, 2009 |  |  |  | Three months ended June 30, 2008 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Income |  | EPS |  | Income |  | EPS |  |
| Income and EPS from continuing operations, as reported | \$ | 9,310 | \$ | 0.28 | \$ | 9,690 | \$ | 0.29 |


| After-tax impact of Special Items to consider in evaluating quality of income and |
| :--- |
| EPS from continuing operations: <br> Severance and business restructuring costs |


| After-tax impact of gain on extinguishment of debt | 7,310 |  | 0.22 |  | - |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Excluding Special Items and gain on extinguishment of debt, income and EPS from continuing operations would have been | \$ | 3,340 | \$ | 0.10 | \$ | 11,130 | \$ | 0.33 |
| Weighted-average shares outstanding at June 30, 2009 and 2008 |  |  |  | ,242 |  |  |  | ,067 |
|  | Six months endedJune 30, 2009 |  |  |  | Six months ended June 30, 2008 |  |  |  |
| (dollars in thousands, except per share amounts) | Income |  | EPS |  | Income |  | EPS |  |
| Income and EPS from continuing operations, as reported | \$ | 13,370 | \$ | 0.40 | \$ | 17,300 | \$ | 0.51 |
| After-tax impact of Special Items to consider in evaluating quality of income and EPS from continuing operations: |  |  |  |  |  |  |  |  |
| Severance and business restructuring costs |  | $(5,540)$ |  | (0.17) |  | $(1,440)$ |  | (0.04) |
| Excluding Special Items, income and EPS from continuing operations would have been | \$ | 18,910 | \$ | 0.57 | \$ | 18,740 | \$ | 0.55 |
| After-tax impact of gain on extinguishment of debt |  | 16,840 |  | 0.50 |  | - | - |  |
| Excluding Special Items and gain on extinguishment of debt, income and EPS from continuing operations would have been | \$ | 2,070 | \$ | 0.07 | \$ | 18,740 | \$ | 0.55 |
| Weighted-average shares outstanding at June 30, 2009 and 2008 |  |  | 33,532,477 |  | 33,448,155 |  |  |  |

9

Appendix I (cont.)

|  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | ms Impa es |  |  |  |  |  |  |
|  | Three months ended June 30, |  |  |  | Six months ended June 30, |  |  |  |
|  | 2009 |  | 2008 |  |  |  | 2008 |  |
| Operating profit from continuing operations, as reported | \$ | 15,620 | \$ | 30,320 | \$ | 19,960 | \$ | 58,160 |
| Special Items to consider in evaluating quality of earnings: |  |  |  |  |  |  |  |  |
| Severance and business restructuring costs | \$ | $(2,150)$ | \$ | $(2,260)$ | \$ | $(8,900)$ | \$ | $(2,260)$ |
| Excluding Special Items, operating profit from continuing operations would have been | \$ | 17,770 | \$ | 32,580 | \$ | 28,860 | \$ | 60,420 |
|  |  | ee months | nde | e 30, | $\frac{\text { Six months ended June 30, }}{2009}$ |  |  |  |
| (dollars in thousands) | 2009 |  | 2008 |  |  |  |  |  |
| Adjusted EBITDA from continuing operations, as reported | \$ | 38,100 | \$ | 39,360 | \$ | 67,970 | \$ | 76,140 |
| Special Items to consider in evaluating quality of earnings: |  |  |  |  |  |  |  |  |
| Severance and business restructuring costs | \$ | (980) | \$ | $(2,260)$ | \$ | $(7,240)$ | \$ | $(2,260)$ |
| Excluding Special Items, Adjusted EBITDA from continuing operations would have been | \$ | 39,080 | \$ | 41,620 | \$ | $\underline{75,210}$ | \$ | 78,400 |
| Gross gain on extinguishment of debt | \$ | 12,240 | \$ | - | \$ | 28,060 | \$ | - |
| Excluding Special Items and gain on extinguishment of debt, Adjusted EBITDA from continuing operations would have been | \$ | 26,840 | \$ | 41,620 | \$ | 47,150 | \$ | 78,400 |

## Appendix II

| (dollars in thousands) | Three months endedJune 30, |  |  |  | Six months ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Net income | \$ | 8,990 | \$ | 9,450 | \$ | 5,310 | \$ | 17,320 |
| Income tax expense |  | 5,720 |  | 5,270 |  | 3,230 |  | 9,750 |
| Interest expense |  | 11,590 |  | 13,930 |  | 24,120 |  | 28,690 |
| Debt extinguishment costs |  | 480 |  | - |  | 990 |  | - |
| Depreciation and amortization |  | 11,070 |  | 10,950 |  | 22,830 |  | 21,700 |
|  |  |  |  |  |  |  |  |  |
| Adjusted EBITDA, total company |  | 37,850 |  | 39,600 |  | 56,480 |  | 77,460 |
|  |  |  |  |  |  |  |  |  |
| Adjusted EBITDA, discontinued operations |  | (250) |  | 240 |  | $(11,490)$ |  | 1,320 |
|  |  |  |  |  |  |  |  |  |
| Adjusted EBITDA, continuing operations | \$ | 38,100 | \$ | 39,360 | \$ | 67,970 | \$ | 76,140 |
| Special Items |  | 980 |  | 2,260 |  | 7,240 |  | 2,260 |
| Non-cash gross gain on extinguishment of debt |  | $(12,240)$ |  | - |  | $(28,060)$ |  | - |
| Cash interest |  | $(17,060)$ |  | $(21,170)$ |  | $(21,830)$ |  | $(27,100)$ |
| Cash taxes |  | $(1,870)$ |  | $(2,940)$ |  | $(4,310)$ |  | $(5,330)$ |
| Capital expenditures |  | $(3,140)$ |  | $(7,120)$ |  | $(6,420)$ |  | $(13,170)$ |
| Changes in operating working capital |  | 18,790 |  | 18,740 |  | 21,090 |  | $(12,630)$ |
| Free Cash Flow from operations before Special Items |  | 23,560 |  | 29,130 |  | 35,680 |  | 20,170 |
| Cash paid for Special Items |  | $(2,020)$ |  | (340) |  | $(4,440)$ |  | (340) |
| Net proceeds from sale of business and other assets |  | 1,740 |  | 340 |  | 22,420 |  | 340 |
| Free Cash Flow | \$ | 23,280 | \$ | 29,130 | \$ | 53,660 | \$ | 20,170 |

[^0]

## Second Quarter 2009 Earnings Presentation

August 4, 2009

## Safe Harbor Statement

Any "forward-looking" statements contained herein, including those relating to market conditions or the Company's financial condition and results, expense reductions, liquidity expectations, business goals and sales growth, involve risks and uncertainties, including, but not limited to, risks and uncertainties with respect to general economic and currency conditions, various conditions specific to the Company's business and industry, the Company's substantial leverage, liabilities imposed by the Company's debt instruments, market demand, competitive factors, the Company's ability to maintain compliance with the listing requirements of the New York Stock Exchange, supply constraints, material and energy costs, technology factors, litigation, government and regulatory actions, the Company's accounting policies, future trends, and other risks which are detailed in the Company's Annual Report on Form 10-K for the fiscal year ending December 31, 2008, and in the Company's Quarterly Reports on Form 10-Q. These risks and uncertainties may cause actual results to differ materially from those indicated by the forward-looking statements. All forward-looking statements made herein are based on information currently available, and the Company assumes no obligation to update any forward-looking statements.

## Agenda

> Opening Remarks
Second Quarter 2009 Financial Highlights
Key Initiatives
$>$ Segment Highlights
> Summary
> Questions and Answers
> Appendix

## Second Quarter Opening Remarks

> Sequential improvement vs. Q1 2009
$>$ All segments cash flow positive
> Continued debt reduction
> Businesses holding or gaining share
> New, structured business processes showing results

## TriMas Priorities


> Drive operating profit improvement

- Best cost producer strategy
> Effectively manage the balance sheet
- Pay-down debt
- Maintain liquidity cushion
- Deploy capital prudently

Focus capital on profitable strategic growth

- Aerospace, specialty packaging, medical, energy and geographic expansion

Executing on what we control.

## TriMas Business Process



Strategic Planning Process - Strategic Aspirations
, Double-digit top and bottom-line growth
> $3 \%$ to $5 \%$ of total productivity gains annually

- Continued investment in growth programs
> Increased percentage of non-U.S. revenues
> On-going improvement in capital turns and all cycle times
- Leverage ratio target of 2.0 x


# New Incentive System Measurement Criteria 

## SBU Incentive Factors

## Corporate Incentive Factors

> Sales / Operating Profit
> Liquidity / Leverage Ratio
> EPS
> Return on Tangible Assets
> Personal Objectives


## TriMas <br> CORPORATION

## Second Quarter Summary

| (from continuing operations) | Q2 2009 |  | Q2 2008 |  | \% Chg |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | \$ | 208.6 | \$ | 282.8 | -26.2\% |
| Adjusted EBITDA ${ }^{(1)}$ | \$ | 38.1 | \$ | 39.4 | -3.2\% |
| Excl. Special Items, ${ }^{(1)}$ Adj EBITDA would have been: | \$ | 39.1 | \$ | 416 | -6.1\% |
| Excl. Special Ifems ${ }^{\text {(t) }}$ and debt extinguishment gain, Adj EBITDA would have been: | \$ | 26.8 | \$ | 416 | -35.5\% |
| Income | \$ | 9.3 | \$ | 9.7 | -3.9\% |
| Excl. Special Items, (1) income would have been: | \$ | 10.7 | \$ | 111 | -4.3\% |
| Excl. Special Items (t) and debt extinguishment gain, income would have been: | \$ | 3.3 | \$ | 111 | -70.0\% |
| Diluted earnings per share | \$ | 0.28 | \$ | 0.29 | -3.4\% |
| Excl. Special Items, ${ }^{\text {(1) }}$ diluted EPS would have been: | \$ | 0.32 | s | 0.33 | -3.0\% |
| Excl. Special Items (t) and debt extinguishment gain, diluted EPS would have been: | \$ | 0.10 | \$ | 0.33 | -69.7\% |
| Free Cash Flow ${ }^{(1)}$ | \$ | 23.3 | \$ | 29.1 | -20.1\% |
| Debt and A/R Securitization | \$ | 547.4 | \$ | 649.4 | -15.7\% |

. Weak global economy continues to impact the majority of end markets - sales lower than expected

- Focus on cost reduction and productivity efforts to offset sales volume declines
- Best deployment of capital was to retire debt - retired $\$ 31.4$ million face value of notes for approximately $\$ 19.1$ million
- Reduced total indebtedness by $\$ 102.0$ million compared to June 30,2008
. Solid Free Cash Flow resulting from improvements in net working capital


## Q2 2009 vs. Q1 2009

(\$ in milions, except EPS)

| (from continuing operations) | Q2 2009 |  | Q1 2009 |  | \% Chg |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | S | 208.6 | S | 202.7 | 2.9\% |
| Gross Margin | \$ | 49.6 | \$ | 45.8 | 8.2\% |
| Gross margin as a percent of revenue: |  | 23.8\% |  | 22.6\% |  |
| Adjusted EBITDA ${ }^{(1)}$ | \$ | 38.1 | \$ | 29.9 | 27.6\% |
| Excl. Special Items, ${ }^{(1)}$ Adjusted EBITDA would have been: | \$ | 39.1 | \$ | 36.1 | 8.2\% |
| Excl. Special Items ${ }^{(7)}$ and debt extinguishment gain, Adjusted EBITDA would have been: | \$ | 26.8 | \$ | 20.3 | 32.2\% |
| Free Cash Flow ${ }^{(1)}$ | \$ | 23.3 | \$ | 31.7 | -26.7\% |
| Operating Working Capital | \$ | 154.3 | \$ | 173.1 | -10.9\% |
| Total Debt + ARR Securitization | \$ | 547.4 | \$ | 585.2 | -6.5\% |
| Interest Expense | \$ | 11.3 | \$ | 12.5 | -9.4\% |

- Improved gross profit margin by 120 basis points and Adjusted EBITDA margin (excl. Special Items and gain) by 280 basis points with a slight revenue increase
- Driven by lower material costs and SG\&A cost reductions
- Decrease in working capital resulting from reduced inventories
- Reduced total indebtedness by nearly $\$ 37.8$ million and quarterly interest expense by $\$ 1.2$ million

[^1]Key Initiatives

## Profit and Productivity Improvements

Tactics Employed:

- Fixed cost headcount reductions
- Salaried hiring freeze
- Merit deferrals
- Mandatory 4-day work weeks
- Required weeks off without pay
- Acceleration of plant consolidations and moves to low-cost countries
- Consolidation of distribution facilities
- Employee health care contribution increase
- Travel freeze
- Aggressive reductions in discretionary spending
- Negotiated reductions from vendors and suppliers
- Cancelled supplier orders


## Working Capital Improvements

Operating Working Capital


## Tactics Employed:

> Cycle time improvements
> External expertise
> Statistical demand forecasting
> Ordering patterns
> Supply chain changes
> Supplier improvements
> SKU rationalization
> Distribution consolidation

Continued lean initiatives will drive permanent process change and working capital reductions.

## Debt Reduction

( $\$$ in millions)
Total Debt (incl. A/R Securitization) and Quarterly Interest Expense


- Reduced total indebtedness, including amounts on A/R securitization facility, by $\$ 37.8$ and $\$ 102.0$ million versus $3 / 31 / 09$ and $6 / 30 / 08$, respectively
- As of June 30, 2009, TriMas had $\$ 152.5$ million of cash and available liquidity under its revolving credit and receivables securitization facility
, Leverage ratio of $3.81 \times$ compared to a debt covenant ratio of 5.0 x
, Total weighted average cost of credit facility borrowings decreased from $5.2 \%$ to $3.9 \%$ year over year
- No significant debt maturities until 2012


## Strong Cash Flow



## Tactics Employed:

> Reduce working capital
> Manage capital expenditures

- Currently at 50\% of 2008 level through June
- Yet still investing in key growth initiatives
Reduce interest costs
- Retirement of debt
- Cost of debt
$>$ Dispose of non-core assets
- Non-strategically aligned businesses
- Non-performing assets (facilities)


## Key Initiatives Summary - 2009

## Initiative <br> PIP cost savings (realized in '09)

Cash interest reduction

Working capital reduction

Capex reduction

Other (dispositions of non-core assets)
Free cash flow ${ }^{(1)}$

Targeting a minimum of $0.4 x$ covenant cushion for the remainder of 2009.

## Second Quarter Segment Highlights

[
Packaging
(\$ in millions)


Results:

- Sales decreased due to lower industrial closure sales and the unfavorable effects of currency exchange
- Partially offset by an increase in specialty dispensing sales
- Adjusted EBITDA and operating profit declined in line with lower sales and the negative impact of currency exchange, partially offset by reduced SG\&A expenses
- Margin percentages increased due to lower material costs and reduced SG\&A


Key Initiatives:

- Target specialty dispensing products into higher growth end markets (pharmaceutical, food/beverage \& personal care)
- Increase geographic coverage efforts in Europe \& Southeast Asia
- Reduce costs
- Restructure Europe
- Rieke Italia profit improvement initiatives
-China at "full capacity"


Energy
(\$ in millions)


${ }^{\text {ch }}$ Adjusted EBITDA and Operating Proft exciuse 'Special Items' for each period. A detaled schedvie of Special tems, as wel as the Reconoilaton of Non GMAP Measure
Adjusted EBITDA and Free Cash Flow, are provised in the Appendia

## Results:

- Sales decreased due to reduced demand for engines and other well-site content, as well as lower sales of specialty gaskets and related fastening hardware
- Negative conversion resulted due to lower absorption of fixed costs, partially offset by reductions in discretionary spending
- Still generated positive free cash flow for the quarter



## Key Initiatives:

- Expand complementary product lines at well-site
- Gas production equipment including compressors, metering, instrumentation \& other welded assemblies
- Expand gasket business with major customers into Southeast Asia, Europe and South America
- Opened Rotterdam and Salt Lake City sales and service centers
- Reduce inventory by implementing Lean initiatives
, Continue to reduce costs

(\$ in millions)
 Adusted EESTOK and Free Cash Flow, are prowided in tre Appendix


## Results:

- Sales decreased primarily due to lower blind-bolt sales resulting from commercial airframe manufacturers program delays and inventory reductions at distribution customers
- Partially offset by new product sales, increasing content on certain aircraft
- Sales in defense business also declined
- Operating profit as a percentage of sales improved due to a more favorable sales mix and reduced SG\&A costs


## Key Initiatives:

- Expand aerospace fastener product lines to increase content and applications per aircraft
- Implement Lean initiatives to drive lower working capital and reduced costs
, Leverage existing relationships with defense customers to find incremental sales opportunities



## Results:

- Sales declined due to reduced demand in industrial cylinder, precision cutting tools and specialty fittings businesses, primarily as a result of current economic downturn
- Adjusted EBITDA and operating profit decreased due to lower sales volumes and lower absorption of fixed costs, partially offset by reduced SG\&A expenses
- Still generated positive free cash flow for the quarter


## DEWTEC

## Key Initiatives:

> Develop specialty products for medical components and tooling markets

- Continue to expand geographic use and design/use of cylinders - modifications to specs and new certifications
- Leverage capabilities across industrial and medical businesses through integration of management and consistent processes
> Continue to reduce costs and working capital to reflect current/expected demand


Cequent


## Results:

- Sales decreased due to continued weak demand in end markets resulting from continued pressures on consumer discretionary spending and credit availability, combined with unfavorable impact of a weaker Australian dollar
- Sales to the Retail channel increased slightly
- Adjusted EBITDA and operating profit decreased due to decline in sales, the unfavorable impact of currency exchange and the lower absorption of fixed costs, partially offset by cost reductions
, Improvements in working capital (\$ and \%) drove significant cash flow during the quarter

Key Initiatives:
, Continue to mitigate decline in end markets by leveraging strong brand names for additional market share and cross-selling product portfolio

- Grow geographically in Southeast Asia and Australia with local and global product content
, Aggressively reduce fixed costs and overall spend
- Integrate separate businesses and consolidate locations
- Rationalize SKU's and improve process
, Reduce capital requirements PARKSIDE


## Summary

## TriMas Priorities


> Drive operating profit improvement

- Best cost producer strategy
> Effectively manage the balance sheet
- Pay-down debt
- Maintain liquidity cushion
- Deploy capital prudently

Focus capital on profitable strategic growth

- Aerospace, specialty packaging, medical, energy and geographic expansion



# TriMAS <br> C O R P ORATION 

Questions \& Answers


## TriMas <br> C O R P ORATION

## TriMas Vision

## We provide engineered and applied products that customers in growing markets need and value. We build and run agile businesses that provide high returns on capital.

## Operating Principles:

> Securing our position as the best cost producer
> Building a sustainable competitive advantage

- Acting with high speed in all aspects of business - best cycle times in every activity
> Thoughtfully allocating resources for:
- New products in growing end markets
- Geographic expansion
- Cost-out and productivity projects
- Bolt-on acquisitions that provide enhanced growth and returns

Leveraging the benefits of being a billion dollar company, while retaining agility in our SBUs
$>$ Being a great place to work

## Q2 2009 Statement of Operations



## Q2 2009 Balance Sheet

(Unaudited, \$ in thousands)

| thousands) | June 30, 2009 |  | $\begin{gathered} \text { December 31, } \\ 2008 \\ \hline \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: |
| Assets |  |  |  |  |
| Current assets: |  |  |  |  |
| Cash and cash equivalents | \$ | 5,360 | \$ | 3,910 |
| Receivables, net |  | 111,880 |  | 104,760 |
| Inventories |  | 151,080 |  | 188,950 |
| Deferred income taxes. |  | 16,970 |  | 16,970 |
| Prepaid expenses and other current assets |  | 5,280 |  | 7,430 |
| Assets of discontinued operations held for sale |  | 2,840 |  | 26,200 |
| Total current assets |  | 293,410 |  | 348,220 |
| Property and equipment, net |  | 172,070 |  | 181,570 |
| Goodwill.. |  | 195,610 |  | 202,280 |
| Other intangbles, net. |  | 172,030 |  | 178,880 |
| Other assets |  | 15,690 |  | 19,270 |
| Total assets. | \$ | 848,810 | 5 | 930,220 |
| Llabilities and Shareholders' Equity |  |  |  |  |
| Current liabilities: |  |  |  |  |
| Current maturities, long-term debt | \$ | 8,880 | \$ | 10,360 |
| Accounts payable. |  | 90,520 |  | 111,810 |
| Accrued liabilities |  | 67,000 |  | 68,340 |
| Liabilities of discontinued operations |  | 880 |  | 1,340 |
| Total current liabilities |  | 167,280 |  | 189,850 |
| Long-term debt |  | 528,470 |  | 599,580 |
| Deferred income taxes |  | 43,200 |  | 51,650 |
| Other long-term liabilities |  | 44,970 |  | 34,240 |
| Total liabilities. |  | 783,920 |  | 875,320 |
| Total shareholders' equity. |  | 64,890 |  | 54,900 |
| Total liabilities and shareholders' equity ................................ | \$ | 848,810 | 5 | 930,220 |

## Debt Reduction

(\$ in thousands)

|  | June 30,$2009$ |  | $\begin{gathered} \text { December 31, } \\ 2008 \end{gathered}$ |  | June 30, 2008 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Cash and Cash Equivalents............................ | \$ | 5,360 | \$ | 3,910 | \$ | 6,860 |
| Senior Secured Bank Debt.............................. |  | 271,260 |  | 280,800 |  | 279,360 |
| 9.875\% Senior Sub Notes due 2012................... |  | 266,090 |  | 329,140 |  | 337,040 |
| Total Debt............................................... | \$ | 537,350 | \$ | 609,940 | \$ | 616,400 |
| Memo: A/R Securitization................................. | \$ | 10,000 | \$ | 20,000 | \$ | 32,980 |
| Total Debt + A/R Securitization..................... | \$ | 547,350 | \$ | 629,940 | s | 649,380 |
| Key Ratios: |  |  |  |  |  |  |
| Bank LTM EBITDA....................................... | \$ | 143,600 | \$ | 151,570 | \$ | 152,810 |
| Interest Coverage Ratio.................................. |  | 2.94x |  | 2.74x |  | 2.54x |
| Leverage Ratio............................................ |  | 3.81x |  | 4.16x |  | 4.25x |
| Bank Covenants: |  |  |  |  |  |  |
| Interest Coverage Ratio. |  | 2.10x |  | 2.00x |  | 1.90x |
| Leverage Ratio...... |  | 5.00x |  | 5.00x |  | 5.25x |


| - | Reduced total indebtedness, including amounts on A/R securitization facility, by $\$ 37.8$ and $\$ 102.0$ million versus 3/31/09 and 6/30/08, respectively |
| :---: | :---: |
| , | Leverage ratio of 3.81x compared to a debt covenant ratio of 5.0 x |
| , | Total weighted average cost of credit facility borrowings decreased from 5.2\% to 3.9\% |
|  | No significant debt maturities until 2012 |

# Reconciliation of Non-GAAP Measures Adjusted EBITDA ${ }^{(1)}$ and Free Cash 

(Unaudited)

## (dollars in thousands)

Net income
Income tax expense.
Interest expense.


| Six months ended June 30, |  |  |  |
| :---: | :---: | :---: | :---: |
| 2009 |  | 2008 |  |
| \$ | 5,310 | \$ | 17,320 |
|  | 3.230 |  | 9,750 |
|  | 24,120 |  | 28,690 |
|  | 990 |  | - |
|  | 22,830 |  | 21,700 |
|  | 56,480 |  | 77.460 |
|  | $(11,490)$ |  | 1,320 |
| \$ | 67,970 | s | 76,140 |
|  | 7,240 |  | 2,260 |
|  | $(28,060)$ |  | - |
|  | $(21,830)$ |  | $(27,100)$ |
|  | $(4,310)$ |  | $(5,330)$ |
|  | $(6,420)$ |  | $(13,170)$ |
|  | 21,090 |  | $(12,630)$ |
|  | 35,680 |  | 20,170 |
|  | $(4.440)$ |  | (340) |
|  | 22.420 |  | 340 |
| \$ | 53,660 | \$ | 20,170 |

IThe Company defines Adfusted EBITDA as net income (loss) before cumulative effect of accounting change, interest, taxes, depreciation, amorfization, non-cash assef and goodvill impairment write-offs, and non-cash losses on sale-leaseback of property and equipment. Lease expense and non-tecurring charges are included in Adjusted EBITDA and include both cash and non-cash charges related to restructuring and integration expenses. In evaluating our business, management considers and uses Adjusted EBiTDA as a key indicator of financial operating performance and as a measure of cash generating capability. Management believes this measure is useful as an analytical indicator of leverage capacity and debt servicing abilty, and uses it to measure financial performance as well as for planning purposes. However, Adjusted EBITDA should not be considered as an alternative to net income, cash flow from operating activities or any other measures calculated in accordance with U.S. GAAP, or as an indicator of operating performance. The definition of Adjusted EBITDA used here may differ from that used by other companies.
${ }^{\text {ar }}$ The Company defines Free Cash Flow as Adjusted EBITDA from continuing operations, plus Special Hems and net proceeds from sale of businesses, less cash paid for interest, taxes and Special llems, capilal expendmures, changes in operating working capital and non-cash (gains) losses on debt extinguishment. As detaled in Appendix 1 , for puiposes of determining Free Cash Flow, Special ltems, net, include those one-time costs, expenses and other charges incurred on a cash basis that are included in the determination of net income (loss) under GAAP and are not added back to net income (loss) in determining Adjusted EBITDA, but that management would consider important in evaluating the quality of the Company's Free Cash Flow, as defined.

## Additional Information Regarding Special Items Impacting Reported GAAP Financial Measures

| (dollars in thousands, except per share amounts) | Three months ended June 30, 2009 |  |  |  | Three months ended June 30, 2008 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Income |  | EPS |  | Income |  | EP |  |
| Income and EPS from continuing operations, as reported. | 5 | 9.310 | \$ | 0.28 | \$ | 9.690 | \$ | 0.29 |
| After-tax impact of Special hems to consider in evaluating quality of income and EPS from continuing operations: <br> Severance and business restructuring costs. |  | $(1,340)$ |  | (0.04) |  | (1,440) |  | (0.04) |
| Excluding Special Items, income and EPS from continuing operations would have been. | 5 | 10,650 | \$ | 0.32 | \$ | 11.130 | 5 | 0.33 |
| Aher tax impact of gain on extonguishment of debt. |  | 7.310 |  | 0.22 |  | . |  | . |
| Excluding Special thems and gain on extingulshment of debt, income and ES from continuing operations would have been. | \$ | 3,340 | \$ | 0.10 | 8 | 11.130 | \$ | 0.33 |
| Weighted-average shares outstanding at June 30, 2009 and 2008 |  |  |  | 6.242 |  |  |  | 5,067 |
|  |  | six mon June | s |  |  | Six mor June | 20 |  |
| (dollars in thousands, except per share amounts) |  | come |  |  |  | come |  |  |
| Income and EPS from continuing operations, as reported. | \$ | 13,370 | \$ | 0.40 | 8 | 17,300 | \$ | 0.51 |
| After-tax impact of Special hems to consider in evaluating quality of income and EPS from continuing operations: <br> Severance and business restructuring costs. |  | (5.540) |  | (0.17) |  | (1.440) |  | (004) |
| Excluding Special Items, income and EPS from continuing operations would have been. $\qquad$ | 8 | 18,910 | 8 | 0.57 | 8 | 18.740 | \$ | 0.55 |
| Aher-tax impact of gain on estinguishment of debt. |  | 16.840 |  | 0.50 |  | - |  | . |
| Excluding Special hems and gain on extinguishment of debt, income and ES from continuing operations would have been. | 3 | 2.070 | 5 | 007 | 5 | 18.740 | \$ | 0.55 |
| Weighted-average shares outstanding at June 30, 2009 and 2008 |  |  |  | 2.477 |  |  |  | 3,165 | Additional Information Regarding

Special Items Impacting Reported GAAP
Financial Measures (cont.)
(Unaudited)


## (dollars in thousands)

Adjusted EBITDA from continuing operations, as reported.
Special Items to consider in evaluating quality of earnings:
Severance and business restructuring costs.
Excluding Special Items, Adjusted EBITDA from continuing operations would have been.

Gross gain on extinguishment of debt.
Excluding Special Items and gain on extinguishment of debt, Adjusted EBITDA from continuing operations would have been..



## Company and Business Segment Financial Information - Cont. Ops

| (Unaudited, \$ in thousands) | Three months ended June 30, |  |  |  | Six months ended June 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Packaging |  |  |  |  |  |  |  |  |
| Net sales | \$ | 36,150 | \$ | 44,520 | \$ | 66,400 | \$ | 85,560 |
| Operating profit | \$ | 8.830 | \$ | 9,620 | \$ | 14,230 | \$ | 18,230 |
| Adjusted EBITDA | \$ | 11,580 | \$ | 12.730 | \$ | 20,220 | \$ | 24,780 |
| Energy |  |  |  |  |  |  |  |  |
| Net sales | \$ | 34,990 | \$ | 53,160 | \$ | 75,260 | \$ | 101,960 |
| Operating profit | \$ | 2,660 | \$ | 8,590 | \$ | 6,180 | \$ | 16,500 |
| Adjusted EBITDA | \$ | 3,500 | \$ | 9,190 | \$ | 7,780 | \$ | 17,820 |
| Special Items to consider in evaluating operating proft and Adjusted EBITDA: |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | * | \$ | (320) | \$ | (200) | \$ | (320) |
| Excluding Special tems, operating proft would have been: | \$ | 2.660 | \$ | 8,910 | \$ | 6,380 | \$ | 16,820 |
| Excluding Special tems, Adjusted EBITDA would have been: | \$ | 3,500 | \$ | 9.510 | \$ | 7,960 | \$ | 18,140 |
| Aerospace \& Defense |  |  |  |  |  |  |  |  |
| Net sales | \$ | 18,270 | \$ | 21,640 | \$ | 40,470 | \$ | 41,220 |
| Operating profit | \$ | 6.410 | \$ | 7,050 | \$ | 13,220 | \$ | 13,590 |
| Adjusted EBITDA | \$ | 7,010 | \$ | 7,500 | \$ | 14,420 | \$ | 14,480 |
| Special ltems to consider in evaluating operating proft and Adjusted EBITDA: |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | (20) | \$ | (130) | \$ | (130) | \$ | (130) |
| Excluding Special tems, operating proft would have been: | \$ | 6.430 | \$ | 7,180 | \$ | 13,350 | \$ | 13,720 |
| Excluding Special tems, Adjusted EBITDA would have been: | \$ | 7.030 | \$ | 7,630 | \$ | 14,550 | \$ | 14,610 |
| Engineered Components |  |  |  |  |  |  |  |  |
| Net sales | \$ | 15,700 | \$ | 34,580 | \$ | 35,240 | \$ | 68,470 |
| Operating profit (loss) | \$ | (470) | \$ | 4,430 | \$ | (950) | \$ | 9,050 |
| Adjusted EBITDA | \$ | 600 | \$ | 5,460 | \$ | 1,170 | \$ | 11,120 |
| Special Items to consider in evaluating operating proft and Adjusted EBITDA: |  |  |  |  |  |  |  |  |
| Excluding Special tems, operating proft (loss) would have been: | \$ | (460) | \$ | 4,660 | \$ | (780) | \$ | 9,280 |
| Excluding Special tems, Adjusted EBITDA would have been: | \$ | 610 | \$ | 5,690 | \$ | 1,340 | \$ | 11,350 |

## Company and Business Segment Financial Information - Cont. Ops (cont.)

## Cequent

## Net sales

Operating proft (loss)
Adjusted EBITDA
Special Items to consider in evaluating operating profit (loss): - Severance and business restructuring costs

Excluding Special Items, operating profit would have been
Special ltems to consider in evaluating Adjusted EBITDA Severance and business restructuring costs
Excluding Special Rems, Adjusted EBITDA would have been:

## Corporate Expense

Operating loss
Adjusted EBITDA
Special Rems to consider in evaluating operating profit and Adjusted EBITDA: Severance and business restructuring costs
Excluding Special tems, operating loss would have been
Excluding Special Items, Adjusted EBITDA would have been:

## Total Company

Net sales
Operating proft
Adjusted EBITDA
Total Special Items to consider in evaluating operating profit:
Excluding Special Items, operating profit would have been
Total Special Items to consider in evaluating Adjusted EBITDA
Excluding Special Rems, Adjusted EBITDA would have been:
2009 June 30, 2008

Six months ended
June 30,

| 2009 |  | 2008 |  |
| :---: | :---: | :---: | :---: |
| \$ | 193.990 | \$ | 250.220 |
| \$ | (460) | \$ | 13,930 |
| \$ | 9,500 | \$ | 22,390 |
| \$ | (5.460) | \$ | - |
| \$ | 5,000 | \$ | 13.930 |
| \$ | (3,800) | \$ | - |

13,300 \$
22.380


14,880 \$ $(14,440)$
(2.940) \$ $(1,580)$
(9.320) \$ $(11.560)$
17.820 \$ (12.860
\$ 208,650 \$ 282,840
15,620 \& 282,840
$\begin{array}{lll}38,100 & \$ & 39,360\end{array}$
$(2,150) \quad \$ \quad(2,260)$
$17,770 \quad \$ \quad 32,580$
(980) \$ $(2,260)$
$39,080 \quad \$ \quad 41,620$
$411,360 \quad \$ \quad 547,430$

| 411,360 | $\$$ | 547,430 |
| :---: | :---: | :---: |
| 19,960 | $\$$ | 58,160 |
| 67,970 | $\$$ | 76,140 |
| $(8,900)$ | $\$$ | $(2.260)$ |
| 28,860 | $\$$ | 60.420 |
| $(7.240)$ | $\$$ | $(2,260)$ |
| 75.210 | $\$$ | 78.400 |

## LTM EBITDA as Defined in Credit Agreement

| Reported net loss for the twelve months ended June 30, 2009 | \$ (148,200) |
| :---: | :---: |
| Interest expense, net (as defined) | 51,360 |
| Debt extinguishment costs. | 1,130 |
| Income tax benefit. | $(19,130)$ |
| Depreciation and amortization | 45,200 |
| Interest equivalent costs | 2,030 |
| Non-cash expenses related to equity grants. | 350 |
| Other non-cash expenses or losses. | 188,020 |
| Non-recurring expenses or costs for cost savings projects | 6,360 |
| Negative EBITDA from discontinued operations. | 4,170 |
| Permitted dispositions. | 12,310 |
| Bank EBITDA - LTM Ended June 30, $2009{ }^{(1)}$ | \$ 143,600 |

${ }^{(1)}$ As defined in the Amended and Restated Credit Agreement dated August 2, 2006.


[^0]:    ${ }^{(1)}$ The Company defines Adjusted EBITDA as net income (loss) before cumulative effect of accounting change, interest, taxes, depreciation, amortization, noncash asset and goodwill impairment write-offs, and non-cash losses on sale-leaseback of property and equipment. Lease expense and non-recurring charges are included in Adjusted EBITDA and include both cash and non-cash charges related to restructuring and integration expenses. In evaluating our business, management considers and uses Adjusted EBITDA as a key indicator of financial operating performance and as a measure of cash generating capability. Management believes this measure is useful as an analytical indicator of leverage capacity and debt servicing ability, and uses it to measure financial performance as well as for planning purposes. However, Adjusted EBITDA should not be considered as an alternative to net income, cash flow from operating activities or any other measures calculated in accordance with U.S. GAAP, or as an indicator of operating performance. The definition of Adjusted EBITDA used here may differ from that used by other companies.
    ${ }^{(2)}$ The Company defines Free Cash Flow as Adjusted EBITDA from continuing operations, plus Special Items and net proceeds from sale of businesses, less cash paid for interest, taxes and Special Items, capital expenditures, changes in operating working capital and non-cash (gains) losses on debt extinguishment. As detailed in Appendix I, for purposes of determining Free Cash Flow, Special Items, net, include those one-time costs, expenses and other charges incurred on a cash basis that are included in the determination of net income (loss) under GAAP and are not added back to net income (loss) in determining Adjusted EBITDA, but that management would consider important in evaluating the quality of the Company's Free Cash Flow, as defined.

[^1]:    (1) "Special Items" for each period, as well as the Reconciliation of Non-GAAP Measures Adjusted EBITDA and Free Cash Flow, are provided in the Appendix.

