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

# 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) November 9, 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)
(IRS Employer Identification No.)

39400 Woodward Avenue, Suite 130, Bloomfield Hills, Michigan
(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))

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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 November 9, 2009, reporting its financial results for the third quarter ending September 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:
$\qquad$

| 99.1 | Press Release |
| :--- | :--- |
| 99.2 | The Corporation's visual presentation titled "Third 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.

By: /s/ David M. Wathen
Name: David M. Wathen
Title: Chief Executive Officer

# TRIMAS CORPORATION REPORTS THIRD QUARTER 2009 RESULTS <br> Company Generated Free Cash Flow of \$43.4 Million and Reduced Debt by \$22.0 Million During the Quarter 

BLOOMFIELD HILLS, Michigan, November 9, 2009 - TriMas Corporation (NASDAQ: TRS) today announced financial results for the quarter ended September 30, 2009. The Company reported quarterly net sales from continuing operations of $\$ 203.7$ million, a decrease of $21.9 \%$ from third quarter of 2008 . Third quarter 2009 income from continuing operations decreased $19.2 \%$ from third quarter 2008 to $\$ 6.5$ million, or $\$ 0.19$ diluted earnings per share, including a ( $\$ 0.05$ ) per share impact of severance and business restructuring costs, identified as "Special Items," ${ }^{(1)}$ and a $\$ 0.02$ per diluted share gain on extinguishment of debt. In comparison, third quarter 2008 income from continuing operations was $\$ 8.1$ million, or $\$ 0.24$ per diluted share, including a ( $\$ 0.01$ ) per share impact of severance and business restructuring costs. The Company reduced total indebtedness, including amounts outstanding under its receivables securitization facility, by $\$ 22.0$ million compared to June 30,2009 and by $\$ 101.4$ million compared to September 30, 2008. The Company ended the third quarter with $\$ 24.8$ million in cash.

## TriMas Third Quarter Business Highlights

- Continued to execute its $\$ 30$ million Profit Improvement Plan (PIP) ahead of schedule with over $\$ 9$ million in cost reductions realized during the quarter.
- Improved operating profit margin (excluding the impact of Special Items) by 280 basis points compared to second quarter 2009 and by 50 basis points compared to third quarter 2008.
- In the Packaging segment, grew specialty dispensing and new product sales by approximately $40 \%$ compared to the third quarter of 2008 . These products are designed for end markets such as pharmaceutical, medical, personal care and food/beverage.
- Continued to demonstrate improvements in Cequent with an increase in operating profit margin (excluding the impact of Special Items) of 560 basis points, compared to third quarter 2008.
- Launched a strategic sourcing initiative across the businesses to drive additional synergies and productivity.
"We are executing on our productivity, working capital and growth initiatives," said David Wathen, TriMas President and Chief Executive Officer.
"Compared to last quarter, we improved operating profit margin by 280 basis points on slightly lower revenues, decreased operating working capital by almost $\$ 23$ million and generated over $\$ 43$ million of free cash flow. Sales and end market demand are still down, but we are using this environment to make TriMas a permanently better business."
"As we move forward, we will continue our focus on reducing costs and working capital in each business segment," Wathen continued. "We remain focused on debt reduction and the protection of our liquidity. During the quarter, we reduced total indebtedness by $\$ 22$ million and ended the quarter with almost $\$ 25$ million in cash. While we are pleased with the progress we are making across these initiatives, there is more work to be done."
"For the full year of 2009, we continue to anticipate revenue to be down $20 \%$ to $25 \%$ compared to 2008, consistent with our comments last quarter. We are allocating some resources to key growth initiatives aimed at expanding end markets and geographies. We are also beginning to see positive signs in some of our businesses, as our Packaging and Cequent segments project fourth quarter 2009 revenues close to fourth quarter 2008 levels.

These developments lead us to expect at least modest revenue gains for next year. We are, however, continuing to operate our company with the realization we are still in a time of economic uncertainty. We are committed to maintaining cushion on our bank covenants, delevering TriMas and ensuring liquidity for our future endeavors," Wathen concluded.

## Third Quarter Financial Results - From Continuing Operations

- TriMas reported third quarter net sales of $\$ 203.7$ million, a decrease of $21.9 \%$ in comparison to $\$ 260.7$ million in the third quarter 2008 . Although several businesses benefited from new product introductions and new sales promotions, sales in all five segments declined in comparison to the prior year third quarter. The sales declines were 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 $\$ 3.1$ million due to unfavorable currency exchange.

The Company reported operating profit of $\$ 20.2$ million for the third quarter 2009, a decrease of $26.7 \%$ compared to operating profit of $\$ 27.5$ million for the third quarter 2008. Despite this decline, which was driven by the decrease in sales, operating profit margin, excluding the impact of Special Items, would have increased from $10.8 \%$ of sales during the third quarter of 2008 to $11.3 \%$ of sales during the third quarter of 2009. This improvement was a result of the Company's cost reduction and productivity initiatives, with the largest positive impact experienced in the Packaging and Cequent segments.

Adjusted EBITDA ${ }^{(2)}$ for the third quarter 2009 decreased $14.2 \%$ to $\$ 31.9$ million, as compared to $\$ 37.2$ million in the third quarter 2008. Management's actions, however, enabled the Company to achieve an increase in Adjusted EBITDA margin from $14.3 \%$ during the third quarter of 2008 to $15.7 \%$ during the third quarter of 2009.

Income from continuing operations for the third quarter 2009 decreased $19.2 \%$ to $\$ 6.5$ million, or $\$ 0.19$ per diluted share, compared to income from continuing operations of $\$ 8.1$ million, or $\$ 0.24$ per diluted share, in the third quarter 2008 . These results include the after-tax impact of Special Items of $\$ 1.8$ million, or ( $\$ 0.05$ ) per diluted share, and gain on extinguishment of debt of $\$ 0.7$ million, or $\$ 0.02$ per diluted share, in the third quarter of 2009 and the after-tax impact of Special Items of $\$ 0.4$ million, or ( $\$ 0.01$ ) per diluted share, in the third quarter of 2008.

Free Cash Flow ${ }^{(2)}$ for third quarter 2009 increased $85.3 \%$ to $\$ 43.4$ million from $\$ 23.4$ million during the third quarter of 2008, driven by improvements in net working capital resulting from reduced inventory and accounts receivables levels.

The Company continued to focus on its Profit Improvement Plan (PIP) to achieve over $\$ 30$ million in cost savings during 2009 and is on plan to exceed these cost savings. TriMas realized over $\$ 9$ million in cost reductions and incurred approximately $\$ 2.9$ million in cash and non-cash charges related to its PIP during the third quarter of 2009. The Company has substantially completed the elimination of the production and distribution functions in Mosinee, Wisconsin as of September 30, 2009, and expects to fully complete the move of these operations by December 31, 2009. The Company continues to pursue additional fixed and variable cost saving actions and productivity initiatives.

## Financial Position

TriMas ended the quarter with cash of $\$ 24.8$ million and $\$ 130.9$ 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 $\$ 22.0$ million during third quarter 2009, and by $\$ 101.4$ million as compared to September 30, 2008. TriMas ended the quarter with reported total indebtedness of $\$ 525.4$ million, with no amounts outstanding under its receivables securitization facility. During
the third quarter of 2009, the Company retired approximately $\$ 10.0$ million face value of the Company's senior subordinated notes in open market transactions for approximately $\$ 8.7$ million.

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

## Business Segment Results - From Continuing Operations

Packaging - Sales for the third quarter decreased $8.4 \%$ 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 the growth in specialty dispensing product sales and the launch of other new products. Sales were also negatively impacted by the unfavorable effects of currency exchange. Despite the decrease in sales, operating profit for the quarter increased due to lower material costs and reduced selling, general and administrative costs associated with the Company's cost reduction plans, partially offset by the decline in industrial product sales and the unfavorable effects of currency exchange. As a result of the cost reduction actions, operating profit as a percentage of sales improved approximately 400 basis points compared to the third 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 - Third quarter sales decreased $35.1 \%$ compared to the year ago period due primarily 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. Sales in the Energy segment were also negatively impacted due to lower sales of specialty gaskets and related fastening hardware, as a result of decreased 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, in anticipation of improvements in underlying demand in both of these businesses.

Aerospace \& Defense - Sales for the third quarter decreased 34.6\% 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, due to the lack of cartridge case sales resulting from the ongoing relocation of the defense facility, partially offset by new product sales and revenue associated with managing the facility relocation and closure. 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. The Company continues to develop and market highly-engineered products for the aerospace market, as well as expand its offerings to military and defense customers.

Engineered Components - Third quarter sales declined 54.3\% compared to the year ago period due to demand declines in the Company's industrial cylinder, precision cutting tools and medical device businesses, primarily as a result of the current economic downturn. Sales in the specialty fittings business increased slightly due to new product offerings. 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 - Sales decreased 6.5\% for the third quarter compared to the year ago period. The Company continued to experience weak, but improving, consumer demand for heavy-duty towing, trailer and electrical products, as a result of uncertain economic conditions and reductions in consumer discretionary spending, and the unfavorable
effects of currency exchange, partially offset by a slight increase in sales in the Australia/Asia Pacific business. Operating profit for the quarter improved as a result of cost reductions implemented as part of the Company's Profit Improvement Plan, partially offset by lower sales volumes, unfavorable foreign currency exchange and lower absorption of fixed costs. Due to the cost reduction actions, operating profit as a percentage of sales also improved approximately 560 basis points compared to the third quarter of 2008. The segment was negatively impacted by $\$ 2.1$ million in charges 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 7 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 third quarter 2009 earnings conference call today, Monday, November 9, 2009 at 11:00 a.m. EST. The call-in number is (866) 238-0637. Participants should request to be connected to the TriMas Corporation third quarter conference call (conference ID number 1403128). 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 (866) 837-8032 (access code 1403128) beginning November $9^{\text {th }}$ at $2: 00$ p.m. EST through November $16^{\text {th }}$ at $11: 59$ p.m. EST.

## 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 NASDAQ, 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 (NASDAQ: 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.

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TriMas Corporation Consolidated Balance Sheet (Unaudited - dollars in thousands)

|  | $\begin{gathered} \text { September 30, } \\ 2009 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { December 31, } \\ 2008 \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: |
| Assets |  |  |  |  |
| Current assets: |  |  |  |  |
| Cash and cash equivalents | \$ | 24,770 | \$ | 3,910 |
| Receivables, net of reserves of approximately $\$ 6.0$ million and $\$ 5.7$ million as of September 30, 2009 and December 31, 2008, respectively |  | 99,360 |  | 104,760 |
| Inventories |  | 141,830 |  | 188,950 |
| Deferred income taxes |  | 16,970 |  | 16,970 |
| Prepaid expenses and other current assets |  | 6,680 |  | 7,430 |
| Assets of discontinued operations held for sale |  | 2,700 |  | 26,200 |
| Total current assets |  | 292,310 |  | 348,220 |
| Property and equipment, net |  | 170,760 |  | 181,570 |
| Goodwill |  | 196,520 |  | 202,280 |
| Other intangibles, net |  | 168,700 |  | 178,880 |
| Other assets |  | 15,720 |  | 19,270 |
| Total assets | \$ | 844,010 | \$ | 930,220 |


| Liabilities and Shareholders' Equity |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Current liabilities: |  |  |  |  |
| Current maturities, long-term debt | \$ | 6,640 | \$ | 10,360 |
| Accounts payable |  | 79,650 |  | 111,810 |
| Accrued liabilities |  | 73,710 |  | 66,340 |
| Liabilities of discontinued operations |  | 1,240 |  | 1,340 |
| Total current liabilities |  | 161,240 |  | 189,850 |
| Long-term debt |  | 518,740 |  | 599,580 |
| Deferred income taxes |  | 45,680 |  | 51,650 |
| Other long-term liabilities |  | 44,610 |  | 34,240 |
| Total liabilities |  | 770,270 |  | 875,320 |
| Preferred stock \$0.01 par: Authorized 100,000,000 shares; |  |  |  |  |
| Issued and outstanding: None |  | - |  | - |

Issued and outstanding: 33,578,324 shares at September 30, 2009 and 33,620,410 shares at December 31,

| 2008 | 330 |  | 330 |  |
| :---: | :---: | :---: | :---: | :---: |
| aid-in capital |  | 527,330 |  | 527,000 |
| cumulated deficit |  | $(499,020)$ |  | (510,160) |
| cumulated other comprehensive income |  | 45,100 |  | 37,730 |
| Total shareholders' equity |  | 73,740 |  | 54,900 |
| Total liabilities and shareholders' equity | \$ | $\stackrel{844,010}{ }$ | \$ | 930,220 |

TriMas Corporation

## Consolidated Statement of Operations

(Unaudited - dollars in thousands, except for share amounts)

|  | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Net sales | \$ | 203,730 | \$ | 260,730 | \$ | 615,090 | \$ | 808,160 |
| Cost of sales |  | $(146,300)$ |  | $(192,100)$ |  | $(462,210)$ |  | $(593,580)$ |
| Gross profit |  | 57,430 |  | 68,630 |  | 152,880 |  | 214,580 |
| Selling, general and administrative expenses |  | $(37,280)$ |  | $(41,160)$ |  | $(112,930)$ |  | $(128,740)$ |
| Gain (loss) on dispositions of property and equipment |  | 20 |  | 50 |  | 180 |  | (160) |
| Operating profit |  | 20,170 |  | 27,520 |  | 40,130 |  | 85,680 |
| Other income (expense), net: |  |  |  |  |  |  |  |  |
| Interest expense |  | $(10,760)$ |  | $(13,570)$ |  | $(34,560)$ |  | $(42,160)$ |
| Gain on extinguishment of debt |  | 1,180 |  | - |  | 28,250 |  | - |
| Other, net |  | (190) |  | (480) |  | $(1,710)$ |  | $(3,010)$ |
| Other income (expense), net |  | (9,770) |  | $(14,050)$ |  | (8,020) |  | $(45,170)$ |
|  |  |  |  |  |  |  |  |  |
| Income from continuing operations before income tax expense |  | 10,400 |  | 13,470 |  | 32,110 |  | 40,510 |
| Income tax expense |  | $(3,890)$ |  | $(5,410)$ |  | $(12,230)$ |  | $(15,150)$ |
| Income from continuing operations | \$ | 6,510 | \$ | 8,060 | \$ | 19,880 | \$ | 25,360 |
| Income (loss) from discontinued operations, net of income tax benefit (expense) |  | (680) |  | 260 |  | (8,740) |  | 280 |
| Net income | \$ | 5,830 | \$ | 8,320 | \$ | 11,140 | \$ | 25,640 |
|  |  |  |  |  |  |  |  |  |
| Earnings per share - basic: |  |  |  |  |  |  |  |  |
| Continuing operations | \$ | 0.19 | \$ | 0.24 | \$ | 0.59 | \$ | 0.76 |
| Discontinued operations, net of income taxes |  | (0.02) |  | 0.01 |  | (0.26) |  | 0.01 |
| Net income (loss) per share | \$ | 0.17 | \$ | 0.25 | \$ | 0.33 | \$ | 0.77 |
| Weighted average common shares - basic |  | 33,496,634 |  | 33,420,560 |  | 33,480,747 |  | 33,413,214 |
|  |  |  |  |  |  |  |  |  |
| Earnings per share - diluted: |  |  |  |  |  |  |  |  |
| Continuing operations | \$ | 0.19 | \$ | 0.24 | \$ | 0.59 | \$ | 0.76 |
| Discontinued operations, net of income taxes |  | (0.02) |  | 0.01 |  | (0.26) |  | 0.01 |
| Net income (loss) per share | \$ | 0.17 | \$ | 0.25 | \$ | 0.33 | \$ | 0.77 |
| Weighted average common shares - diluted |  | 34,007,846 |  | 33,469,027 |  | 33,752,210 |  | 33,441,448 |

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## TriMas Corporation

Company and Business Segment Financial Information
Continuing Operations
(Unaudited - dollars in thousands)

|  | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Packaging |  |  |  |  |  |  |  |  |
| Net sales | \$ | 39,730 | \$ | 43,350 | \$ | 106,130 | \$ | 128,910 |
| Operating profit | \$ | 9,160 | \$ | 8,300 | \$ | 23,390 | \$ | 26,530 |
| Operating profit as a \% of sales |  | 23.1\% |  | 19.1\% |  | 22.0\% |  | 20.6\% |

Special Items to consider in evaluating operating profit:

| -Severance and business restructuring costs | $\$$ | $(480)$ | $\$$ | $(410)$ | $\$$ | $(480)$ | $\$$ | $(410)$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| Excluding Special Items, operating profit would have <br> been: | $\$$ | 9,640 | $\$$ | 8,710 | $\$$ | 23,870 | $\$$ | 26,940 |

## Energy

| Net sales | \$ | 36,000 | \$ | 55,430 | \$ | 111,260 | \$ | 157,390 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Operating profit | \$ | 3,200 | \$ | 8,170 | \$ | 9,380 | \$ | 24,670 |
| Operating profit as a \% of sales |  | 8.9\% |  | 14.7\% |  | 8.4\% |  | 15.7\% |
| Special Items to consider in evaluating operating profit: |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | (30) | \$ | - | \$ | (240) | \$ | (320) |
| Excluding Special Items, operating profit would have been: | \$ | 3,230 | \$ | 8,170 | \$ | 9,620 | \$ | 24,990 |
| Aerospace \& Defense |  |  |  |  |  |  |  |  |
| Net sales | \$ | 16,060 | \$ | 24,550 | \$ | 56,530 | \$ | 65,770 |
| Operating profit | \$ | 5,190 | \$ | 8,640 | \$ | 18,410 | \$ | 22,230 |
| Operating profit as a \% of sales |  | 32.3\% |  | 35.2\% |  | 32.6\% |  | 33.8\% |
| Special Items to consider in evaluating operating profit: |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | (10) | \$ | - | \$ | (140) | \$ | (130) |
| Excluding Special Items, operating profit would have been: | \$ | 5,200 | \$ | 8,640 | \$ | 18,550 | \$ | 22,360 |
| Engineered Components |  |  |  |  |  |  |  |  |
| Net sales | \$ | 15,860 | \$ | 34,690 | \$ | 51,100 | \$ | 103,160 |
| Operating profit (loss) | \$ | (60) | \$ | 3,470 | \$ | $(1,010)$ | \$ | 12,520 |
| Operating profit (loss) as a \% of sales |  | -0.4\% |  | 10.0\% |  | -2.0\% |  | 12.1\% |
| Special Items to consider in evaluating operating profit (loss): |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | (210) | \$ | (70) | \$ | (380) | \$ | (300) |
| Excluding Special Items, operating profit (loss) would have been: | \$ | 150 | \$ | 3,540 | \$ | (630) | \$ | 12,820 |
| Cequent |  |  |  |  |  |  |  |  |
| Net sales | \$ | 96,080 | \$ | 102,710 | \$ | 290,070 | \$ | 352,930 |
| Operating profit | \$ | 7,220 | \$ | 4,000 | \$ | 6,760 | \$ | 17,930 |
| Operating profit as a \% of sales |  | 7.5\% |  | 3.9\% |  | 2.3\% |  | 5.1\% |
| Special Items to consider in evaluating operating profit (loss): |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | $(2,130)$ | \$ | (190) | \$ | $(7,580)$ | \$ | (190) |
| Excluding Special Items, operating profit would have been: | \$ | 9,350 | \$ | 4,190 | \$ | 14,340 | \$ | 18,120 |
| Corporate Expenses | \$ | $(4,540)$ | \$ | $(5,060)$ | \$ | $(16,800)$ | \$ | $(18,200)$ |
| Special Items to consider in evaluating corporate expenses: |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | - | \$ | (40) | \$ | $(2,940)$ | \$ | $(1,620)$ |
| Excluding Special Items, corporate expenses would have been: | \$ | $(4,540)$ | \$ | $(5,020)$ | \$ | $(13,860)$ | \$ | $(16,580)$ |
| Total Company |  |  |  |  |  |  |  |  |
| Net sales | \$ | 203,730 | \$ | 260,730 | \$ | 615,090 | \$ | 808,160 |
| Operating profit | \$ | 20,170 | \$ | 27,520 | \$ | 40,130 | \$ | 85,680 |
| Operating profit as a \% of sales |  | 9.9\% |  | 10.6\% |  | 6.5\% |  | 10.6\% |
| Total Special Items to consider in evaluating operating profit: | \$ | $(2,860)$ | \$ | (710) | \$ | $(11,760)$ | \$ | $(2,970)$ |
| Excluding Special Items, operating profit would have been: | \$ | 23,030 | \$ | 28,230 | \$ | 51,890 | \$ | 88,650 |
| Other Data: |  |  |  |  |  |  |  |  |
| - Depreciation and amortization | \$ | 10,730 | \$ | 10,420 | \$ | 32,410 | \$ | 31,790 |
| - Interest expense | \$ | 10,760 | \$ | 13,570 | \$ | 34,560 | \$ | 42,160 |
| - Gain on extinguishment of debt, net | \$ | 1,180 | \$ | - | \$ | 28,250 | \$ | - |
| - Other expense, net | \$ | 190 | \$ | 480 | \$ | 1,710 | \$ | 3,010 |
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Appendix I
TriMas Corporation

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

| (dollars in thousands, except per share amounts) | Three months ended September 30, 2009 |  |  |  | Three months ended September 30, 2009 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Income |  | EPS |  | Income |  | EPS |  |
| Income and EPS from continuing operations, as reported | \$ | 6,510 | \$ | 0.19 | \$ | 8,060 | \$ | 0.24 |


| After-tax impact of Special Items to consider in evaluating quality of income and EPS from continuing operations: |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Severance and business restructuring costs | $(1,790)$ |  | (0.05) |  | (420) |  | (0.01) |  |
| Excluding Special Items, income and EPS from continuing operations would have been | \$ | 8,300 | \$ | 0.24 | \$ | 8,480 | \$ | 0.25 |
| After-tax impact of gain on extinguishment of debt |  | 730 |  | 0.02 |  | - |  | - |
| Excluding Special Items and gain on extinguishment of debt, income and EPS from continuing operations would have been | \$ | 7,570 | \$ | 0.22 | \$ | 8,480 | \$ | 0.25 |
| Weighted-average shares outstanding at September 30, 2009 and 2008 |  |  |  | 7,846 |  |  |  | 9,027 |


| (dollars in thousands, except per share amounts) | Nine months ended September 30, 2009 |  |  |  | Nine months ended September 30, 2009 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Income |  | EPS |  | Income |  | EPS |  |
|  |  |  |  |  |  |  |  |  |
| Income and EPS from continuing operations, as reported | \$ | $\xrightarrow{19,880}$ | \$ | 0.59 | \$ | 25,360 | \$ | 0.76 |
| After-tax impact of Special Items to consider in evaluating quality of income and EPS from continuing operations: |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| Severance and business restructuring costs |  | $(7,280)$ |  | (0.22) |  | $(1,860)$ |  | (0.06) |
|  |  |  |  |  |  |  |  |  |
| Excluding Special Items, income and EPS from continuing operations would have been | \$ | 27,160 | \$ | 0.81 | \$ | $\underline{27,220}$ | \$ | 0.82 |
|  |  |  |  |  |  |  |  |  |
| After-tax impact of gain on extinguishment of debt |  | 17,490 |  | 0.52 |  | - |  | - |
|  |  |  |  |  |  |  |  |  |
| Excluding Special Items and gain on extinguishment of debt, income and EPS from continuing operations would have been | \$ | 9,670 | \$ | 0.29 | \$ | 27,220 | \$ | 0.82 |
|  |  |  |  |  |  |  |  |  |
| Weighted-average shares outstanding at September 30, 2009 and 2008 |  |  |  | 2,210 |  |  |  | 41,448 |

## Appendix I (cont.)

## TriMas Corporation

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

| (dollars in thousands) | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Operating profit from continuing operations, as reported | \$ | 20,170 | \$ | 27,520 | \$ | 40,130 | \$ | 85,680 |
| Special Items to consider in evaluating quality of earnings: |  |  |  |  |  |  |  |  |
| Severance and business restructuring costs | \$ | $(2,860)$ | \$ | (710) | \$ | $(11,760)$ | \$ | $(2,970)$ |
| Excluding Special Items, operating profit from continuing operations would have been | \$ | 23,030 | \$ | 28,230 | \$ | 51,890 | \$ | 88,650 |
|  | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| (dollars in thousands) | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Adjusted EBITDA from continuing operations, as reported | \$ | 31,910 | \$ | 37,170 | \$ | 99,880 | \$ | 113,310 |


| Special Items to consider in evaluating quality of earnings: |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Severance and business restructuring costs | \$ | $(2,290)$ | \$ | (710) | \$ | $(9,530)$ | \$ | $(2,970)$ |
| Excluding Special Items, Adjusted EBITDA from continuing operations would have been | \$ | 34,200 | \$ | 37,880 | \$ | 109,410 | \$ | 116,280 |
| Gross gain on extinguishment of debt | \$ | 1,330 | \$ | - | \$ | 29,390 | \$ | - |
| Excluding Special Items and gain on extinguishment of debt, Adjusted EBITDA from continuing operations would have been | \$ | 32,870 | \$ | 37,880 | \$ | 80,020 | \$ | 116,280 |

## Appendix II

## TriMas Corporation Reconciliation of Non-GAAP Measure Adjusted EBITDA ${ }^{(1)}$ and Free Cash Flow ${ }^{(2)}$ (Unaudited)

| (dollars in thousands) | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Net income | \$ | 5,830 | \$ | 8,320 | \$ | 11,140 | \$ | 25,640 |
| Income tax expense |  | 3,420 |  | 5,560 |  | 6,650 |  | 15,310 |
| Interest expense |  | 10,930 |  | 13,630 |  | 35,050 |  | 42,320 |
| Debt extinguishment costs |  | 150 |  | - |  | 1,140 |  | - |
| Depreciation and amortization |  | 10,580 |  | 10,740 |  | 33,410 |  | 32,440 |
| Adjusted EBITDA, total company |  |  |  |  |  |  |  |  |
|  |  | 30,910 |  | 38,250 |  | 87,390 |  | 115,710 |
|  |  |  |  |  |  |  |  |  |
| Adjusted EBITDA, discontinued operations |  | $(1,000)$ |  | 1,080 |  | $(12,490)$ |  | 2,400 |
|  |  |  |  |  |  |  |  |  |
| Adjusted EBITDA, continuing operations | \$ | 31,910 | \$ | 37,170 | \$ | 99,880 | \$ | 113,310 |
| Special Items |  | 2,290 |  | 710 |  | 9,530 |  | 2,970 |
| Non-cash gross gain on extinguishment of debt |  | $(1,330)$ |  | - |  | $(29,390)$ |  | - |
| Cash interest |  | $(3,630)$ |  | $(5,140)$ |  | $(25,460)$ |  | $(32,240)$ |
| Cash taxes |  | $(2,420)$ |  | $(1,130)$ |  | $(6,730)$ |  | $(6,460)$ |
| Capital expenditures |  | $(4,430)$ |  | $(6,460)$ |  | $(10,850)$ |  | $(19,630)$ |
| Changes in operating working capital |  | 22,740 |  | $(2,440)$ |  | 43,840 |  | $(15,070)$ |
| Free Cash Flow from operations before Special Items |  | 45,130 |  | 22,710 |  | 80,820 |  | 42,880 |
| Cash paid for Special Items |  | $(2,460)$ |  | $(1,240)$ |  | $(6,910)$ |  | $(1,590)$ |
| Net proceeds from sale of business and other assets |  | 680 |  | 1,920 |  | 23,100 |  | 2,260 |
| Free Cash Flow | \$ | 43,350 | \$ | 23,390 | \$ | 97,010 | \$ | 43,550 |

${ }^{(1)}$ The Company defines Adjusted EBITDA as net income (loss) before cumulative effect of accounting change, interest, taxes, depreciation, amortization, non-cash 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.

Third Quarter 2009 Earnings Presentation
November 9, 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 NASDAQ, 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.

## Overview

Segment Highlights
> Third Quarter 2009 Financial Highlights
> Key Initiatives
$>$ Summary
Questions and Answers
Appendix

## Third Quarter Overview

> Recession still holding overall top-line down - but margins improving

- Sales down 22\%; Adjusted EBITDA ${ }^{(1)}$ down 13\%
> Business cycle showing in recovery patterns
> TriMas Business System driving the right actions
> Cost-out and working capital improvements faster than plan
> Investments in new products and markets showing results
> Keep improving our balance sheet

TriMas is becoming stronger, leaner and faster.

## Third Quarter Segment Action



Packaging: Sales \$40M, down 8\%; Adjusted EBITDA \$13M. up 8\%
Continued investments in specialty dispensing (consumer-facing)
business - specialty dispensing sales increased over $40 \%$ compared to Q308
Industrial closure products tracking with GDP

- High margin segment with Adjusted EBITDA margin over 32\% improvements in relative profitability
European and Asian activities taking hold


Energy: Sales \$36M. down 35\%; Adjusted EBITDA \$4M, down 55\%
Very tough end markets, but staying the course with strategy of continued investment in well-site content/ compression products and global expansion

- SBU's profitable - Adjusted EBITDA and Operating Profit margins improved sequentially
- Improved free cash flow by over 100\% compared to Q308 and Q209
- New locations (Rotterdam, Salt Lake City) ahead of plan


Aerospace \& Defense: Sales \$16M, down 35\%; Adjusted EBITDA \$6M, down 36\%

- Adding content/applications in slower market
- Distribution channel continues to strip-out inventory
- NI transition to service contract on schedule, but puts pressure on top-line ( Nl down approx. $\$ 1.7 \mathrm{M}$ in sales)
Improved free cash flow compared to Q308


## Third Quarter Segment Action (cont.)

Engineered Components: Sales \$16M, down 54\%; Adjusted EBITDA \$1M, down 74\%

- Businesses most affected by industrial slow-down


Largest business, Norris Cylinder, generating more cash in Q3 with over 60\% sales decline compared to Q308

- Adjusted EBITDA margin improved 360 basis points sequentially
- Evaluating consolidation and efficiency plans in smaller businesses - more work to do


## Cequent: Sales \$96M, down 6\%; Adjusted EBITDA \$14M, up 57\%



Operating profit more than doubled on $6.5 \%$ sales decrease compared to Q308 - Operating profit margin increased 560 basis points compared to Q308
End market stability in Asian markets

- Taking market share at retail

Restructuring and process improvements taking hold

- Free cash flow increased over 90\% compared to Q308


# Third Quarter 2009 Financial Highlights and Key Initiatives 

## Third Quarter Summary

(\$ in milions, except per share amounts)

| (from continuing operations) | Q3 2009 |  | Q3 2008 |  | \% Chg |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | \$ | 203.7 | \$ | 260.7 | -21.9\% |
| Adjusted EBITDA ${ }^{(1)}$ | \$ | 31.9 | \$ | 37.2 | -14.2\% |
| Excl. Special Ifems, (1) Adj EBITDA would have been: | \$ | 34.2 | \$ | 37.9 | -9.7\% |
| Excl. Special Items ${ }^{(1)}$ and debt extinguishment gain, Adj EBITDA would have been: | \$ | 32.9 | \$ | 37.9 | -13.2\% |
| Income | \$ | 6.5 | \$ | 8.1 | -19.2\% |
| Excl. Special Ifems, (1) income would have been: | \$ | 8.3 | \$ | 8.5 | -2.1\% |
| Excl. Special Items ${ }^{(1)}$ and debt extinguishment gain, income would have been: | \$ | 7.6 | \$ | 8.5 | -0.7\% |
| Diluted earnings per share | \$ | 0.19 | \$ | 0.24 | -20.8\% |
| Excl. Special Items, (1) diluted EPS would have been: | \$ | 0.24 | \$ | 0.25 | -4.0\% |
| Excl. Special Items (1) and debt extinguishment gain, diluted EPS would have been: | \$ | 0.22 | \$ | 0.25 | -2.0\% |
| Free Cash Flow ${ }^{(1)}$ | \$ | 43.4 | \$ | 23.4 | 85.3\% |
| Debt and A/R Securitization | \$ | 525.4 | \$ | 626.8 | -16.2\% |

- Weak global economy continues to impact the majority of end markets
- Focus on cost reduction and productivity efforts to offset sales volume declines - Adjusted EBITDA and operating profit margins improved despite sales decline
- Solid Free Cash Flow resulting from improvements in net working capital
r Retired $\$ 10$ million face value of notes for approximately $\$ 8.7$ million
r Reduced total indebtedness by $\$ 101.4$ million compared to September 30, 2008
- Ended the quarter with $\$ 24.8$ million of cash on balance sheet

Q3 2009 vs. Q2 2009
(\$ in milions, except EPS)

| (from continuing operations) | Q3 2009 |  | Q2 2009 |  | \% Chg |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | \$ | 203.7 | \$ | 208.6 | -2.4\% |
| Gross Margin | \$ | 57.4 | \$ | 49.6 | 15.7\% |
| Gross margin as a percent of revenue: |  | 28.2\% |  | 23.8\% | 440 bps |
| Adjusted EBITDA ${ }^{(1)}$ | \$ | 31.9 | \$ | 38.1 | -16.2\% |
| Excl. Special Items, ${ }^{(1)}$ Adjusted EBITDA would have been: | \$ | 34.2 | \$ | 39.1 | -12.5\% |
| Excl. Special Items ${ }^{(1)}$ and debt extinguishment gain, Adjusted EBITDA would have been: | \$ | 32.9 | \$ | 26.8 | 22.5\% |
| Free Cash Flow ${ }^{(1)}$ | \$ | 43.4 | \$ | 23.3 | 86.2\% |
| Operating Working Capital | \$ | 131.5 | \$ | 154.3 | -14.8\% |
| Total Debt + A/R Securitization | \$ | 525.4 | \$ | 547.4 | -4.0\% |
| Interest Expense | \$ | 10.8 | \$ | 11.3 | -4.8\% |

- Improved gross profit margin by 440 basis points and Adjusted EBITDA margin (excl. Special Items and gain) by 330 basis points with revenue decline
- Driven by lower material costs and other cost reductions
- Decrease in working capital resulting from reduced inventory and accounts receivables; 230 basis points improvement in working capital as a \% of sales to $16.1 \%$
r Reduced total indebtedness by $\$ 22.0$ million and quarterly interest expense by $\$ 500 \mathrm{~K}$

[^0]
## Third Quarter Segment Summary

(\$ in milions)

|  |  | Sales |  | Adjusted EBITDA ${ }^{(1)}$ |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Segment | Assessment | Q3 2009 | V\% | Q3 2009 | V\% | \%Sales | V Pts | Comments |
| Packaging | On Track | \$39.7 | -8\% | \$13.0 | 8\% | 33\% | 480 bp | More proft on less sales; price and mix improvement |
| Energy | Working Capital Focus | \$36.0 | -35\% | \$4.0 | -55\% | 11\% | -500 bp | Top-line pressure; negative leverage worse than expected |
| Aerospace \& Defense | Continue <br> Product <br> Efforts | \$16.1 | -35\% | \$5.8 | -37\% | 36\% | -100 bp | Top-line pressure; negative leverage contained |
| Engineered Components | Efficiency Focus | \$15.9 | -54\% | \$1.2 | -74\% | 8\% | -570 bp | Significant top-line pressure and small business inefficiencies |
| Cequent | On Track | \$96.1 | -7\% | \$13.8 | 57\% | 14\% | 580 bp | Healthier business with 50\% more proft on less sales; PIP effect being realized |
|  | Total Segme | \$203.8 |  | \$37.8 |  | 18.5\% | 180 bp |  |

## Profit and Productivity Improvements



[^1]
## Working Capital Improvements

Operating Working Capital


## Comments:

- Operating working capital at $16.1 \%$ of sales vs. $17.1 \%$ at Q308 - Lowest \% of sales level since 2005
- Reduction driven by decreases in inventory and accounts receivables
- Q3 reductions achieved faster than expected
- Traditionally builds in Q4 Plan to hold working capital levels


## Debt Reduction

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


## Comments:

- Reduced total indebtedness, including amounts on A/R securitization facility, by $\$ 22.0$ and $\$ 101.4$ million versus 6/30/09 and 9/30/08, respectively
> Leverage ratio of 3.80x compared to a debt covenant ratio of $4.75 x$
- Total weighted average cost of credit facility borrowings decreased from $4.9 \%$ to $3.8 \%$
> No significant debt maturities

| until $\mathbf{2 0 1 2}$ |  | O/S as of |
| :--- | :---: | :---: |
| Revolver | Maturty | $9 / 30109$ |
| Term Loan | 2011 | $\$ 0$ |
| $9.875 \%$ Sr Sub Notes | 2013 | $\$ 252$ | revolving credit and receivables securitization facilities - Highest level since going public in 2007.


(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. Adjusted EBITDA and Free Cash Flow, are provided in the Appendix.

## Comments:

- Free cash flow ${ }^{(1)}$ to income from continuing ops conversion rate of over 600\% during Q3
- Reduce working capital
- Manage capital expenditures
- Currently approx. 50\% of 2008 level through September
- 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 and non-performing assets (facilities)

Free cash flow for Q3 2009 equivalent to 2008 YTD cash flow.

## 2009 Key Initiatives Scorecard

## Initiative

PIP cost savings (realized in '09)
Cash interest reduction

Working capital reduction
Capex reduction

Other (dispositions of non-core assets, incremental to Compac disposition)

Free cash flow ${ }^{(1)}$
\$60M +
\$10-\$20M
\$5-\$7M
\$10-\$20M
\$70M+
FY Target as of 11/9/09
\$31M+
\$9-\$10M
\$10-\$20M
\$10-\$20M
FY Target as of 8/4/09
\$30M+
\$9-\$10M
\$25-\$35M
\$7-\$9M
\$10M+
\$80M+

## Fourth Quarter Expectations

> Top-line down less than prior quarters

- Packaging and Cequent segments are nearing flat revenue compared to Q408
- Cequent business seasonality
- Natural gas prices up, but inventory still high
- Aircraft demand is buffered by inventory levels in distribution channel
- Selective investment in growth initiatives

Continued positive effect of Profit Improvement Plan
> Maintain adequate covenant cushion and availability

## Summary

## 2010 Playbook

> Build on 2009 key initiatives... boost growth activities
> Expand top-line

- Respond fast to end market growth
- Keep growing product portfolio and footprint (Asia)
- Protect share
> Engrain total cost productivity mindset
- Expect 3-4\% total cost productivity (gross)
> Keep improving capital structure
- Leverage I and liquidity
- Balance cost and flexibility
- Assess alternatives (debt and equity)


## 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 <br> C O R P ORATION



## TRIMAS <br> C O R P ORATION

Appendix


Packaging
(\$ in millions)


Adjusted EBrTDA and Fine Cash Flow, are provided in the Appendio

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 improved due to lower material costs and reduced SG\&A expenses
- Operating profit margin improved approx. 400 basis points compared to Q308
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- Target specialty dispensing products into higher growth end markets
- Pharmaceutical/medical
- Food/beverage
- Personal care
- Increase geographic coverage efforts in Europe \& Asia
- Maximize low-cost plants



 Adjusted EBrTDA and Free Cash Flow, are provided in the Appendix


## 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 sales and related lower absorption of fixed costs, partially offset by reductions in SG\&A
- Adjusted EBITDA and Operating Profit margins improved sequentially
- Generated more free cash flow for the quarter than Q308 or Q209


## 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 Europe, SE Asia, and South America
- Improve inventory turns by implementing Lean initiatives
- Add service capabilities


Mduuted EBTDA and Operaing Prote enchode "Special Mems" "or

## 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 decreased due to lower sales volumes, partially offset by 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 and develop existing defense customer relationships
> Consider bolt-on acquisitions



## Engineered Components


 Adjusted EBTTA and Free Cash Flow, are provided in tre Appendix

## Results:

- Sales declined due to reduced demand in industrial cylinder, precision cutting tools, and medical businesses, primarily resulting from industrial slow down
- Adjusted EBITDA and operating profit decreased due to lower sales volumes and lower absorption of fixed costs, partially offset by reduced SG\&A expenses


## - Adjusted EBITDA margin improved sequentially

- Largest business in segment, Norris Cylinder, generated more cash on significantly less sales


## Key Initiatives:

- Develop specialty products for medical components and tooling markets
. Continue to expand product offering and commercialization of geographies
- Rationalize management and facilities
- Continue to reduce costs and improve working capital turnover

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(\$ in millions)





## Results:

- Sales decreased due to continued weak demand in end markets, combined with unfavorable impact of a weaker Australian dollar
- Sales increased in Australia/Asia Pacific business
- Adjusted EBITDA and operating profit increased due the significant cost reductions, partially offset by the decline in sales, the unfavorable impact of currency exchange and the lower absorption of fixed costs
- Operating profit margin increased 560 basis points compared to Q308
- Improvements in working capital (\$ and \%) drove significant cash flow during the quarter


## Key Initiatives:

- Mitigate end market decline by leveraging strong brands for additional market share and cross-selling
- Grow geographically in Asia and Australia via global product content and local product expansion
- Aggressively reduce fixed costs and simplify the business
- Integrate and consolidate separate businesses
- Improve processes and simplify business for better customer service and support
- Reduce capital requirements


## Q3 2009 Statement of Operations

(Unaudited, \$ in thousands)

|  | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Net sales. | \$ | 203,730 | \$ | 260,730 | \$ | 615,090 | \$ | 808,160 |
| Cost of sales |  | $(146,300)$ |  | $(192,100)$ |  | $(462,210)$ |  | $(593,580)$ |
| Gross profit. |  | 57,430 |  | 68,630 |  | 152,880 |  | 214,580 |
| Selling, general and administrative expenses.. |  | $(37,280)$ |  | $(41,160)$ |  | $(112,930)$ |  | $(128,740)$ |
| Gain (loss) on dispositions of property and equipment.. |  | 20 |  | 50 |  | 180 |  | (160) |
| Operating profit. |  | 20,170 |  | 27,520 |  | 40,130 |  | 85,680 |
| Other income (expense), net: |  |  |  |  |  |  |  |  |
| Interest expense. |  | $(10,760)$ |  | $(13,570)$ |  | $(34,560)$ |  | $(42,160)$ |
| Gain on extinguishment of debt. Other, net. |  | $\begin{array}{r} 1,180 \\ (190) \end{array}$ |  | (480) |  | $\begin{aligned} & 28,250 \\ & (1,710) \end{aligned}$ |  | $(3,010)$ |
| Other income (expense), net |  | (9,770) |  | $(14,050)$ |  | $(8,020)$ |  | $(45,170)$ |
| Income from continuing operations before income tax expense. |  | 10,400 |  | 13,470 |  | 32,110 |  | 40,510 |
| Income tax expense. |  | $(3,890)$ |  | $(5,410)$ |  | $(12,230)$ |  | $(15,150)$ |
| Income from continuing operations | \$ | 6,510 | \$ | 8,060 | \$ | 19,880 | \$ | 25,360 |
| Income (loss) from discontinued operations, net of income tax benefit (expense). |  | (680) |  | 260 |  | $(8,740)$ |  | 280 |
| Net income | \$ | 5,830 | \$ | 8,320 | \$ | 11,140 | \$ | 25,640 |

## Q3 2009 Balance Sheet

| thousands) Assets | $\begin{gathered} \text { September 30, } \\ 2009 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { December 31, } \\ 2008 \\ \hline \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |
| Current assets: |  |  |  |  |
| Cash and cash equivalents | \$ | 24,770 | \$ | 3,910 |
| Receivables, net. |  | 99,360 |  | 104,760 |
| Inventories |  | 141,830 |  | 188,950 |
| Deferred income taxes. |  | 16,970 |  | 16,970 |
| Prepaid expenses and other current assets |  | 6,680 |  | 7,430 |
| Assets of discontinued operations held for sale |  | 2,700 |  | 26,200 |
| Total current assets |  | 292,310 |  | 348,220 |
| Property and equipment, net |  | 170,760 |  | 181,570 |
| Goodwill. |  | 196,520 |  | 202,280 |
| Other intangibles, net. |  | 168,700 |  | 178,880 |
| Other assets |  | 15,720 |  | 19,270 |
| Total assets. | \$ | 844,010 | \$ | 930,220 |
| Liabilities and Shareholders' Equity |  |  |  |  |
| Current liabilities: |  |  |  |  |
| Current maturties, long-term debt | \$ | 6,640 | \$ | 10,360 |
| Accounts payable. |  | 79,650 |  | 111,810 |
| Accrued liabilities |  | 73,710 |  | 66,340 |
| Liabilities of discontinued operations |  | 1,240 |  | 1,340 |
| Total current liabilities |  | 161,240 |  | 189,850 |
| Long-term debt |  | 518,740 |  | 599,580 |
| Deferred income taxes |  | 45,680 |  | 51,650 |
| Other long-term liabilities |  | 44,610 |  | 34,240 |
| Total liabilities. |  | 770,270 |  | 875,320 |
| Total shareholders' equity. |  | 73,740 |  | 54,900 |
| Total liabilities and shareholders' equity. | \$ | 844,010 | \$ | 930,220 |

## Capital Structure

| (\$ in thousands) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | September 30, 2009 |  | $\begin{gathered} \text { December 31, } \\ 2008 \end{gathered}$ |  |
| Cash and Cash Equivalents ............................. | \$ | 24,770 | \$ | 3,910 |
| Senior Secured Bank Debt. |  | 269,240 |  | 280,800 |
| 9.875\% Senior Sub Notes due 2012..................... |  | 256,140 |  | 329,140 |
| Total Debt................................................. | \$ | 525,380 | \$ | 609,940 |
| Memo: AR Securitization................................... | \$ | - | \$ | 20,000 |
| Total Debt + A/R Securitization...................... | \$ | 525.380 | \$ | 629,940 |
| Key Ratios: |  |  |  |  |
| Bank LTM EBITDA............................................. | \$ | 138,170 | \$ | 151,570 |
| Interest Coverage Ratio...................................... |  | 3.00 x |  | 2.74 x |
| Leverage Ratio.............................................. |  | 3.80 x |  | 4.16x |
| Bank Covenants: |  |  |  |  |
| Interest Coverage Ratio...................................... |  | 2.20x |  | 2.00 x |
| Leverage Ratio............................................... |  | 4.75 x |  | $5.00 x$ |

## Comments:

- Reduced total indebtedness, including amounts on A/R securitization facility, by $\$ 22.0$ and $\$ 101.4$ million versus 6/30/09 and $9 / 30 / 08$, respectively
- Leverage ratio of $3.80 x$ compared to a debt covenant ratio of 4.75 x
> Total weighted average cost of credit facility borrowings decreased from 4.9\% to 3.8\%
- No significant debt maturities until 2012

As of September 30, 2009, TriMas had \$155.7 million of cash and available liquidity under its revolving credit and receivables securitization facilities.

# Reconciliation of Non-GAAP Measures Adjusted EBITDA ${ }^{(1)}$ and Free Cash Flow ${ }^{(2)}$ 

| (Unaudited) (dollars in thousands) | Three months ended September 30 , |  |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Net income |  | 5,830 | \$ | 8,320 | \$ | 11,140 | \$ | 25,640 |
| Income tax expense. |  | 3.420 |  | 5,560 |  | 6,650 |  | 15,310 |
| Interest expense. |  | 10,930 |  | 13,630 |  | 35,050 |  | 42,320 |
| Debt extinguishment costs. |  | 150 |  | - |  | 1,140 |  | - |
| Depreciation and amortization. |  | 10,580 |  | 10,740 |  | 33,410 |  | 32,440 |
| Adjusted EBITDA, total company |  | 30,910 |  | 38,250 |  | 87,390 |  | 115,710 |
| Adjusted EBITDA discontinued operations. |  | $(1,000)$ |  | 1,080 |  | $(12,490)$ |  | 2,400 |
| Adjusted EBITDA continuing operations |  | 31,910 | \$ | 37,170 | \$ | 99,880 | \$ | 113,310 |
| Special Items. |  | 2,290 |  | 710 |  | 9,530 |  | 2.970 |
| Non-cash gross gain on extinguishment of debt. |  | $(1,330)$ |  | - |  | $(29,390)$ |  | - |
| Cash interest. |  | $(3,630)$ |  | $(5,140)$ |  | $(25,460)$ |  | $(32,240)$ |
| Cash taxes. |  | $(2,420)$ |  | $(1,130)$ |  | $(6,730)$ |  | $(6,460)$ |
| Capital expenditures |  | $(4.430)$ |  | $(6,460)$ |  | $(10,850)$ |  | (19,630) |
| Changes in operating working capital. |  | 22.740 |  | (2,440) |  | 43,840 |  | $(15,070)$ |
| Free Cash Flow from operations before Special Items |  | 45,130 |  | 22,710 |  | 80,820 |  | 42,880 |
| Cash paid for Special Items. |  | $(2,460)$ |  | $(1,240)$ |  | $(6,910)$ |  | $(1.590)$ |
| Net proceeds from sale of business and other assets. |  | 680 |  | 1,920 |  | 23,100 |  | 2,260 |
| Free Cash Flow... |  | 43,350 | \$ | 23,390 | \$ | 97,010 | \$ | 43,550 |

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

(Unaudited)

| (dotlars in thousands, except per share amourts) | Three months ended September 30, 2009 |  | Three months ended September 30, 2009 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | income | ES | income |  | Ps |
| Income and \&PS from continuing operations, as reported. | \$ 6.510 | 0.19 | \% 8,060 | s | 0.24 |
| After-tax impact of Special Items to consider in evaluating quality of income and EPS from continuing operations: <br> Severance and business restructuring costs | (1,790) | 1005 | (420) | (0.01) |  |
| Excluding Special Items, income and EPS from continuing operations would have been. | 8.300 | 024 | 88.4 | \$ | 0.25 |
| Aner-tax impact of gain on exanguishment of deter | 730 | 002 | . |  | . |
| Excluding Special Items and gain on extinguishment of debt, income and EPS from continuing operations would have been | \$ 7.570 | 0 | 8.480 | s | 0.25 |
| Weightedswerage shares outstanding at September 30, 2009 and 2008 | 34,007.845 |  | 33.459.027 |  |  |
|  | Nine months ended September 30, 2009 |  | Nine months ended September 30,2009 |  |  |
| (botlars in thousands, except per share amourts) | income | PS | Hcome | Ps |  |
| Income and EPS from continuing operations, as reported. | \$ 19.880 | 0.59 | \$ 25.360 | s | 0.76 |
| After-tax impact of Special Hems to consider in evaluating quality of income and EPS from continuing operations: <br> Severance and business restructuring costs | (7.280) | (022) | $(1,860)$ |  | (0.06) |
| Excluding Special Items, income and EPS from continuing operations would have been. $\qquad$ | 327.160 | 0.81 | $8 \quad 27.220$ | $s$ | 0.82 |
| Aner tax impact of gain on exinguishment of dett. | 17,450 | 052 | - |  | $\bullet$ |
| Excluding Special items and gain on extinguishment of debt, income and EPS from continuing operations would have been. | $\$ \quad 9.670$ | $8 \quad 029$ | $\text { \& } 27,220$ | $3 \quad 0.82$ |  |
| Weightedaverage shares outstanding at September 30, 2009 and 2008 |  | 33,752210 |  | $\underline{33,441,448}$ |  |

Additional Information Regarding Special Items Impacting Reported GAAP Financial Measures (cont.)

| (Unaudited) | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (dollars in thousands) | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Operating profit from continuing operations, as reported.................... | \$ | 20,170 | \$ | 27.520 | \$ | 40,130 | \$ | 85,680 |
| Special Items to consider in evaluating quality of earnings: |  |  |  |  |  |  |  |  |
| Excluding Special Items, operating profit from continuing operations would have been. | \$ | 23,030 | \$ | 28,230 | \$ | 51,890 | \$ | 88,650 |
|  | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| (dollars in thousands) | 2009 |  | 2008 |  | 2009 |  | 2008 |  |
| Adjusted EBITDA from continuing operations, as reported................... | \$ | 31,910 | \$ | 37,170 | \$ | 99.880 |  | 113,310 |
| Special Items to consider in evaluating quality of earnings: |  |  |  |  |  |  |  |  |
| Excluding Special Items, Adjusted EBITDA from continuing operations would have been. | \$ | 34,200 | \$ | 37,880 | \$ | 109,410 |  | 116.280 |
| Gross gain on extinguishment of debt. | \$ | 1,330 | \$ | - | \$ | 29,390 | \$ | - |
| Excluding Special Items and gain on extinguishment of debt, Adjusted EBITDA from continuing operations would have been. | \$ | 32,870 | \$ | 37,880 | \$ | 80,020 |  | 116,280 |

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

TriMas Corporation
Buxiness Segment Finami
Continuing Operations

|  | Three months ended September 30 . |  |  |  | Nine months ended September 30 . |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2005 |  | 2009 |  | 2008 |  |
| Packaging |  |  |  |  |  |  |  |  |
| Nut sales | 8 | 39.730 | \$ | 43.350 | \$ | 106.130 | \$ | 128.910 |
| Operating proft | \$ | 9,160 | \$ | 8.300 | \$ | 23.390 | \$ | 26,530 |
| Advusted EBITA | \$ | 12,500 | \$ | 11.640 | \$ | 32760 | \$ | 56,420 |
| Special hems to consiser in evaluating operating proft and Adjusted EBITDA: |  |  |  |  |  |  |  |  |
| - Severncer and business restructuring costs | \$ | (480) | \$ | (410) | \% | (480) | \$ | (410) |
| Excluding Special Rems, operating proft would have been: | 5 | 9,640 | \$ | 8.710 | \$ | 23.870 | \$ | 26.940 |
| Excluaing Speciel hems, Adusted EBITPA would hame been | 8 | 13.020 | \$ | 12050 | 8 | 33.240 | \$ | 38.830 |
| Energy |  |  |  |  |  |  |  |  |
| Nat sales | \$ | 36,000 | \$ | 55.430 | \% | 111.280 | \$ | 157.390 |
| Operating proff | \$ | 3.200 | 5 | 8.170 | 5 | 9.380 | \$ | 24.670 |
| Adjusted EBITDA | 9 | 3.950 | 9 | 8.850 | 9 | 11.730 | 9 | 26.670 |
| Special liems to consiber in eveluating operating prett and Adjusted EEITDA |  |  |  |  |  |  |  |  |
| - Severance and business nestructuring costs | \$ | (30) | \$ | - | \$ | (240) | 5 | (320) |
| Excluding Special hems, operating proft would have been: | s | 3,230 | \$ | 8.170 | \$ | 2.620 | \$ | 24.990 |
| Excluing Special Rems, Adusted EBITDA would have been: | \$ | 3,980 | \$ | 8.850 | \$ | 11.970 | $s$ | 26,990 |
| Aeroupace a Defense |  |  |  |  |  |  |  |  |
| Not sales | \$ | 16.090 | \$ | 24.550 | \$ | 56.530 | 5 | 65.770 |
| Operating proft | \$ | 8,190 | 5 | 8.640 | \$ | 18.410 | 5 | 22.230 |
| Adpusted EBITDA | \$ | 8.780 | \$ | 9.050 | \$ | 20.180 | 5 | 23.560 |
| Special Items to consiber in evaluating operating prott and Adjusted Eeritoa |  |  |  |  |  |  |  |  |
| - Severance and business restructuring costs | \$ | (10) | \$ | * | \$ | (140) | \$ | (130) |
| Excluaing Speciul nems, operating proft would have been: | \$ | 5,200 | 8 | 8.640 | \$ | 18.550 | s | 22.360 |
| Exclusing Special Rems. Adusted EBITDA would have been. | 8 | 5.770 | \$ | 2080 | 8 | 20.320 | 8 | 23.690 |
| Engineered Components |  |  |  |  |  |  |  |  |
| Not sales | \$ | 15,000 | \$ | 34.650 | \$ | \$1,100 | \$ | 102, 160 |
| Operating proft (0ss) | \$ | (00) | 5 | 3.470 | \$ | (1.010) | 5 | 12.520 |
| Advosted EBITOA | ¢ | 980 | * | 4.510 | ง | 2150 | \$ | 15.630 |
| Special hems to consiser in evaluating operating prote and Adjusted EBrTOA: |  |  |  |  |  |  |  |  |
| - Severance and business nestructuring costs | \$ | (210) | \$ | (70) | \$ | 980) | \$ | (300) |
| Excluding Special Rems, operating proft (oss) would have been: | \$ | 150 | \$ | 3.540 | \$ | (630) | \$ | 12,820 |
| Excluding Special hems, Adusted EBITDA would have been: | \$ | 1,190 | \$ | 4.580 | \$ | 2.530 | \$ | 15,930 |

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

TriMas Corporation
Business Segment Financial Information Continuing Operations

Cequent
Net sales
Operating profit
Acfusted EBITDA
Special ltems to consider in evaluating operating proft (loss) - Severance and business restructuring costs

Excluding Special Iems, operating proffit would have beenc
Special ltems to consider in erahating Adusted EBITDA: -Severance and business restructuring costs

Excluding Special Items, Adjusted EBITDA would have been:
Corporate Expenses
Operating loss
Acfusted EBITDA
Special ltems to consider in eraluating operating proft and Adjusted EBITDA: Special Items to consider in exalasting operating proit and Aquusted EBTDA.
-Severance and business restructuring costs Excluding Special Iems, operating loss would have been
Excluding Special Iterns, Adjusted EBITDA would have been:
Total Company
Net sales
Operating profit
Adjusted EBITDA
Total Special hems to consider in evaluating operating proff:
Excluding Special Iems, operating proff would have been:
Total Special hems to consider in evaluating Adjusted EBITDA:
Excluding Special Rems, Adjusted EBITDA would have been:
Three months ended September 30,

| September 30 , |  |  |  | September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2009 |  | 2008 |  | 2009 |  | 2008 |
| \$ | 96,000 | \$ | 102,710 | 8 | 290,070 | 8 | 352.930 |
| 8 | 7.220 | \$ | 4.000 | \$ | 6.760 | \$ | 17,930 |
| \$ | 12.200 | \$ | 8.560 | \% | 21,700 | \$ | 30.940 |
| \$ | (2,130) | \$ | (190) | \$ | (7,580) | \$ | (190) |
| \$ | 9.350 | \$ | 4.190 | \$ | 14,340 | \$ | 18,120 |
| \$ | (1.560) | \$ | (190) | \$ | (5,350) | \$ | (190) |
| \$ | 13,760 | \$ | 8.750 | \$ | 27,060 | \$ | 31,130 |
| \$ | (4,540) | \$ | $(5.060)$ | 8 | (16,800) | 8 | $(18,200)$ |
| \$ | (3.520) | \$ | (5.470) | \$ | 11,360 | \$ | (19.910) |
| A: | - | \$ | (40) | 8 | (2,940) | \$ | (1.620) |
| \$ | (4.540) | \$ | (5.020) | \$ | (13,860) | \$ | (16.580) |
| \$ | $(3.520)$ | \$ | (5.430) | \$ | 14,300 | \$ | (18.290) |
| \$ | 203,730 | \$ | 250.730 | s | 615,090 | \$ | 808, 160 |
| \$ | 20,170 | \$ | 27,520 | \$ | 40,130 | \$ | 85.680 |
| 8 | 31.910 | 8 | 37,170 | \$ | 99,880 | \$ | 113,310 |
| \$ | (2.860) | \$ | (710) | \$ | (11,760) | \$ | (2.970) |
| \$ | 23.030 | \$ | 28.230 | \$ | 51,890 | \$ | 88.650 |
| \$ | (2.290) | \$ | (710) | \$ | (9.530) | \$ | (2.970) |
| \$ | 34.200 | \$ | 37,880 | \$ | 109,410 | \$ | 116,280 |

## LTM EBITDA as Defined in Credit Agreement

(Unaudited, \$ in thousands)

| Reported net loss for the twelve months ended September 30, $2009 \ldots \ldots \ldots \ldots . . . . . . . . .$. | \$ $(150,690)$ |
| :---: | :---: |
| Interest expense, net (as defined) | 48,660 |
| Debt extinguishment costs. | 1,280 |
| Income tax benefit. | $(21,270)$ |
| Depreciation and amortization | 45,040 |
| Interest equivalent costs | 1,620 |
| Non-cash expenses related to equity grants. | 210 |
| Other non-cash expenses or losses. | 188,190 |
| Non-recurring expenses or costs for cost savings projects.. | 6,810 |
| Negative EBITDA from discontinued operations. | 4,590 |
| Permitted dispositions.. | 13,730 |
|  | \$ 138,170 |

[^2]
[^0]:    (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.

[^1]:    On track to exceed $\$ 30$ million in cost savings in 2009.. Continue to identify additional cost-out and productivity opportunities.

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

