

LETTER TO THE FLEET

It is our goal at CRST Malone to make sure that each contractor is treated as a business partner. In these times of bank failings and record losses in the stock market, we are working harder than ever to increase the amount of freight in our system. Our sales staff has been increased, giving us a larger presence in the marketplace. We have strengthened our customer service department to help keep layovers to a minimum. Your fleet manager is and should always be your first line of contact. They are there to help you find freight, give advice on the areas of the country that may be slow and take care of any issues that may arise.

With all the negatives in the business/financial markets today, it is essential that we all make good business decisions on a daily basis. No one is

feeling the financial pinch more than you. You need to make sure you make good decisions on the loads that you accept, the amount of advances you take and the amount of deadhead that you are running. It is up to everyone at CRST Malone to make sure that each contractor is successful. We are here for our contractors, and together, we will get through this difficult time. Listed below are a few tips that can help keep you loaded and rolling:

1. Make good decisions when accepting your loads.
2. Stay out of the dead areas (your dispatcher can advise you of all slow freight areas).
3. Keep layovers to a minimum (one day lost is \$750.00 in revenue that you will never recover).

4. There was a time when deadheading out of an area was the best option. Today, more times than not, this is not the case. If you are in a slow area and you have to take a lower rated load, take the one with the lower amount of miles that puts you in a better area to reload. Less miles on low rate loads is the key.
5. Do not take a load from one depressed area to another. Example: Taking a load from lower Texas to lower Florida can be a disaster.
6. Try to stay away from extra advances. The more advance money taken, the less money to the house.
7. Stay in touch with your dispatcher. Communication is the key.

2008 MILLION MILER/OWNER OPERATOR BANQUET

CRST Malone hosted our yearly Million Miler/Owner Operator of the Quarter-Year banquet on Friday, September 19th and Saturday, September 20th. This is a very special time for the company because it gives us the opportunity to say thank you to some of our finest. This year's event was twice as special. CRST Malone brought back our annual Owner Operator of the Year award. The three Owner Operator of the Quarter winners, along with their wives, were invited to the event for the announcement of our Owner Operator of the Year. All of our honorees were treated to some of Birmingham's finest food, a trip to the International Motorsports Hall of Fame in Talladega, Alabama, along with a tour of the track and a visit to Vulcan, the world's largest cast iron statue.

At the end of our weekend, we held our banquet with our Million Milers

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MILLION MILERS



Million Milers: Robert Vaughn - 2 million miles, Robert Exline - 2 million, Lowell Sloan - 1 million, Charlie Evans - 2 million, Roger Eastep - 1 million, Tom Nichols - 2 million, Marvin Godsey - 1 million, Jackie Trichel - 1 million, Charles "Rooster" Perdew - 1 million, Bob Kelm - 1 million, Chris Kunzle - 1 million

OWNER OPERATORS OF THE QUARTER



LEFT TO RIGHT: Jeannie and Ray Ewing - O/O of 4th qtr, Stephanie and Otis Lane - O/O of 3rd qtr, Debbie and Marvin Godsey - O/O of 2nd qtr

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being recognized. Scott Shephard (President) and Kerry Miller (Director of Safety) presented each with a plaque and their choice of a watch or a ring symbolizing their monumental accomplishments. The wives of our honorees were also recognized for their support and sacrifices to make these accomplishments possible. The evening wrapped up with the presentation of our Owner Operators of the Quarter: Mr. Marvin Godsey – 2nd Quarter 2008, Mr. Otis Lane – 3rd Quarter 2008 and Mr. Ray Ewing – 4th Quarter 2008. The

banquet concluded when Mr. Otis Lane was announced as CRST Malone's Owner Operator of the Year.

The Management and Staff at CRST Malone would like to express our congratulations and appreciation to all honorees of this year's banquet. This fine group is the main reason that the company is and will remain one of the strongest Owner Operator Flatbed carriers in the nation.

OWNER OPERATOR OF THE YEAR



LEFT TO RIGHT: Scott Shephard – President, CRST Malone, Otis Lane – 2008 O/O of the Year, Kerry Miller – Safety Director



All of the honorees at the Motorsports Hall of Fame

LOW SPEED ACCIDENTS

In the first nine months of 2008, over 70% of our preventable accidents were "low speed maneuvering" accidents, meaning they took place under 5 mph. These accidents typically occur while turning into a customer's gate, maneuvering in rest areas, attempting to back or pull into truck stop parking or when backing into loading bays.

You are the only one that can prevent these accidents. Remember, the mirrors don't always give you the best picture. If it is a close fit, set the parking brake, get out, walk back and look. Most of the time one adjustment could eliminate these types of accidents.

In the future, we will be tracking these accidents very closely and we will be taking firmer measures with the drivers who get involved with them. Spending time reviewing an accident like this is not a good way to spend your day. Preventing these accidents is a much better use of your time.

Remember, the first \$1,000 of a claim like this comes out of your pocket. These claims run, on average, over \$2,500 to settle. You are our first line of defense, so be alert and drive safely.

HEAVY HIGHWAY VEHICLE USE TAX

The time for CRST Malone to put in our order for 2009 plates is approaching fast. In order for us to request your new plate, our license department must first have a copy of your 2290 form, stamped "paid". Your fleet manager will have a list of all contractors with missing 2290's. Make sure that your name is NOT on this list, if your name is listed, please fax a copy to the plate department, Attention Rita, at 205-951-5992. If we do not receive your 2290, it could cause long delays in acquiring your new plate.

OWNER OPERATOR HELPS STOP POTENTIAL THEFT

On Saturday, October 4th, 2008, CRST Malone Contractor Frank Longoria was parked at our Kennedale, Texas office. He noticed some activity at the building. While watching, he noticed someone trying to break into the vending machine and then the building. Frank called the authorities and the police were able to arrest the culprit. Thank you, Frank, for your willingness to get involved and helping to stop a crime before it happened.

PREVENTABLE CARGO CLAIMS

Over the past two months our Preventable Cargo Claims have been spiraling upward. This cannot continue. We've identified the problem areas and they are listed below:

1. Inadequate or improper tarping. Loose tarps allow water to get up under them at highway speeds. Not having enough tarp to completely cover the load is also a big issue. If you can't cover all of it, you don't have it tarped. Two weeks ago, a driver delivered a load of petroleum catalysts to Marathon Oil. The driver's tarps came up 14 inches short. The claim stands at \$35,000.
2. Holes in tarps. You must protect tarps to avoid holes and tears, if you get any, patch them immediately. Don't think that a few small holes won't matter. We had a recent claim of \$34,000 where the largest hole was smaller than the palm of your hand. The driver traveled through heavy rain for hours resulting in 2 wet coils. **Patch the holes or don't take the load.**
3. Improper or inadequate securement. One week ago in Brookings, South Dakota, a driver lost an expensive, crated electronic sign off his trailer because it was inadequately secured.
4. Unsafe driving. On October 6, 2008, a driver took his attention off the road for just a second; he dropped off the pavement onto the shoulder and rolled over with a load of aluminum coils in Lynnville, Kentucky.

We must work together to avoid these pitfalls. Constantly check your tarps and equipment. Safety personnel will be performing spot checks as drivers come by our facilities to make sure securement guidelines are met. We cannot afford another upward trend in cargo costs. Make sure you know the value of the cargo that you are responsible for. More times than not, drivers are shocked when they hear the value of the claim. The load of catalysts

CRITICAL CRASH

Our critical crash accidents are moving in the right direction and we applaud all of you for the attention you are giving to this crucial area of our business. We can still improve by practicing the following good habits:

Load securement:

1. Secure load as if your family will be driving next to you. **Someone's family is.**
2. Follow the CRST 3-5-7 rule: Any coil up to 20,000 lbs use 3 chains; 20,001 lbs to 40,000 lbs use 5 chains; above 40,001 lbs use 7 chains.
3. Secure your loads against movement during heavy braking and accidents.
4. Check your securement in the first 50 miles, then every 3 hours or 150 miles.
5. Take your time, do it right, **never cut corners.**
6. Remember, before moving an over dimensional load call the OD hotline at **205-821-4792.**

Practice safe, defensive driving. Follow these reminders:

1. Maintain at least a 7 second following distance.
2. When in traffic, run 3 to 5 mph slower than other vehicles (this would eliminate half of our accident involvement).
3. Reduce speed and add to your following distance in rain, other inclement conditions and at night.
4. Take all ramps at least 10 mph



referred to above will be valued at well over a quarter of a million dollars. That is just **ONE LOAD.**

All of the examples above were due to contractor carelessness. This cannot continue. Effective immediately, once a cargo claim is determined to be the result of a contractor's carelessness;



below posted speed, especially when loaded.

5. Eliminate anger from the driving equation. If you're upset for any reason, get off the road and compose yourself.
6. Manage the space around your vehicle, especially in right hand turns. If someone slips in beside you, you're still responsible not to hit them.
7. Make lane changes only when absolutely necessary, then lean and look to clear your right front blind spot.

If your wife, son, daughter, mom or dad were running beside a big truck on the open highway, how would you want that driver to be conducting themselves? How would you want him or her to have secured their load? Once you answer those questions, you'll know how every CRST driver/contractor should drive and secure freight.



actions will be taken, up to cancellation of lease. It is imperative that each of you understand the importance of proper securement, tarping and defensive driving. If you have any questions, please call your Safety representative. We are always here to help.

DRIVER APPRECIATION DAYS (D.A.D.) 2008

This year's events were held at over fourteen locations across the country. There was food, shirts, caps, door prizes and a lot of good conversation. We also were able to hold several driver communication meetings in conjunction with our D.A.D. events. Our main goal with these annual events is to show you, our contractors, how much we appreciate your major contributions to the success of the company. Without you, there would be no CRST Malone.

SIoux FALLS, SOUTH DAKOTA – D.A.D.



Bill Trotter puts some drivers to sleep.

SIoux FALLS, SOUTH DAKOTA – D.A.D.



Here comes Dessert!

ROCKPORT, INDIANA – D.A.D.



Chef Scott Shephard and friends - no hair left on the arms of his pit crew.

ROCKPORT, INDIANA – D.A.D.



We're waiting...

PORTAGE, INDIANA – D.A.D.



Mike Silverwood and Kerry Miller watch and learn from chef Brian Gurgon.

PORTAGE, INDIANA – D.A.D.



Good times and good food in Portage.

ST. LOUIS, MISSOURI – D.A.D.



Lunch time in St. Louis.

ST. LOUIS, MISSOURI – D.A.D.



A severe case of food poisoning.