HIGHWAY HIGHLIGHTS

HIGHWAY TRANSPORT

NOV 2026



That's How We Deliver On

Our Promise. Delivered.™

Our Promise. Kept.™

Also in this issue: Driver Appreciation, Safe + Sound Week, Meet Employees & more!

To the Highway Transport Team,

Highway Transport has set a clear course: **Back to the Highway Way.**

This is how we deliver the Highway Promise - ***Our Promise. Delivered. Our Promise. Kept.*** It is a return to the way this company is at its best: close to the customer, close to the driver, and close to the people who do the work every day. That path will bring us closer to our customers, strengthen satisfaction across the team, and build a thriving, profitable business.

To support that work, we have simplified the operations organization. We eliminated several executive positions. This is a deliberate shift, not an open seat. Operating decisions will sit closer to the Service Centers and to the people who know the freight, the drivers, and the customers.

Over the next few months, local and regional customer service and load planning will move back to the Service Centers that have the volume to manage the work locally. A new Premier Customer Experience Team will be established in Knoxville to focus on our largest core customers and our most complex accounts. Our system drivers will be supported by a team of Driver Managers and Planners located in Knoxville. As part of our increased focus, we are expanding the corporate after-hours team, so drivers have stronger support when they need it most.

We also listened to our drivers and driver managers. Effective October 19, 2026, we amended driver pay for live load and live unload work performed at customer locations on loads between 150 and 500 miles. This change enhances Driver Promise Pay and the increases implemented in August.

Change can bring uncertainty. It can also bring clarity. These steps put the right work in the right place, pay people fairly for the work they do, and keep the promises we make to our drivers, our customers, and one another.

Thank you for your hard work and your dedication to Highway Transport. The Highway Way has always been driven by our people.

Our Promise. Delivered.™ Our Promise. Kept.™



Christy Williams
SVP Sales & Marketing



Rick Lusby
SVP Operations and Safety



Rob Rice
VP Human Resources & Information Technology



Logan Laug
VP Finance and Accounting



The Highway Way

The Highway Way is more than how we do business, it's how we work together every day. It's a simple set of principles that keeps our people, our customers and our company moving in the right direction.

- Treat everyone with dignity and respect, equally and consistently.
- Put safety first in every job we perform.
- Make time to listen and communicate with drivers, mechanics, tank wash, customer service and every Highway employee.
- Meet or exceed customer expectations through dependable service.
- Remain profitable so we can continue growing and investing in our people, facilities, equipment and customers.

No matter your role or location, we all play a part in living The Highway Way.

Our Mission (Why We Exist)

Our Promise. Delivered.™

We deliver industry-leading bulk transportation solutions with uncompromising safety caring for our employees, customers, and communities powered by leading-edge technology and a true people-first culture.

Our Vision (What We Aspire To Achieve)

Our Promise. Kept.™

We will continually raise the standard of bulk chemical solutions and logistics by seeking new ways to exapand our services and offerings, always doing what's best for our employeees and customers, and building lasting loyalty through integrity, innovation, and excellence for generations to come.

Our Values (We Keep Our Promise)

These values are how we live *Our Promise* every day to our employees, customers, communities, and environment.

INTEGRITY: We do the right things for the right reasons.

CUSTOMERS: We are customer-obsessed.

SAFETY: We are safety-obsessed.

FAMILY: We treat our employees as family.

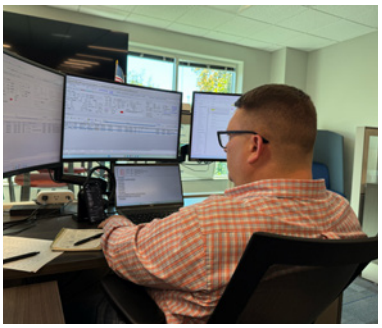
ENVIRONMENT: We protect and improve our world.

Heat Exchanger Season is Here!

Just a reminder for all of us to be prepared as colder temperatures bring extra considerations for temperature-sensitive chemical shipments. Let's stay knowledgeable, prepared and ready to put our heat exchange trailers to work safely and reliably this season.





From Sonar to Service

Jason Palmer Brings 20 Years of Submarine Experience to Highway

When Jason Palmer was a young man considering what to do with his life, he walked into a military recruiting office with an unusual request. He said, "Give me the hardest thing you've got."

The answer: Submarines.

Jason didn't know much about them, so he asked one simple question: Was it hard? When the recruiter told him it was hard and that not many people wanted to do it, Jason immediately responded, "Then I'll take it."

That decision turned into a 20-year career in the U.S. Navy, nine deployments and travel to 47 countries. Today, Jason has traded the confines of a submarine for a desk at Highway Transport, where he supports the busy Chicago region as part of the Customer Service team.

And as different as those two worlds might seem, Jason has discovered they have more in common than you might think.

Listening for What Others Might Miss

Jason specialized as a sonar technician aboard Los Angeles-class fast attack submarines. For hours at a time, he would sit at a screen wearing headphones, listening to an ocean that he says is much louder than most people realize. To an untrained ear, much of it might sound like television static. Jason's job was to recognize the slightest deviation in that noise and determine what caused it. That required intense concentration.

"We are very well trained to see problems before they turn into a fire."

During a sonar watch, Jason could spend six hours staring at a screen, taking and giving verbal commands without looking away. Over the course of 20 years, something that initially felt almost impossible became second nature. This makes his current job somewhat ironic.

"I laugh sometimes when I think about it," Jason said. "The job that I'm doing now, we have pods and everything in Chicago. I'm wearing headphones. I'm staring at a screen." He concludes, "I was trained for this, just not for the trucking industry."

The equipment and mission may have changed, but many of the skills haven't. The job requires you to pay attention, communicate clearly and recognize when something doesn't look right. You must solve problems before they become bigger and stay focused when things get busy.

Jason specifically asked for that last part when he interviewed with Highway.

He told the Customer Service Director he wanted to know where the company needed the most help, and where the stress level was highest. The answer he got was Chicago. For a guy accustomed to long days beneath the ocean, that sounded just fine.

When Safety Is Everyone's Responsibility

Perhaps the strongest connection between Jason's Navy experience and Highway Transport is safety. On a submarine, safety isn't a department. It isn't a slogan. It's something every crew member must own.

Jason remembers a saying from his submarine days: "A fire will actually kill us faster than a torpedo."

That reality meant sailors weren't simply trained to respond when something went wrong. They were trained to constantly look for the small things that could eventually become big problems.

"We are very well trained to see problems before they turn into a fire," Jason said. "We're always second-checking ourselves, looking around for possible problems."

That's a mindset he believes translates directly to Highway and the responsibility that comes with transporting bulk liquid chemicals. Jason continues, "If all of us took a piece of that and implemented it into our job every day, I have no doubt we'd be the safest carrier on the road."

One Crew, One Mission

There was another lesson Jason learned beneath the ocean: teamwork isn't optional. A submarine roughly 380 feet long could carry around 145 to 160 sailors and privacy was scarce. Crew members worked long hours, ate together, lived together and depended on one another. Once the hatch closed and the submarine descended, there wasn't much opportunity to walk away when something became difficult.

"I have encountered some of the greatest people outside the military I think I've ever met in my life here at this company."

"You're kind of stuck in that sense," Jason said, "but that's also a blessing at the same time. It doesn't give you an out to give up."

That environment taught him resilience, but it also taught him something about leadership.

After leaving the military, Jason initially had to adjust to the fact that not everyone approaches a job with the same training, experiences or expectations he had developed during two decades in the Navy. Instead of expecting everyone to think exactly like he does, Jason realized his role is to help bring out the best in the people around him.

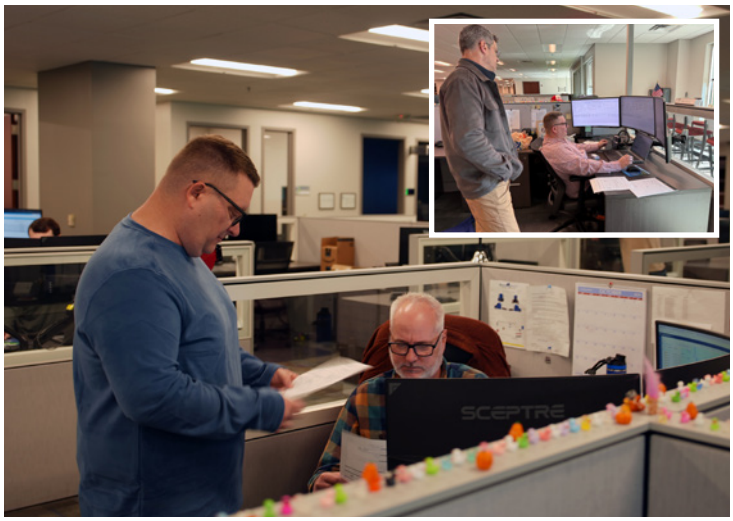
"I can motivate them toward bringing out the best parts of themselves and working as a team," he said.

That may be one of the most valuable lessons he brings with him to Highway.

Finding a New Crew at Highway

Jason had logistics experience before joining Highway, but bulk chemical transportation was a new world. What attracted him to customer service was something much simpler: he likes people, communication and solving problems.

"Throw a problem at me," he said. "Let me try to fix it on all sides."



Six months into his Highway career, Jason says the company has delivered on what he was told during the hiring process.

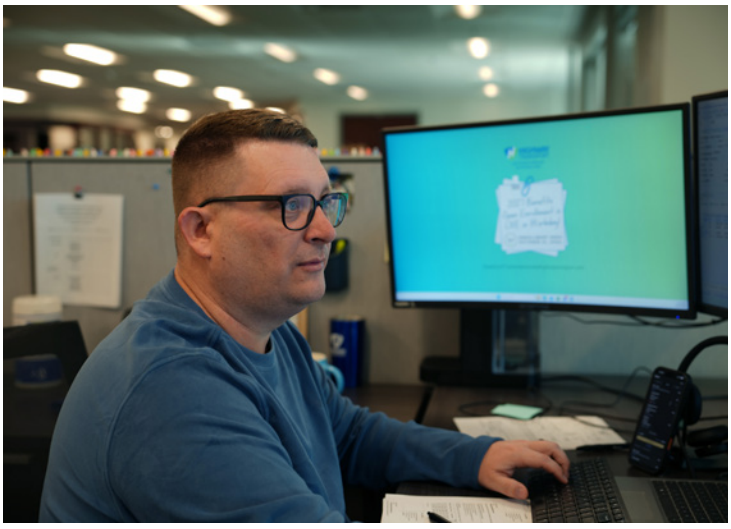
"Everything that was explained and discussed in the interview was 100% accurate, if not better," he said. "I can't say that about any interview I've done, military or otherwise."

And for someone who spent 20 years understanding the importance of the people serving beside him, perhaps his strongest compliment for Highway is about the people he's found here.

"I have encountered some of the greatest people outside the military I think I've ever met in my life here at this company."

Twenty years, nine deployments, forty-seven countries and thousands of hours beneath the ocean has made Jason Palmer's path to Highway Transport somewhat unconventional. But put him in a high-pressure environment, give him a problem to solve, surround him with a team and tell him that safety matters above everything else?

It turns out he's been training for this job for a very long time.



Helping Disabled Veterans



Our team was proud to spend a Saturday serving alongside the Disabled American Veterans (DAV) in Knoxville as part of Highway Helping Hands.

Volunteers rolled up their sleeves to clean out and organize the DAV's storage building and garage, transforming the space into a more organized and functional area to support the important work they do for our nation's veterans.

Thank you to the DAV for welcoming us and giving us the opportunity to give back. We appreciate everything you do for those who have served our country, and we're honored to play a small part in supporting your mission.











Highway Transport Supports Special Olympics Truck Convoy

Highway Transport was proud to participate once again in the Truck Convoy for Special Olympics in Chicago, joining more than 150 trucks for a special 9-mile convoy supporting an incredible cause. Our own Dave Williams, a veteran and Million Mile Driver, has proudly represented Highway at this event for several years. A big thank you to Dave for his continued participation and for representing Highway Transport in such a meaningful way!







Meet Kevin Palm

Kevin Palm is a professional tank driver and driver trainer at our Garland, Texas service center.

For Kevin, doing the job right comes down to preparation, professionalism and pride in the details. From making sure his equipment and paperwork are in order to arriving at a customer clean, prepared and ready to safely make the delivery, Kevin understands that every interaction is a reflection of Highway Transport.

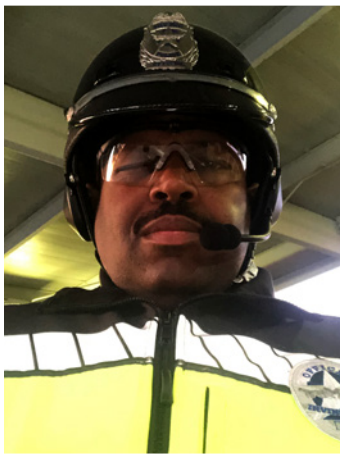
And the best compliment he can receive?

When a customer says, "I want that driver back."

Before becoming a professional driver, Kevin spent nearly 30 years as a police officer in Irving, Texas. He brings that same commitment to safety and protecting others to the road and passes those lessons along as a driver trainer.

We're proud to have professionals like Kevin representing Highway Transport every day.





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CONGRATULATIONS TO

Julia Guerra Sales Professional of the 3rd Quarter



Julia closed $1.2M in annual revenue in Q3, representing 35% of all business closed that quarter. She grew her territory 21% YOY

Dominick Ciletti CAS of the 3rd Quarter



Dominick continues to provide outstanding service to our customers while proactively looking for additional freight opportunities. During a recent customer visit, Arkema specifically recognized Dominick for the excellent job he is doing.

STAR OF EXCELLENCE AWARD

Congratulations to our service centers for their outstanding work and dedication to safety - and for winning the award!

Q3 - 2026

Charlotte

North Region Winner

Freeport

South Region Winner

How Do Service Centers Win the Star of Excellence Award?

Four criteria that determine the winners:

- Driver Scorecard (HUGE factor in the formula)
- Revenue vs. Budget
- Contribution Ratio
- Contribution Ratio Variance

Football is Chemistry









Football season is running in full speed! And while we're watching the action on the field, there's a lot of chemistry helping make the game possible.

From the synthetic materials used in footballs and protective padding to the polymers in helmets, cleats and turf, chemicals and chemical products play an important role in making today's game safer, stronger and more durable.

They're even behind the paints and coatings that create those familiar yard lines, end zones and team colors.

So, the next time you're cheering on your favorite team, remember: **chemistry is part of the game, too.**

Partnership, Service & Safety

CONTRACTOR CORNER



With Eric Ely

As we move through the fourth quarter, we want to thank our Independent Contractors for their continued commitment to Highway Transport and the customers we serve. Our success depends on the partnership between Highway Transport and the business owners who represent us on the road every day.

Customer Service Remains Our Priority

Our customers depend on us to deliver their products safely, reliably, and on time. Every load represents a commitment we have made to a customer, and each of us plays an important role in meeting that commitment. We recognize that Independent Contractors operate their own businesses and manage their own schedules. At the same time, clear communication, flexibility when possible, and a willingness to support customer needs are essential to maintaining strong business relationships and creating future opportunities for everyone.

Communication Makes a Difference

If you need time away from your business, experience a mechanical issue, or anticipate a delay that could affect a scheduled delivery, communicate with your Highway Transport contact as early as possible. Advance notice helps our team plan accordingly, minimize service disruptions, and keep customers informed. Good communication protects both your business interests and our customer relationships.

Safety Is Everyone's Responsibility

Safety continues to be a cornerstone of our business. Take the time to conduct thorough pre-trip and post-trip inspections, monitor tires and equipment, obey posted speed limits, and avoid distractions behind the wheel. Never compromise safety to meet a delivery schedule. Proper equipment maintenance and sound decisions on the road help protect you, the public, our customers, and the reputation of your business.

As we finish the year, we encourage every contractor to remain focused on safe operations, dependable service, and open communication. We appreciate the businesses that make up our contractor network and look forward to continuing to build a strong partnership together.

Thank you for representing Highway Transport with professionalism and pride.



SAFE + SOUND Week August 10 - 16, 2026

Highway Transport in action throughout OSHA Safe + Sound Week!

Change first sentence at the top to: Team members across our locations are showing what it means to be Safe + Sound , looking out for one another and putting safe practices to work in the everyday things we do.



Equipment Cleaning Technician Miguel Santos staying safe with proper use of fall protection.



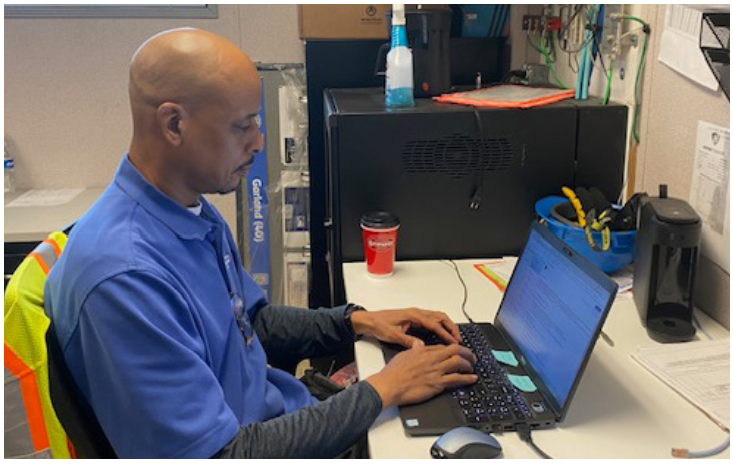
Lead Equipment Cleaning Technician Antonio Kent ensuring chemicals are labeled properly.



Regional Driver Lewin Graham has his Hazmat Guide at the ready.



Driver Trainer Jahleem Ali, with trainee Jermaine Lassiter, are performing a training session which includes a water transfer utilizing the pump from HT tank to HT tank.



Driver Manager Marquis Davis showing an ergonomically adjusted desk setup.



Equipment Cleaning Technician Sam Square properly labeling the A-1 Chemical *777* cleaning solution.



Regional Driver Wendy Foreman checking fire extinguisher.

From three points of contact and proper fall protection to chemical labeling, good housekeeping, hydration, training and preparation, safety is in the details. Safe + Sound Week may put an extra spotlight on safety, but these photos represent something much bigger: the commitment our people make every day to doing the job the right way and making sure everyone goes home safely. Great work, Highway team!!

SAFE + SOUND Week August 10 - 16, 2026



New Hire Hands-on Tank Training.



Mechanics Jason Ferry and Joseph Downey conducting a atmospheric testing drill.



Apprentice Mechanic Antoine Bennett checking shop eye wash checking eyewash station.



Equipment Cleaning Technician Cown Franklin Tank wash Cown Franklin checking eyewash station and emergency shower.





Mechanic Mario Newman using both upper and lower body to move machinery across the shop floor.



Equipment Cleaning Techs Samuel Square, Pete Vickery and Clarence Peebles conducting an atmospheric testing drill.

SAFE + SOUND Week August 10 - 16, 2026



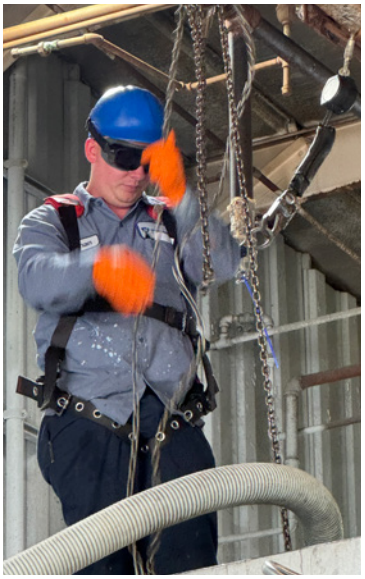


Fall protection being used the proper way.



Mechanic Brady Harris performing Lock Out Tag Out.





Equipment Cleaning Technician Ethan Valentine properly using fall protection.



Mechanic Gabe Juarez keeping hoses rolled and ready. Eliminating tripping hazard.

SAFE + SOUND Week August 10 - 16, 2026



The only way to enter and exit a truck is with three points of contact .



Equipment Cleaning Technician Cris Hidalgo locked in on fall protection.



Equipment Cleaning Technician Danzell Williams checking the atmosphere in a trailer.



Regional Driver Dave Ervin always uses three points of contact.



Mechanic David Breedlove applying Lockout Tagout before beginning work on equipment.

Driver Appreciation Week

Driver Appreciation Week gave Highway Transport the opportunity to celebrate our professional drivers and thank them for the dedication, professionalism and safe service they provide every day. It also reminded us that every successful mile is supported by the entire Highway team, including Safety, Operations, Customer Service, Maintenance, Tank Wash, Dispatch and so many others working together behind the scenes. A special thank you to all our employees who helped make the week a success and to our generous vendors and partners who donated prizes, food trucks, meals and more to help us celebrate our drivers in a big way.



BATON ROUGE












CHARLOTTE






CHATTANOOGA













CHICAGO









CORPORATE









FREEPORT





DETROIT







HOUSTON







KNOXVILLE















LAKE CHARLES









PHILADELPHIA







WOMEN IN CHEMICALS®

Women in Chemicals Conference

Christy Williams and Julia Guerra proudly represented Highway Transport at the Women in Chemicals Conference, connecting with industry leaders and celebrating the achievements of women in chemicals. Christy also had the opportunity to meet Woman of the Year Oluwaseun Ajayi, as Highway continues to support the organization's mission of empowering women and advancing leadership across our industry.



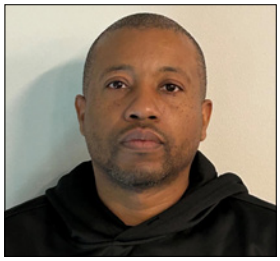


Drivers of the Quarter

Q3 | 2026



Nolan Griffin
Baton Rouge



Willie Dickens
Bridgeport



Robert Mason
Charlotte



Scott Avila
Chattanooga



Niyoka White
Chicago



Christopher Workman
Cincinnati



Thomas Ratliff
Detroit



Richard Peterson
Freeport



Nathaniel Rainey
Garland



Jabar Hudgins
Houston



Kelly Worsham
Knoxville



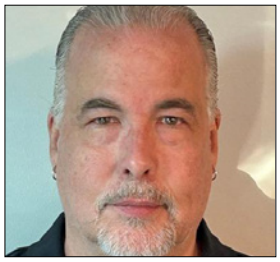
Christopher Bennett
Lake Charles



Maurice Roberson
McDonough



Edmund Pollitt
Philadelphia



Richard Dawson
Pittsburgh

Meet Hugo Recio. The man behind the water.





As Highway Transport's wastewater treatment specialist in Chicago, Hugo plays a critical role in protecting our environment and keeping our operations compliant. Every day, he monitors pH levels, treats wastewater, removes oils and metals, and helps ensure only clean water is discharged back into the community.

It's a job that requires attention to detail, technical expertise, and an unwavering commitment to safety.

"Safety means everything," says Hugo. "You want to go back to your family 100%. If they're enforcing safety, that means they care about us."

Hugo takes pride in doing things the right way, from carefully tracking discharge volumes and test results to making adjustments that keep operations running smoothly. While he may be a one-man wastewater department for now, he's an important part of the team that helps keep our Chicago Service Center operating at its best.

What does Our Promise Delivered mean to Hugo?
"I think it's important to have pride in your job because it represents who you are as a person. If you're coming in here and doing things halfway, what does that say about you? You have to put 100% plus into anything you do in life to move forward."

Thank you, Hugo, for your dedication, professionalism, and commitment to safety, compliance, and environmental stewardship. We're proud to have you on the Highway team.



Camco Chemical's Strategic Partner Breakfast

Cincinnati Service Center Manager Robert Hille and National Account Executive Janet Newman recently represented Highway Transport at Camco Chemical's Strategic Partner Breakfast. The event provided an opportunity to learn more about Camco, a third-generation, family-owned company with 80 years in business and capabilities that include blending, contract manufacturing, storage and distribution, rail transloading, and logistics. Robert and Janet also connected with members of Camco's operations and customer service teams as Highway continues to strengthen the relationship.

Load running late?
Communicate!

The #1 feedback from customers:

COMMUNICATE!
COMMUNICATE!
COMMUNICATE!

Delays, conflicts or problems with a delivery at any step of the process need to be communicated to internal stakeholders and, most importantly, the **CUSTOMER**.

We must not leave customers in the dark when problems occur. We cannot always avoid issues, but we can always be **transparent** with customers while working on solutions.

Honest, clear and consistent communication is

Our Promise. Delivered.™ Our Promise. Kept.™

HIGHWAY TRANSPORT