Mullen Group Ltd.

2015 CHAIRMAN'S MESSAGE
To Our Stakeholders

Mullen Group's Corporate Office
Okotoks, Alberta

"WHEN THE FACTS CHANGE, I CHANGE MY MIND. WHAT DO YOU DO SIR?"

~ John Maynard Keynes

(A reply to a criticism during *the Great Depression* of having changed his position on monetary policy.[1])

Murray K. Mullen
Chairman & CEO

One of the annual rituals I cherish the most is penning the Chairman's Message. It is a responsibility I take seriously, with the hope that our stakeholders derive at least some value. I deliberately reference "**stakeholders**" because our organization is not just about stockholders, as key as you are to Mullen Group, but is equally about our over 6,000 employees and dedicated contractors, other investors and of course the communities and customers we serve every day. We are more than a company. We provide jobs and a high-quality work environment for hardworking people right across Canada. We service hundreds of communities, providing the goods that consumers and businesses require. My wish and my goal for our organization is to do more. More jobs. More service. But today we need help and lots of it because the economy is in a state of flux brought on by the collapse in crude oil prices.

I chose the above quote by Mr. Keynes, a celebrated English economist whose ideas fundamentally changed the thinking and practice of modern macroeconomics, as a follow-up to my Chairman's Message from last year, where I cited a famous saying by the ancient Greek philosopher Socrates: *"The only true wisdom is in knowing you know nothing."* This was in recognition that really none of us know where the price of oil was destined. This year, I'm referencing Mr. Keynes with one point of clarity: no one even knows or can agree upon the facts! Quite simply, there's no consensus on virtually anything. The facts as presented to us seem to change daily. So what does all this mean to you, our stakeholder? As the Chairman and Chief Executive Officer of a large Canadian organization, I confess that I will change my mind as the facts change. But my real dilemma is there is so much noise and conflicting data that I don't even know what the facts are!

With this unorthodox disclosure I shall provide you with a best guess concerning the two sectors of the Canadian economy that Mullen Group serves, the oil and gas industry as well as the trucking and logistics sector; how our organization will perform in the short term; and some additional perspective on our long-term strategy. My enthusiasm about the future is clouded by the reality that the near term will be very challenging.

A HISTORICAL PERSPECTIVE

CRUDE OIL HAS COLLAPSED BEFORE! IS THIS TIME DIFFERENT?

Rarely would I admit that a year could or should be defined by one event, but 2015 was different than any other I have witnessed. The breadth of the decline in crude oil has been so severe that it is easy to say, "*This time is different.*" And it is for anyone involved in the oil and gas industry. Most people understand that the industry is cyclical, with most downturns relatively short in duration and typically followed by a robust recovery as supply and demand fundamentals are adjusted. Occasionally, however, everything gets thrown out of balance. The current situation is one such time. But while this downturn may be surprising, history will tell us it is not a Black Swan Event (a metaphor to describe an event that is intrinsically not predictable).

The earliest nasty crude oil downturn occurred in the 1930s. The age of the automobile and combustion engine had created a new growth platform for the whole economy, including the oil industry. The United States in particular was in need of gasoline, a refined derivative of oil, creating jobs and opportunity for many. Everything was working just fine until the financial collapse of 1929 precipitated the Great Depression. This was, strangely, accompanied by a crisis in the petroleum industry created by an **oil boom** in East Texas. A bunch of Texas Wildcatters, as they were referred to in those days, found a creative way to unlock previously inaccessible oil by drilling deeper into formations, which attracted many new players in search of the next gusher, followed by money from outside investors. The results were outstanding, in fact too good, because after a few short years the oil markets were over-supplied. The price of oil plunged to $0.25 per barrel, causing industry-wide chaos, massive losses and bankruptcies. The situation became so severe that the industry asked the Texas Railroad Commission, a state agency formed to regulate several industries, to regulate oil production in the hopes that oil producers would be protected from their own success[2]. Eventually prices did rebound. Does this sound familiar?

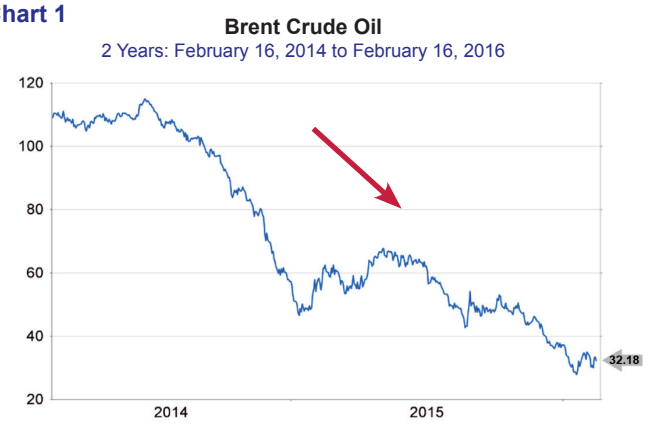
The next major crisis unfolded in the 1960s. The multinational oil companies of the day dominated the world's oil markets, including the prolific fields in the Middle East. Once again oil production was outstripping demand and as a result the multinationals unilaterally reduced oil prices by 10 percent. This outraged Middle East producers, prompting formation of the Organization of Petroleum Exporting Companies (13 exporting nations known as OPEC)[3]. This organization has for the most part successfully rationed, manipulated or controlled the oil markets for the better part of the last 50 years. And during this time frame there were wars, over-production, embargoes, oil crises and periods of oil glut. Does this sound familiar?

Another major oil crisis due to over-production occurred just as I was starting my career. Between January 6, 1986 and March 31, 1986 oil prices fell from US$26.53 per barrel to US$10.25 per barrel. I recall vividly the struggles of the day with companies large and small going out business, people losing their jobs and their homes. It was a very difficult and challenging time for those involved in the oil and gas industry. Does this sound familiar?

The oil price collapse we are experiencing today is not a new type of event. It may be new to many who have not been in the industry long enough to have felt the pain of an extended oil price collapse, but this is one of the risks associated with the oil and gas industry. It can be very nasty! Nevertheless, each crisis is followed by years of sustainability and growth. I expect the same this time.

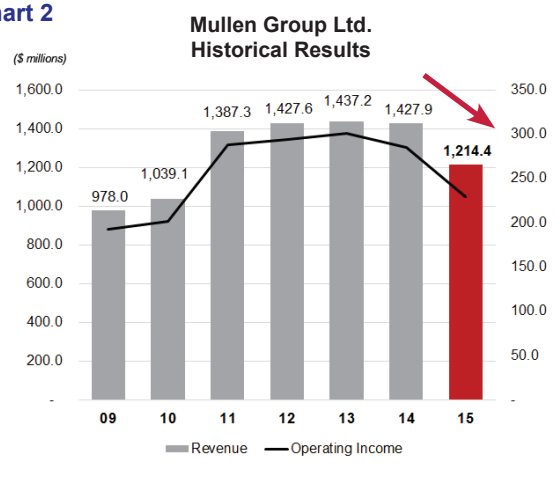
This brief history lesson provides both perspective and evidence that our performance in 2015 was due to this oil price collapse (see Chart 1). It is the only rational explanation I have for our declines in revenue and operating profitability, the primary factors shareholders use to value an organization (see Chart 2). As the price of crude oil and natural gas declined, our customers reduced their spending and investing plans. Demand for services provided by our 15 Business Units that constitute our Oilfield Services segment suffered. Business activity was down across every business, accompanied by price competition that intensified as the year progressed. The performance of our Oilfield Services segment is a reflection of this reality. But I will leave all shareholders with this message: *if we had not prepared for this downturn in 2014 our results in 2015 would have been worse*. We anticipated a slowdown, implemented a disciplined Action Plan to mitigate declining market conditions, and reacted quickly, actions that protected our Company. I will discuss these initiatives in the next section.

Chart 1



Source: Thomson Reuters Datastream

Chart 2

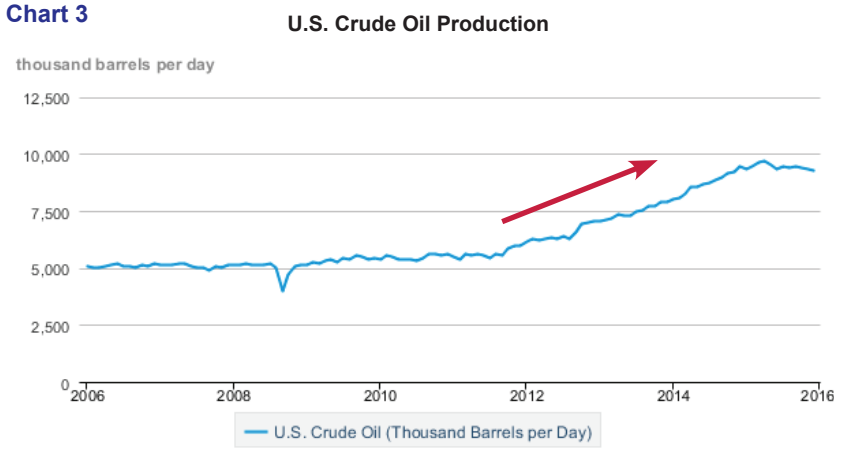


2015 IN REVIEW

There are a few times when one has to simply say, *"That was tough*." Last year was one of those times. But it was not unexpected. In my message last March I outlined a series of significant macro-level risks, mostly related to the crude oil and natural gas markets, that I believed would raise headwinds for the oil and gas industry and by extension our business. These risks turned into realities. Our financial results along with our stock price reflect what can be described as a very challenging year, not just for Mullen Group but for anyone or any company involved in the oil and gas sector. This issue has been reported on so frequently over the last year that most of us are either fully informed or totally confused. Going back to my earlier comment about how hard it is even to know what the basic facts are, I have to say that I am both! The true reason why commodity prices collapsed continues to elude us, but there is no debate as to the consequences of low commodity prices. Long gone are the days when oil commanded over US$100 per barrel. Last year oil continued it's descent that began in earnest in mid-2014, ending 2015 around US$37, principally, as we are constantly reminded, due to an over-supplied oil market. I believe there must be other reasons contributing to the pronounced slide, because nothing is simple. In my view, these are a lethal combination of influencing factors, including:

Our share price closed 2015 at $14.01, reflecting a decrease of $7.30 as compared to the 2014 closing price of $21.31.

1) **Disruptive Technologies** – The most obvious is multi-stage fracturing, which enabled the commercialization of shale oil and other tight oil deposits – predominantly in the U.S. This technology has been so successful that the U.S. increased its oil production by an astounding 4.5 million barrels per day in a few short years, becoming one of the world's largest producers of oil and natural gas liquids (see Chart 3). This is virtually unprecedented for any single producing nation.



Source: U.S. Energy Information Administration

2) **Low-Cost and Readily Available Capital** – The capital markets fuelled the rapid oil production growth in the U.S. It seemed so easy!

3) **High Debt** – The oil industry and Wall Street were willing partners. Debt was a cheap way to finance production growth – at $100-per-barrel oil! But debt does not go away easily. Today oil companies are desperately attempting to deleverage their balance sheets, a painful but necessary adjustment.

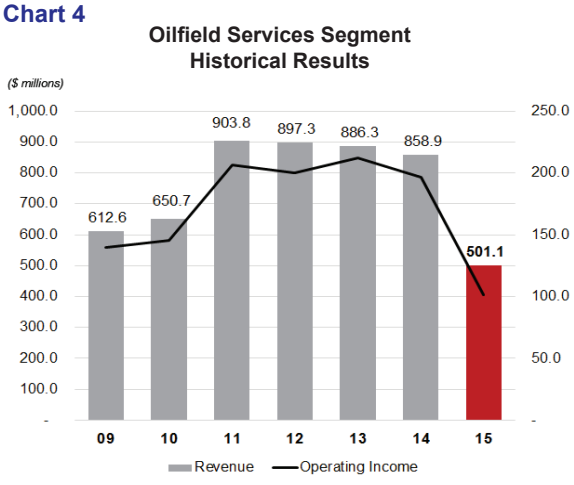
4) **U.S. Dollar Strength** – The price of oil is often correlated to the U.S. dollar. With the U.S. dollar functioning as the world's "reserve" currency, the trading of crude oil between supplier and consumer nations has acted as the flow of U.S. dollar liquidity to the world's financial system.

5) **Saudi Arabia** – In particular, its declaration that maintaining and protecting market share regardless of price is its objective. Throughout OPEC's history there have been occasions when Saudi Arabia, the most influential OPEC member and a very low-cost producer, has used production levels to disrupt the oil markets, often with consequences that impact the world economy. Two-thousand fifteen was really no different.

6) **Demand** – Obviously, worldwide crude oil demand wasn't growing as fast as supply, or crude oil prices would not have collapsed.

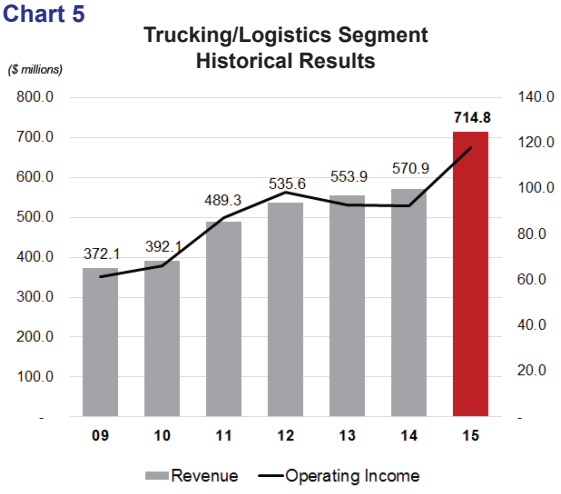
"The oil crash has caused a $1.3 trillion wipeout."[4]
AND IT MAY BE EVEN GREATER TODAY.

Chart 4



The Oilfield Services segment is the reason our results are down in 2015.

Chart 5



To put 2015 into context from Mullen Group's perspective, one only needs to look at Charts 4 and 5. Our Oilfield Services segment experienced year-over-year declines in revenue and operating profitability of 41.7 percent and 48.5 percent, respectively. These are staggering declines made up of decreases at each of our 15 Business Units in the Oilfield Services segment. There were no fundamental changes at these Business Units last year, this I know for sure. There can be no doubt, therefore, that last year's performance was due entirely to macro issues, events outside of our control. I am pleased with the performance of our businesses, our leaders and our people, given the circumstances. The results I am not proud of, but our people I sure am!

Yes, 2015 was challenging, but there were some real positives as well.

Mullen Group is more than an oilfield services provider. We are a diversified business with a strong and growing presence in the trucking and logistics sector of the Canadian economy. Our Trucking/Logistics segment had a record year in 2015, principally due to the acquisition of Gardewine Group Limited Partnership ("Gardewine") in January 2015. The Trucking/Logistics segment has grown to 58.8 percent of our revenue and 51.4 percent of our operating profitability.

Our Trucking/Logistics segment had a record year in 2015.

As I put closure on 2015, I ask is there anything we would do differently given what we know today? There is not much. We fully expected 2015 would be a challenging year and we implemented a series of initiatives and acted decisively to minimize the negative consequences associated with the risks. What specifically did we do? First, we diversified our business with the strategic and timely acquisition of Gardewine, an excellent company with a long history of outstanding customer services. As importantly, we did not just acquire a good company, we had a well-thought-out integration plan that, by any measure, was a total success. The Gardewine senior management team bought into and supported the initiatives we suggested, positioning their company for even more impressive results in the years to follow. We supplemented this acquisition in October 2015 with the purchase of a regional competitor, Courtesy Freight Systems Ltd. The integration into Gardewine will contribute to streamlined operations and lane profitability in northern Ontario. I am delighted to report that these acquisitions have more than met my expectations. I will take this opportunity to thank the senior leadership at Gardewine. Dennis Clarke, Randy McKnight and Darin Downey were instrumental in ensuring the integration plan's success. I know full well that acquiring a company is the easy part. Ensuring a successful transition and integration into a new organization takes tremendous effort and support. Thank you, guys.

The acquisition of Gardewine also allowed us to consolidate the Saskatchewan less-than-truckload ("LTL") market into our Jay's Transportation Group Ltd. ("Jay's"). As a result, we took a losing proposition at Gardewine, which was struggling in the Saskatchewan market, and turned it into a record year for our Jay's organization. By early spring we had completed the integration, maintained virtually all of the business and eliminated significant duplicated costs associated with operating two companies in the same market. This is an excellent example of how to integrate an acquisition and realize synergies. A special thanks to our Jay's team, led by Terry Simonson, who worked tirelessly to maintain customer service during the early days of the transition. You were instrumental and supportive throughout. A record year in spite of the declining Saskatchewan market. Well done!

In addition, we completed a world-class transload facility in Edmonton, Alberta, operated by Kleysen Group L.P. ("Kleysen"), one of our largest and most profitable Business Units, led by a very capable leader, Jeff Kleysen. Under Jeff's leadership the Kleysen team secured contracts that are fully utilizing this facility. And on this point I want to make special mention of

Phil Rivard, Vice President of Kleysen. Phil and his Edmonton-based team have worked relentlessly to ensure the yard was completed on-time, under budget and then was fully occupied. Well done "K Team"!


Kleysen Edmonton Transload Facility

These are three of the most influential factors behind the record performance of our Trucking/Logistics segment last year. But I would be remiss if I did not acknowledge the other eight Business Units in the segment. Even in the context of a slow-growth Canadian economy and a declining Alberta and Saskatchewan economy, you managed costs and maintained margin. I could not ask for anything more. Thank you.

One of our best corporate decisions in 2015 was what we didn't do! Armed with our risk analysis for the year ahead, we decided that the most important priority was to safeguard our balance sheet. We chose not to deploy our cash even though sellers were lined up trying to convince us to buy their companies. As a result, we ended the year with over $147.0 million in cash reserves. In addition, the U.S. dollar currency hedge we secured in 2014 increased in value by $30.6 million in 2015 as the Canadian dollar fell relative to the U.S. dollar. This is the good news. The bad is that our total debt increased by $70.3 million as the Canadian dollar declined. Our capital structure includes $314.0 million of U.S. denominated debt, which fluctuates in nominal value on our balance sheet as the Canadian/U.S. currency exchange rate changes. For each 1 cent move in the exchange rate, our total debt changes by $3.1 million. We protected against these swings by entering into the hedge in 2014 and by holding U.S. cash. So while we did everything we could to minimize the risks associated with a decline in the Canadian dollar, the accounting somehow worked against us – in the short term. I will not bore you with how the accounting rules are applied but refer interested readers to our 2015 Annual Financial Report for full disclosure and detail. **THE BOTTOM LINE IS THIS – WE PROTECTED THE BALANCE SHEET.**

Now let's turn our thoughts to 2016.

EXPECTATIONS FOR 2016

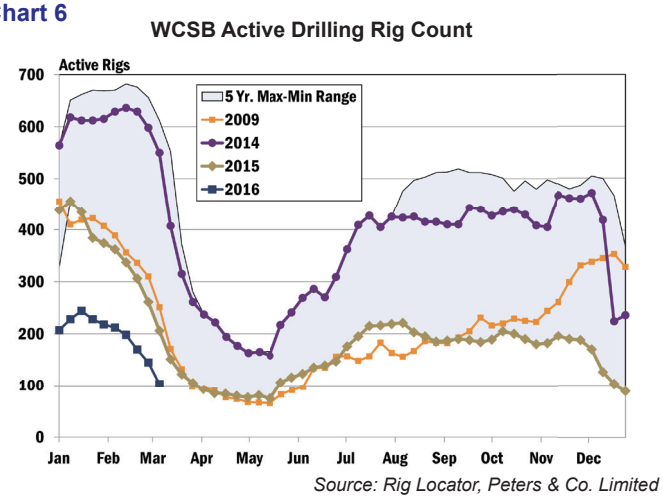
SHORT-TERM RISKS ARE ELEVATED

I am not optimistic – for two reasons. The oil and gas industry continues to face severe headwinds due to the collapse in crude oil prices and the continued weakness in natural gas pricing, which this winter has been lower than anticipated. Capital budgets, including drilling programs, are being slashed from previously announced levels and the energy services industry, including our Oilfield Services segment, will be directly impacted. As bad as 2015 was for these Business Units, I fully expect 2016 to be significantly more challenging – while reminding readers of my earlier proviso that it is difficult to discern what many of the facts even are. Not only does the entire industry enter 2016 financially more vulnerable than this time last year, the most recent commodity price reduction accompanied by the widespread expiry of commodity price hedges – which provided significant price and cash flow stability to those producers wise enough, or fortunate enough, to enter into such contracts in 2014 – forces nearly every producer to reduce planned spending as cash flows decline. And to make matters even more precarious, balance sheets are stretched, further reducing the scope for capital investment this year.

> ***"U.S. E&P cash flows expected to be down close to 70% year over year at current strip prices."[5]***
>
> **I EXPECT THE SAME IN CANADA.**

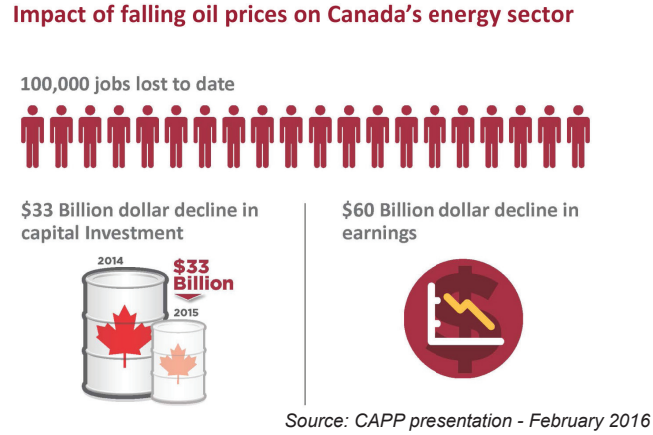
This "Rocky Horror Picture Show" scenario has already commenced, as evidenced by current drilling activity and rig counts (see Chart 6). This spells short-term trouble for the service industry because drilling activity in western Canada is almost always highest in the first quarter when drilling locations are accessible due to the frozen ground from our cold winter weather. This is not the case in the first quarter of 2016. Drilling activity and rig utilization are very low. Our Business Units in the Oilfield Services segment have not had a good start to the year and I expect activity to be virtually nonexistent for at least a few months. In response, we have already commenced another round of lay-offs, reduced wages and benefits across the board and eliminated all discretionary expenses. We have very few choices.

Chart 6



Source: Rig Locator, Peters & Co. Limited

Image 1



Source: CAPP presentation - February 2016

The second reason for my lack of optimism is not quite as obvious and it relates to "contagion". I have already outlined a rather precarious situation unfolding in western Canada as a result of the commodity price collapse. The consequences of this collapse are quite likely to be felt throughout many parts of Canada. We already know that many Canadians have lost their jobs (see Image 1). This will undoubtedly be a drag on economic activity. In addition, the oil and gas industry is capital-intensive, representing a significant percentage of Canada's overall capital expenditures [some suggest in excess of 75 percent of all capital goods purchased in Canada]. The industry's severely reduced capital investment will assuredly be a drag on economic activity not only in western Canada but across the nation. Lastly, there are large government deficits accumulating at both the provincial level, with Alberta expected to post a deficit of over $6 billion in 2016, and at the federal level with the Government of Canada recently acknowledging that the 2016 deficit could approach $30 billion. The collective negative impact on the Canadian economy could be quite significant. For this reason I am raising the "caution flag" as it relates to overall economic activity and the potential to have negative consequences for our Business Units in the Trucking/Logistics segment.

These are not just challenging times – these are difficult times! And as painful as it is as the CEO of this fine organization to admit, I expect our financial results to be down again in 2016. Within this framework we will adapt our cost structure, we will protect the Company, and we will safeguard the balance sheet even if that means reducing the coveted dividend. As a large shareholder of Mullen Group, I fully appreciate that the dividend is important. Over the past decade we have returned to shareholders, by way of distribution as an Income Trust, or by dividend, over $1 billion. In last year's annual message I outlined in great detail how we allocate the free cash our business model generates. I also indicated that we could meet all of our obligations "unless the Oilfield Services segment totally collapses for an extended period of time. Were this to occur, it would be prudent to protect the Company rather than stubbornly defend the dividend!" Fellow shareholders, western Canada's oil and gas services sector has virtually collapsed. Accordingly, we may be required to reduce the dividend throughout 2016 to a level proportionate to the cash we generate from operations. This means that regarding the dividend, I am totally "results dependent". I trust that, as long-term shareholders, you agree.

Over $1 billion returned to shareholders over the past decade.

In my opening comments I quoted Mr. Keynes. Well today I am forced to say that the "facts have changed" for our organization. The collapse in demand for oilfield services will deal a significant blow to our business. Given this reality, my primary focus is protecting the balance sheet, which we will do. Sometimes one has to think "survival" – and 2016 will be one of those years.

In saying all of this, I know that our Company is resilient. We will look for opportunity to consolidate our market share, enhancing our competitive position and allowing Mullen Group and all of our stakeholders to recover as commodity prices stabilize. Even today the crude oil markets are in the midst of a rather robust recovery, jumping 46 percent since the mid-February low of US$26.21 per barrel. Is this the beginning of a new upward trend in the price for oil? I cannot be certain, actually no one is for that matter, but any recovery is welcomed. Evidence of oil production declines, reported by the U.S. Energy Department, is emerging. In fact reports of non-OPEC production declines in 2016 have increased from 600,000 to 750,000 barrels per day in just one month. The old saying "that the cure for low oil prices – is low prices" is showing signs of life. In other words this period of UNDERINVESTMENT by the oil producers will ultimately begin to show in the production numbers, suggesting current excess oil supply may result in a deficit sooner than today's forecasts suggest. Higher prices lead to increased investment followed by an increase in the demand for the oilfield services industry. The only question now appears to be the timing of the recovery.

THE FUTURE LOOKS BRIGHTER

As I have outlined, 2016 will not be kind. We should not, however, lose sight of the longer term. Opportunity often awaits those who have the vision, and the balance sheet, to capitalize as others falter. At Mullen Group we constantly remind ourselves that the future belongs to those who plan and prepare, rather than be stuck spending time defending the past. This idea is entrenched within our culture – and we have it trademarked;

WE THINK tomorrow™

Armed with the belief that the future will be brighter I will outline the areas that Mullen will focus on including the segments of the economy that we believe provide the best opportunity to achieve growth. These are not new; our strategic plan has not changed over the last few years. I will highlight the top four areas that will garner the vast majority of our attention, areas we have deep market insight and strong relationships.

Less-Than-Truckload

Over the past few years we have very deliberately invested in the regional LTL business, an under-appreciated but vital component of the Canadian economy. This business is often referred to as "the final or last mile", which really means the delivery to the end user/consumer. Today Mullen Group operates a network of six high-quality, brand name regional carriers, serving thousands of communities and customers across western Canada and northern Ontario. Not unlike in many other businesses, providing outstanding customer service at competitive prices is fundamental to being a successful LTL carrier. This requires a relentless attention to detail, which fits very well within our On the Road To Quality program, along with sufficient lane density and critical mass to ensure the efficient use of equipment and facilities as well as maximize labour productivity. The technology solutions we are implementing provide a competitive edge and will allow the organization to expand its geographic footprint.

Mullen Group 'LTL' Business Units

Bernard TRANSPORT LTD.

Grimshaw TRUCKING LP

Courtesy FREIGHT SYSTEMS ltd.

HI-WAY 9 GROUP OF COMPANIES

GARDEWINE JUST GARDEWINE IT!

Jay's Group of Companies

Logistics

Logistics can be interpreted many ways, which explains our interest in expanding further into this field, whether it be using technology applications that provide customers with market-based solutions and price discovery, or the warehousing and handling of customers' goods. In addition, the extended network in our Trucking/Logistics segment positions the Mullen Group as one of the largest and most diversified service providers in the Canadian market. I fully expect we will continue to invest in this segment for many years.

Acquisitions

Since accessing the public equity markets over 20 years ago, our organization has completed over 50 acquisitions, and this is the reason why Mullen has grown so substantially over the years. Our focus has been, and will remain, on acquiring high-quality companies with strong brands, and operating each as stand-alone entities. In the current market environment there are numerous acquisition opportunities, the majority of which do not meet our strict requirements. There are, however, some interesting consolidation opportunities. We remain well-positioned as well as being widely recognized as a natural acquirer to many family-owned organizations in the Canadian marketplace, and we constantly remain on the alert for the right candidates.

Oilfield Services

I have deliberately moved the oilfield services sector of the economy to our last priority. This being a cyclical business, the timing associated with new investment decisions is critical. It is also very capital-intensive, meaning that one must be certain that the oil and gas industry is about to resume a new growth phase before investing new capital. I believe it *should* be a growth industry once commodity prices recover. But, given the current political headwinds and the uncertainty regarding new export pipelines, LNG development and access to new markets for Canada's producers, I will retain a high degree of skepticism prior to committing any shareholder's capital to new investments in this sector.

Here at the Mullen Group we have experience as well as history to guide our next ventures. We have cautiously and prudently managed our shareholders' capital, choosing to distribute the majority of the free cash we generate to our investors rather than to chase the "next great deal". It sometimes seems boring but it is what I believe to be in the best interests of all our investors, although I readily admit that some believe we should be more aggressive. I simply respond by asking, "Why?" Why grow just to grow? As such, you will often read or hear me saying that acquisitions "must meet our strategic objectives". If they do, then we will aggressively pursue. Until then we remain patient, preferring to return free cash to the investor and managing the balance sheet.

FINAL WORD

It is difficult to express a sense of optimism when you are in the middle of a chaotic situation, the likes we are experiencing today. The issues are significant, the challenges will be great, with serious consequences to be felt by many. One of the real tragedies of this latest commodity collapse is the hardship it has on people and their families. Good, honest hardworking people that once earned a healthy living when the oil and gas industry was in a growth mode, can no longer rely upon the industry for a source of income. Unfortunately for the hundreds of thousands of Canadians that have lost their jobs the future will be different and most likely difficult.

In this year's message I have laid out my very best guess for 2016 knowing full well that the FACTS are hard to analyze when one is not sure what the facts actually are. There is no reason to be optimistic about 2016. But if one looks beyond the current realities and thinks tomorrow, there is actually a world of opportunity. One of the greatest optimists of our time is Warren Buffett, the Chairman of Berkshire Hathaway Inc., and a very successful investor. Mr. Buffett reminds us that we should always take a long-term view and not let our emotions or the short-term challenges cloud our vision for a brighter future. If we do let our emotions win us over we surely will miss the next great opportunity.

In 2015 I had the opportunity to attend Berkshire Hathaway's 50th Annual Meeting as a guest of one of our long-time shareholders, Silver Heights Capital Management. The Berkshire Hathaway story is quite simply remarkable because of the leadership and investment savvy of Mr. Buffett and Charlie Munger. I came away from that meeting wiser and more convinced than ever that one needs to take a long-term view, believe in the future and always protect the balance sheet. Mullen will be guided by these principles for years to come.

To our loyal shareholders I extend our thanks for your continued support. I, along with our entire senior executive and management teams, are committed to managing through this down cycle and positioning Mullen Group for a brighter future.

To our employees and dedicated contractors, all 6,000 of you, I congratulate you for your professionalism, commitment to customer service and safety, and of course for your perseverance. I am proud to represent this Team.

And lastly, I would like to say thank you and happy retirement to one of our long-time Directors, Steve Grant. Steve has served our organization for eight years, is a friend and a trusted advisor. Your Texas humour will be missed but never forgotten.

Sincerely, and on behalf of your Board of Directors,

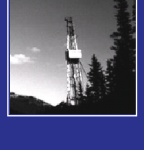
Murray K. Mullen
Chairman and Chief Executive Officer
March 17, 2016

WE THINK tomorrow™

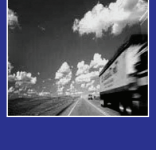
Sources:

[1] *Lost Prophets* by Alfred L. Malabre, page 220
[2] Smith, JC, East Texas Oilfield, Texas State Historical Association
[3] OPEC – Wikipedia (https://en.wikipedia.org/wiki/OPEC)
[4] Bloomberg Business, August 2015
[5] Raymond James, January 19, 2016

ADVISORY: This message may contain forward-looking statements that are subject to risk factors associated with the oil and natural gas business and the overall economy. Mullen Group believes that the expectations reflected in this message are reasonable, but results may be affected by a variety of variables. In addition, this message makes reference to operating income (operating income before depreciation and amortization), which is not a measure recognized by Canadian GAAP. For a more detailed review of the risks, assumptions and Non-GAAP terms refer to our 2015 Annual Financial Review.



DIVERSITY • STABILITY • RELIABILITY



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