

Macquarie Infrastructure CO LLC  
Form 10-K  
February 22, 2012

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549**

**FORM 10-K**

(Mark One)

☒ **ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d)  
OF THE SECURITIES EXCHANGE ACT OF 1934**

**For the Fiscal Year Ended December 31, 2011**

**OR**

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d)  
OF THE SECURITIES EXCHANGE ACT OF 1934**

**For the transition period from to**

**Commission File Number: 001-32384**

**Macquarie Infrastructure Company LLC**

(Exact Name of Registrant as Specified in Its Charter)

Delaware  
(Jurisdiction of Incorporation  
or Organization)

43-2052503  
(IRS Employer  
Identification No.)

**125 West 55<sup>th</sup> Street**  
**New York, New York 10019**

(Address of Principal Executive Offices) (Zip Code)

Registrant's Telephone Number, Including Area Code: **(212) 231-1000**

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class:	Name of Exchange on Which Registered:
Limited Liability Company Interests of Macquarie Infrastructure Company LLC ( LLC Interests )	New York Stock Exchange
Securities registered pursuant to Section 12(g) of the Act: <b>None</b>	

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act.  
Yes ☒ No ☐

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes ☐ No ☒

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes ☒ No ☐

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K. ☒

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer", "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Edgar Filing: Macquarie Infrastructure CO LLC - Form 10-K

Large Accelerated Filer ☒ Accelerated Filer ☐ Non-Accelerated Filer ☐ Smaller Reporting Company ☐  
Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  
☐ No ☒

The aggregate market value of the outstanding shares of stock held by non-affiliates of Macquarie Infrastructure Company LLC at June 30, 2011 was \$1,146,804,509 based on the closing price on the New York Stock Exchange on that date. This calculation does not reflect a determination that persons are affiliates for any other purposes.

There were 46,338,225 shares of stock without par value outstanding at February 22, 2012.

## DOCUMENTS INCORPORATED BY REFERENCE

The definitive proxy statement relating to Macquarie Infrastructure Company LLC's Annual Meeting of Shareholders for fiscal year ended December 31, 2011, to be held May 31, 2012, is incorporated by reference in Part III to the extent described therein.

---

TABLE OF CONTENTS

# MACQUARIE INFRASTRUCTURE COMPANY LLC

## TABLE OF CONTENTS

	Page
PART I	
<u>Item 1.</u>	<u>3</u>
<u>Business</u>	
<u>Item 1A.</u>	<u>22</u>
<u>Risk Factors</u>	
<u>Item 1B.</u>	<u>38</u>
<u>Unresolved Staff Comments</u>	
<u>Item 2.</u>	<u>38</u>
<u>Properties</u>	
<u>Item 3.</u>	<u>40</u>
<u>Legal Proceedings</u>	
<u>Item 4.</u>	<u>41</u>
<u>Mine Safety Disclosures</u>	
PART II	
<u>Item 5.</u>	<u>42</u>
<u>Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities</u>	
<u>Item 6.</u>	<u>44</u>
<u>Selected Financial Data</u>	
<u>Item 7.</u>	<u>47</u>
<u>Management's Discussion and Analysis of Financial Condition and Results of Operations</u>	
<u>Item 7A.</u>	<u>96</u>
<u>Quantitative and Qualitative Disclosures About Market Risk</u>	
<u>Item 8.</u>	<u>98</u>
<u>Financial Statements and Supplementary Data</u>	
<u>Item 9.</u>	<u>149</u>
<u>Changes in and Disagreements With Accountants on Accounting and Financial Disclosure</u>	
<u>Item 9A.</u>	<u>149</u>

Controls and Procedures

Item 9B.

151

Other Information

PART III

Item 10.

152

Directors, Executive Officers and Corporate Governance

Item 11.

152

Executive Compensation

Item 12.

Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters

Item 13.

152

Certain Relationships and Related Transactions and Director Independence

Item 14.

153

Principal Accountant Fees and Services

PART IV

Item 15.

153

Exhibits and Financial Statement Schedules

153

TABLE OF CONTENTS

## FORWARD-LOOKING STATEMENTS

We have included or incorporated by reference into this report, and from time to time may make in our public filings, press releases or other public statements, certain statements that may constitute forward-looking statements. These include without limitation those under Risk Factors in Part I, Item 1A, Legal Proceedings in Part I, Item 3, Management's Discussion and Analysis of Financial Condition and Results of Operations in Part II, Item 7, and Quantitative and Qualitative Disclosures about Market Risk in Part II, Item 7A. In addition, our management may make forward-looking statements to analysts, investors, representatives of the media and others. These forward-looking statements are not historical facts and represent only our beliefs regarding future events, many of which, by their nature, are inherently uncertain and beyond our control. We may, in some cases, use words such as project, believe, anticipate, plan, expect, estimate, intend, should, would, could, potentially, convey uncertainty of future events or outcomes to identify these forward-looking statements.

In connection with the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, we are identifying important factors that, individually or in the aggregate, could cause actual results to differ materially from those contained in any forward-looking statements made by us. Any such forward-looking statements are qualified by reference to the following cautionary statements.

Forward-looking statements in this report are subject to a number of risks and uncertainties, some of which are beyond our control, including, among other things:

- changes in general economic, business or demographic conditions or trends in the United States or changes in the political environment, level of travel or construction or transportation costs where we operate, including changes in interest rates and price levels;
- our holding company structure and/or investments in businesses that we may not control, may limit our ability to pay or increase a dividend;
- changes in patterns of commercial or general aviation air travel, including variations in customer demand for our business;
- our Manager's affiliation with the Macquarie Group or equity market sentiment, which may affect the market price of our LLC interests;
  - our limited ability to remove our Manager for underperformance and our Manager's right to resign;
  - our ability to service, comply with the terms of and refinance at maturity our substantial indebtedness;
  - our ability to make, finance and integrate acquisitions;
  - our ability to implement our operating and internal growth strategies;
- the regulatory environment, including U.S. energy policy, in which our businesses and the businesses in which we hold investments operate and our ability to estimate compliance costs, comply with any changes thereto, rates implemented by regulators of our businesses and the businesses in which we hold investments, and our relationships and rights under and contracts with governmental agencies and authorities;
  - technological innovations leading to a change in energy consumption patterns;
  - changes in electricity or other energy costs, including natural gas pricing;
- the competitive environment for attractive acquisition opportunities facing our businesses and the businesses in which we hold investments;
- environmental risks, including the impact of climate change and weather conditions, pertaining to our businesses and the businesses in which we hold investments;
- work interruptions or other labor stoppages at our businesses or the businesses in which we hold investments;



TABLE OF CONTENTS

changes in the current treatment of qualified dividend income and long-term capital gains under current U.S. federal income tax law and the qualification of our income and gains for such treatment;  
disruptions or other extraordinary or force majeure events affecting the facilities or operations of our businesses and the businesses in which we hold investments and our ability to insure against any losses resulting from such events or disruptions;

fluctuations in fuel costs, or the costs of supplies upon which our gas processing and distribution business is dependent, and our ability to recover increases in these costs from customers;  
our ability to make alternate arrangements to account for any disruptions or shutdowns that may affect the facilities of the suppliers or the operation of the barges upon which our gas processing and distribution business is dependent; and changes in U.S. domestic demand for chemical, petroleum and vegetable and animal oil products, the relative availability of tank storage capacity and the extent to which such products are imported.

Our actual results, performance, prospects or opportunities could differ materially from those expressed in or implied by the forward-looking statements. A description of risks that could cause our actual results to differ appears under the caption Risk Factors in Part I, Item 1A and elsewhere in this report. It is not possible to predict or identify all risk factors and you should not consider that description to be a complete discussion of all potential risks or uncertainties that could cause our actual results to differ.

In light of these risks, uncertainties and assumptions, you should not place undue reliance on any forward-looking statements. The forward-looking events discussed in this report may not occur. These forward-looking statements are made as of the date of this report. We undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. You should, however, consult further disclosures we may make in future filings with the Securities and Exchange Commission, or the SEC.

**Macquarie Infrastructure Company LLC is not an authorized deposit-taking institution for the purposes of the Banking Act 1959 (Commonwealth of Australia) and its obligations do not represent deposits or other liabilities of Macquarie Bank Limited ABN 46 008 583 542 (MBL). MBL does not guarantee or otherwise provide assurance in respect of the obligations of Macquarie Infrastructure Company LLC.**



TABLE OF CONTENTS

## PART I

### ITEM 1. BUSINESS

Macquarie Infrastructure Company, LLC, a Delaware limited liability company, was formed on April 13, 2004. Except as otherwise specified, Macquarie Infrastructure Company, MIC, we, us, and our refer to the Company and its subsidiaries together from June 25, 2007 and, prior to that date, to the Trust, the Company and its subsidiaries. Macquarie Infrastructure Management (USA) Inc., which we refer to as our Manager, is part of the Macquarie Group, comprised of Macquarie Group Limited and its subsidiaries and affiliates worldwide.

#### General

We own, operate and invest in a diversified group of infrastructure businesses that provide basic services, such as chilled water for building cooling and gas utility services to businesses and individuals primarily in the U.S. The businesses we own and operate are reported as individual segments with three of them grouped as the Energy-Related Businesses.

#### The Energy-Related Businesses:

a 50% interest in a bulk liquid storage terminal business ( International Matex Tank Terminals or IMTT ), that provides bulk liquid storage and handling services at ten marine terminals in the United States and two in Canada and is one of the largest participants in this industry in the U.S., based on storage capacity;  
a gas processing and distribution business ( The Gas Company ), that is the only full-service gas energy company in Hawaii; and,  
a 50.01% controlling interest in a district energy business ( District Energy ), which operates the largest district cooling system in the U.S., serving various customers in Chicago, Illinois and Las Vegas, Nevada.

**Atlantic Aviation:** an airport services business providing products and services, including fuel and aircraft hangaring/parking, to owners and operators of general aviation aircraft at 65 airports in the U.S.

Our businesses generally operate in sectors with significant barriers to entry, including high initial development and construction costs, the existence of long-term contracts or the requirement to obtain government approvals and a lack of immediate cost-efficient alternatives to the services provided. Overall they tend to generate sustainable long-term cash flows.

We have elected to treat MIC as a corporation for federal tax purposes. As a result, all investor tax reporting regarding dividends will be provided on Form 1099.

On June 2, 2010, we concluded the sale in bankruptcy of an airport parking business ( Parking Company of America Airports or PCAA ). The results of operations from this business and the gain from the bankruptcy sale are separately reported as discontinued operations in the Company's consolidated financial statements. This business is no longer a reportable segment. See Note 4, Discontinued Operations, in our consolidated financial statements in Financial Statements and Supplementary Data in Part II, Item 8, of this Form 10-K for financial information and further discussions.

## Our Manager

MIC is managed externally by Macquarie Infrastructure Management (USA) Inc. ( MIMUSA or Manager ). MIMUSA is a member of the Macquarie Group, a diversified international provider of financial, advisory and investment services. The Macquarie Group is headquartered in Sydney, Australia and is a global leader in management of infrastructure investment vehicles on behalf of third-party investors and advising on the acquisition, disposition and financing of infrastructure assets.

We have entered into a management services agreement with MIMUSA. MIMUSA is responsible for our day-to-day operations and affairs and oversees the management teams of our operating businesses. The Company does not have any employees. MIMUSA has assigned, or seconded, to the Company, on a

## TABLE OF CONTENTS

permanent and wholly dedicated basis, two of its employees to serve as chief executive officer and chief financial officer of the Company and second or makes other personnel available as required. The services performed for the Company are provided at our Manager's expense, and include the compensation of our seconded personnel.

We pay MIMUSA a quarterly base management fee based primarily on our market capitalization. Our Manager can also earn a performance fee if the quarterly total return to shareholders (capital appreciation plus dividends) exceeds the quarterly total return of a U.S. utilities index. For MIMUSA to be eligible for the performance fee, MIC's quarterly total returns must be positive and in excess of any prior underperformance. The performance fee is equal to 20% of the difference between the benchmark return and the return for our shareholders. Please see the Management Services Agreement filed as an exhibit to this Annual Report on Form 10-K for a complete discussion of the compensation of our Manager.

We believe that Macquarie Group's demonstrated expertise and experience in the management, acquisition and funding of infrastructure businesses provide us with an advantage in pursuing our strategy. Our Manager is part of the Macquarie Funds Group, the asset management division of Macquarie globally. Macquarie-managed entities own, operate and/or invest in a global portfolio of approximately 100 businesses including toll roads, airports and airport-related infrastructure, bulk liquid storage, ports, communications, media, electricity and gas distribution networks, water utilities, renewable energy generation, aged care, rail and ferry assets across 24 countries.

## **Industry**

Infrastructure businesses, in general, tend to generate sustainable cash flows resulting from less elastic customer demand and their strong competitive positions. Characteristics of infrastructure businesses typically include:

- ownership of long-lived, high-value physical assets that are difficult to replicate or substitute around;
- predictable maintenance capital expenditure requirements;
- consistent, less elastic demand for their services, such as those provided by our energy-related businesses;
- scalability, such that relatively small amounts of growth can generate significant increases in earnings before interest, taxes, depreciation and amortization, or EBITDA;
- the provision of basic, often essential services; and
- strong competitive positions, largely due to high barriers to entry, including:
  - high initial development and construction costs;
  - difficulty in obtaining suitable land on which to operate the business;
  - long-term, exclusive concessions or leases and customer contracts; and
  - lack of cost-effective alternatives to customers in the foreseeable future.

In addition to the benefits related to these characteristics, the revenues generated by most of our infrastructure businesses generally can be expected to keep pace with inflation. The price escalators built into many customer contracts, and the inflation and cost pass-through adjustments typically a part of pricing terms in user pays businesses or provided for by the regulatory process to regulated businesses, serve to insulate infrastructure businesses to a significant degree from the negative effects of inflation and commodity price risk. We also often employ interest rate swaps in connection with our businesses' floating rate debt to effectively fix our interest expense and hedge variability in cash flows from changes in interest rates.

## TABLE OF CONTENTS

We focus on the ownership and operation of infrastructure businesses in the following categories:

those with contracted revenue such as IMTT, the revenues of which are derived from per-use or rental charges in medium-term contracts, and District Energy, a majority of the revenues of which are derived from long-term contracts with businesses and governments;

those with regulated revenue such as the utility operations of The Gas Company; and, those with user pays or patronage exposure, such as Atlantic Aviation, the revenues of which are based on the number of aircrafts that use the services of our fixed based operations, or FBOs.

## **Strategy**

There are three principal components to our strategy:

we intend to develop and implement programs designed to improve the operating performance of each of our businesses;

we intend to maintain a prudent balance between cash dividends to our shareholders and investments in the growth of new or existing businesses; and

when it is economically sensible to do so, we intend to grow through the acquisitions of additional infrastructure businesses.

## **Our Businesses and Investments**

We provide below information about our businesses and investments, including key financial information for each business. We are disclosing EBITDA excluding non-cash items as defined by us. We believe EBITDA excluding non-cash items provides additional insight into the performance of our operating businesses relative to each other and similar businesses without regard to their capital structure, the ability of the businesses to service or reduce debt, fund capital expenditures and/or support distributions to the holding company. Additionally, EBITDA excluding non-cash items is a key performance metric relied on by management in evaluating the performance of the Company and our operating segments. Therefore, this Annual Report on Form 10-K discloses EBITDA excluding non-cash items in addition to the other financial information provided in accordance with GAAP. See Management's Discussion and Analysis of Financial Condition and Results of Operations—Results of Operations in Part II, Item 7 for a reconciliation of net income (loss) to EBITDA excluding non-cash items for the Company and its operating segments.

## **Energy-Related Businesses**

### **IMTT**

#### **Business Overview**

We own 50% of IMTT. The remaining 50% is owned by a trust for the benefit of members of the founding family.

IMTT stores and handles petroleum products, various chemicals, renewable fuels and vegetable and animal oils.

IMTT is one of the largest independent providers of bulk liquid storage terminal services in the U.S., based on capacity.

For the year ended December 31, 2011, IMTT generated approximately 41% of its total terminal revenue and approximately 45% of its terminal gross profit at its St. Rose, Gretna, Avondale and Geismar facilities, which together service the lower Mississippi River region (with St. Rose as the largest contributor).

For the year ended December 31, 2011, IMTT generated approximately 45% of its terminal revenue and approximately 44% of its terminal gross profit at its Bayonne, New Jersey facility in New York Harbor.

IMTT also owns OMI Environmental Solutions, or Oil Mop, an environmental emergency responses, industrial services, waste transportation and disposal business. Oil Mop has a network of facilities along the U.S. Gulf Coast between Houston and New Orleans. These facilities primarily service the Gulf region, but also respond to spill events and provides services as needed throughout the United States and internationally.

TABLE OF CONTENTS**Energy-Related Business: IMTT (continued)**

The table below summarizes the proportion of the terminal revenue generated from the commodities stored at IMTT's U.S. terminals for the year ended December 31, 2011:

Proportion of Terminal Revenue from Major Commodities Stored			
Petroleum/Asphalt	Chemical	Renewable/Vegetable & Animal Oil	Other
62%	26%	8%	4%

Summary financial information for 100% of IMTT is as follows (\$ in millions):

	As of, and for the Year Ended, December 31,		
	2011	2010	2009
Revenue	\$ 447.1	\$ 557.2	\$ 346.2
EBITDA excluding non-cash items <sup>(1)</sup>	206.4	236.8	147.7
Total assets	1,264.0	1,221.9	1,064.8

See **Business** **Our Business and Investments** in Part I, Item 1 and **Management's Discussion and Analysis of** **(1) Financial Condition and Results of Operations** **Results of Operations** in Part II, Item 7 for further information and a reconciliation of net income (loss) to EBITDA excluding non-cash items.

**Industry Overview**

Bulk liquid storage terminals provide an essential link in the supply chain for liquid commodities such as crude oil, refined petroleum products and basic and specialized chemicals. In addition to renting storage tanks, bulk liquid storage terminals generate revenues by offering ancillary services including product transfer (throughput), heating and blending. Pricing for storage and other services typically reflects local supply and demand as well as the specific attributes of each terminal including access to deepwater berths and connections to land-based infrastructure such as roads, pipelines and rail.

Both domestic and international factors influence demand for bulk liquid storage in the United States. Demand for storage rises and falls according to local and regional consumption, which largely reflects the underlying economic activity over the medium term. In addition to these domestic forces, import and export activity also accounts for a material portion of the business. Shippers require storage for the staging, aggregation and/or distribution of products before and after shipment. The extent of import/export activity depends on macroeconomic trends such as currency fluctuations as well as industry-specific conditions, such as supply and demand balances in different geographic regions. The medium-term length of storage contracts tends to offset short-term fluctuations in demand for storage in both the domestic and import/export markets.

Potential entrants into the bulk liquid storage terminal business face several substantial barriers. Strict environmental regulations, limited availability of waterfront land with the necessary access to land-based infrastructure, local community resistance to new fuel/chemical sites, and high initial investment costs impede the construction of new bulk liquid storage facilities. These deterrents are most formidable around New York Harbor and other waterways near major urban centers. As a consequence, new supply is generally created by the addition of tankage to existing terminals where existing infrastructure can be leveraged, resulting in higher returns on invested capital. However,

restrictions on land use, difficulties in securing environmental permits, and the potential for operational bottlenecks due to infrastructure constraints may limit the ability of existing terminals to expand the storage capacity of their facilities.

## Strategy

The key components of IMTT's strategy, from MIC's perspective, are to (1) improve business processes and systems; (2) drive growth in revenue and cash flows by attracting and retaining customers who place a premium on flexibility, speed and efficiency in bulk liquid storage; and (3) invest, where prudent, in additional storage capacity.

TABLE OF CONTENTS**Energy-Related Business: IMTT (continued)**

*Improve Business Processes and Systems:* Following the recent rapid growth of this business, MIC believes that IMTT's business processes would benefit from re-engineering. This growth has highlighted the need for more sophisticated financial planning and analysis, including budgeting, as well as affording more opportunities for operating improvements due to the enhanced scale of the business.

*Flexibility:* Operational flexibility is essential to making IMTT an attractive supplier of bulk liquid storage services in its key markets. Its facilities operate 24/7 providing shippers, refiners, manufacturers, traders and distributors with prompt access to a wide range of storage services. In each of its two key markets, IMTT's scale ensures availability of sophisticated product handling and storage capabilities. IMTT continues to improve its facilities' speed and flexibility of operations by investing in upgrades of its docks, pipelines and pumping infrastructure and facility management systems.

*Investment in Growth:* IMTT seeks to increase its available storage capacity at its existing locations, especially in New York Harbor and the lower Mississippi River, by building new tankage when supported by customer demand so long as the returns to IMTT's shareholders on such projects are attractive. Since MIC's investment in IMTT, in May of 2006, IMTT has completed \$605.9 million of growth capital expenditure projects and it has another \$241.2 million in process. Following this period of unprecedented growth, IMTT's shareholders now need to determine the optimal mix of realizing the full potential of this recent expansion with incremental growth.

**Locations**

The following table summarizes the location of each IMTT facility, the corresponding storage capacity in service and ship and barge docks available for product transfer. This information is as of December 31, 2011 and does not include tanks used in packaging, recovery tanks, and/or other storage capacity not typically available for rent.

Facility	Land	Aggregate Capacity of Storage Tanks in Service (Millions of Barrels)	Number of Ship & Barge Berths in Service
Facilities in the United States:			
Bayonne, NJ	Owned	16.0	20
St. Rose, LA*	Owned	14.9	17
Gretna, LA*	Owned	2.0	5
Avondale, LA*	Owned	1.1	4
Geismar, LA*	Owned	0.9	3
Lemont, IL	Owned/Leased	0.9	3
Joliet, IL	Owned	0.7	2
Richmond, CA	Owned	0.7	1
Chesapeake, VA	Owned	1.0	1
Richmond, VA	Owned	0.4	1
Facilities in Canada:			



Edgar Filing: Macquarie Infrastructure CO LLC - Form 10-K

Quebec City, Quebec <sup>(1)</sup>	Leased	2.0	2
Placentia Bay, Newfoundland <sup>(2)</sup>	Leased	3.0	2
Total		43.6	61

\*

Collectively the Louisiana facilities.

(1)

Indirectly 66.7% owned and managed by IMTT.

(2)

Indirectly 20.1% owned and managed by IMTT.

All facilities have marine access, road access and, except for Richmond, Virginia and Placentia Bay, Newfoundland, all sites have rail access.

TABLE OF CONTENTS

## **Energy-Related Business: IMTT (continued)**

### **Bayonne, New Jersey**

The 16.0 million barrel storage terminal at Bayonne, New Jersey has the most storage capacity of any IMTT site.

Located on the Kill Van Kull between New Jersey and Staten Island, the terminal occupies a strategically advantageous position in New York Harbor, or NYH. As the largest independent bulk liquid storage facility in NYH, IMTT-Bayonne has substantial market share for third-party storage of refined petroleum products and chemicals.

NYH serves as the main petroleum trading hub in the northeast United States and the physical delivery point for the gasoline and heating oil futures contracts traded on New York Mercantile Exchange (NYMEX). In addition to waterborne shipments, products reach NYH through petroleum product pipelines from the U.S. Gulf region and elsewhere. NYH also serves as the starting point for refined product pipelines linked to inland markets and as a key port for refined petroleum product exports. IMTT-Bayonne has connections to the Colonial, Buckeye and Harbor refined petroleum product pipelines as well as rail and road connections. As a result, IMTT-Bayonne provides its customers with substantial logistical flexibility.

IMTT-Bayonne has the capability to quickly load and unload the largest bulk liquid transport ships entering NYH. The U.S. Army Corp of Engineers (USACE) has dredged the Kill Van Kull channel passing the IMTT-Bayonne docks to 45 feet (IMTT has dredged some but not all of its docks to that depth). Most competitors in NYH have facilities located on the southern portion of the Arthur Kill (water depth of approximately 35 feet) and force large ships to transfer product through lightering (transferring cargo to barges at anchorage) before docking. This technique substantially increases the cost of loading and unloading vessels. This competitive advantage for Bayonne may improve as the USACE is in the process of dredging the Kill Van Kull to 50 feet (with no planned increase in the depth of the southern portion of the Arthur Kill). Demand for third-party bulk liquid storage in NYH has remained strong during the past several years.

### **St. Rose/Gretna/Avondale/Geismar**

On the lower Mississippi River, IMTT currently operates four terminals (St. Rose, Gretna, Avondale and Geismar). With combined storage capacity of 18.9 million barrels, the four sites give IMTT substantial market share in storage for black oil, bulk liquid chemicals, and vegetable oils on the lower Mississippi River.

The Louisiana facilities also give IMTT a substantial presence in a key domestic transport hub. The lower Mississippi River serves as a major transshipment point between the central United States and the rest of the world for exported agricultural products (such as vegetable oils) and imported commodity chemicals (such as methanol). The region also has substantial domestic traffic related to the petroleum industry. Gulf Coast refiners send their products to other regions of the U.S. and overseas and require storage capacity and ancillary services to facilitate distribution. IMTT's Louisiana facilities, with their deep water ship and barge docks as well as access to rail, road and pipeline infrastructure, are highly capable of performing these functions. Demand for third-party bulk liquid storage on the lower Mississippi River has remained strong during the past several years.

## **Competition**

The competitive environment in which IMTT operates varies by terminal location. The principal competition for each of IMTT's facilities comes from other bulk liquid storage facilities located in the same regional market.

The main terminal operation competitors include (in alphabetical order): Bahamas Oil Refining Company International Limited; Buckeye Partners, L.P.; Enterprise Products Partners L.P.; Houston Fuel Oil Terminal Company; Kinder Morgan Energy Partners, L.P.; Magellan Midstream Partners, L.P.; NuStar Energy L.P.; Oiltanking Partners, L.P.; Plains All American Pipeline, L.P.; Royal Vopak N.V.; Sunoco Logistics Partners L.P.; TransMontaigne Partners L.P.; Vitol Holding B.V.; and Westway Group, Inc. Certain financial institutions may also be competitors. These include: Alinda Capital Partners LLC; ArcLight Capital Partners; Challenger Infrastructure Fund; First Reserve Corporation; and Global Infrastructure Partners.

TABLE OF CONTENTS

## **Energy-Related Business: IMTT (continued)**

In both the NYH and lower Mississippi River markets, IMTT operates the largest terminal by capacity which, combined with the capabilities of IMTT's facilities, provides IMTT with a strong competitive position in both of these key bulk liquid storage markets.

### **Customers**

IMTT provides bulk liquid storage services primarily to vertically integrated petroleum product producers and refiners, chemical manufacturers, food processors and traders of bulk liquid petroleum, chemical and agricultural products. No customer represented more than 10% of IMTT's consolidated revenues and accounts receivable for the year ended and at December 31, 2011.

### **Customer Contracts**

A typical IMTT customer contract includes:

- terms of three to five years;
- charges at rates stated in terms of cents per barrel of storage capacity per month and payable whether the storage is used or not;
- a certain number of free product movements into and out of the storage tank and throughput rates for movements in excess of this number;
- charges for heating which essentially reflect a pass-through of IMTT's cost;
- charges for other services such as rail car unloading and other ancillary services;
- annual inflation based escalators for all contracted rates and charges;
- provisions that ensure customers retain title to products stored and have responsibility for securing insurance against loss;
- provisions for rate step ups in the event that storage costs increase due to changes in laws or other environmental obligations; and
- responsibility for customers to return their tanks, at the end of the contract, clean and odor free.

IMTT is responsible for ensuring appropriate care of products stored at its facilities and maintains adequate insurance with respect to its exposure.

### **Regulation**

The rates that IMTT charges for its services are not subject to regulation. However, a number of regulatory bodies oversee IMTT's operations. IMTT must comply with numerous federal, state and local environmental, occupational health and safety, security, tax and planning statutes and regulations. These regulations require IMTT to obtain and maintain permits to operate its facilities and impose standards that govern the way IMTT operates its business. If

IMTT does not comply with the relevant regulations, it could lose its operating permits and/or incur fines and increased liability. As a result, IMTT has developed environmental and health and safety compliance functions which are overseen by the terminal managers at the terminal level, as well as IMTT's Director of Environmental, Health and Safety, Chief Operating Officer and Chief Executive Officer. While changes in environmental, health and safety regulations pose a risk to IMTT's operations, such changes are generally phased in over time to manage the impact on industry.

The Bayonne terminal was acquired and expanded over a 28 year period. It has significant remediation requirements that were partially assumed at the time of purchase from the various former owners. One former owner retained environmental remediation responsibilities for a purchased site as well as responsibility for sharing other remediation costs. Remediation efforts entail removal of the free product, groundwater control and treatment, soil treatment, repair/replacement of sewer systems, and the implementation of containment and monitoring systems. These remediation activities are expected to continue for ten to twenty years.

TABLE OF CONTENTS

## **Energy-Related Business: IMTT (continued)**

The Lemont terminal has entered into a consent order with the State of Illinois to remediate contamination at the site that pre-dated IMTT's ownership. This remediation effort, including the implementation of extraction and monitoring wells and soil treatment, is estimated to continue for ten to twenty years.

See Management's Discussion and Analysis of Financial Condition and Results of Operations—Liquidity and Capital Resources in Part II, Item 7 for discussion of the expected future capitalized cost of environmental remediation.

### **Management**

The day-to-day operations of IMTT's terminals are overseen by individual terminal managers who are responsible for all aspects of the operations at their respective sites. IMTT's terminal managers have on average 30 years experience in the bulk liquid storage industry and 18 years of service with IMTT.

The IMTT head office in New Orleans provides the business with central management that performs support functions such as accounting, tax, finance, human resources, insurance, information technology and legal services and provides support for functions that have been partially de-centralized to the terminal level such as engineering and environmental and occupational health and safety regulatory compliance. The Board of IMTT Holdings consists of six members with three appointees each from Macquarie Terminal Holdings, LLC, our wholly owned subsidiary, and our co-investor. All decisions of the Board require majority approval, including the approval of at least one member appointed by Macquarie Terminal Holdings, LLC and one member appointed by our co-investor. The Shareholders Agreement to which we became a party at the time of our investment in IMTT contains a customary list of items that must be referred to the Board for approval. The Shareholders' Agreement is included as an exhibit to this Annual Report on Form 10-K.

Distribution of funds to the Company from IMTT is governed by the Shareholders' Agreement between the Company and the co-investor that owns the remaining 50% stake. The co-investor has refused to vote in favor of distributing these funds, and the Company believes that such refusal violates the Shareholders' Agreement. MIC has been unable to resolve this dispute with the co-owner of IMTT regarding distributions, despite efforts to do so in accordance with the Shareholders' Agreement. Accordingly, on April 18, 2011, MIC initiated formal arbitration proceedings with the Voting Trust of IMTT Holdings Inc. ( "Voting Trust" ) and IMTT Holdings Inc. under the auspices of the American Arbitration Association, as provided under the Shareholders' Agreement. MIC believes the Voting Trust's defenses and claims in the arbitration are without merit. We currently expect a decision by the arbitrators in the first quarter of 2012, or soon after. See Risk Factors—Risks Related to IMTT in Part I, Item 1A for further discussion.

### **Employees**

As of December 31, 2011, IMTT (excluding non-consolidated sites) had a total of 1,063 employees, including 157 employed by Oil Mop. At the Bayonne terminal, 142 employees are unionized, 52 of the employees are unionized at the Lemont and Joliet terminals and 35 employees are unionized at the Quebec terminal. We believe employee relations at IMTT are good.

## TABLE OF CONTENTS

# Energy-Related Business: The Gas Company

## Business Overview

The Gas Company is Hawaii's only government franchised full-service gas company, manufacturing and distributing gas products and services in Hawaii. The market includes Hawaii's approximately 1.4 million residents and approximately 7.3 million visitors in 2011. The Gas Company manufactures synthetic natural gas, or SNG, for its utility customers on Oahu, and distributes Liquefied Petroleum Gas, or LPG, to utility and non-utility customers throughout the state's six primary islands.

The Gas Company has two primary businesses, utility (or regulated) and non-utility (or unregulated):

The utility business serves approximately 35,300 customers through localized pipeline distribution systems located on the islands of Oahu, Hawaii, Maui, Kauai, Molokai and Lanai. Over 90% of these customers are on Oahu. The utility business includes the manufacture, distribution and sale of SNG on the island of Oahu and distribution and sale of LPG. Utility revenue consists principally of sales of SNG and LPG. The operating costs for the utility business include the cost of locally purchased feedstock, the cost of manufacturing SNG from the feedstock, LPG purchase costs and the cost of distributing SNG and LPG to customers. Utility sales comprised approximately 43% of The Gas Company's total contribution margin in 2011.

The non-utility business sells and distributes LPG to approximately 33,400 customers. LPG is delivered by truck to individual tanks located on customer sites on Oahu, Hawaii, Maui, Kauai, Molokai and Lanai. Non-utility revenue is generated primarily from the sale of LPG delivered to customers. The operating costs for the non-utility business include the cost of purchased LPG and the cost of distributing the LPG to customers. Non-utility sales comprised approximately 57% of The Gas Company's total contribution margin in 2011.

The Gas Company's two products, SNG and LPG, are relatively clean-burning fuels that produce lower levels of carbon emissions than other hydrocarbon fuels such as coal or oil. This is particularly important in Hawaii where heightened public awareness of environmental impact makes lower emission products attractive to customers.

SNG and LPG have a wide number of commercial and residential applications including water heating, drying, cooking, emergency power generation and decorative lighting, such as tiki torches. LPG is also used as a fuel for specialty vehicles such as forklifts. Gas customers include residential customers and a wide variety of commercial, hospitality, military, public sector and wholesale customers.

The Gas Company is exploring the use of Liquefied Natural Gas, or LNG, as a back-up for the business's SNG supply requirements, which includes determining the feasibility of importing LNG from the U.S. in conventional containers.

Summary financial information of The Gas Company is as follows (\$ in millions):

	As of, and for the Year Ended, December 31,					
	2011		2010		2009	
Revenue	\$ 252.8		\$ 210.6		\$ 175.4	
EBITDA excluding non-cash items <sup>(1)</sup>	49.0		44.4		37.6	
Total assets	373.5		350.4		344.9	
% of our consolidated revenue	25.6	%	25.0	%	24.7	%

See **Business** Our Business and Investments in Part I, Item 1 and **Management** s Discussion and Analysis of (1) Financial Condition and Results of Operations Results of Operations in Part II, Item 7 for further information and a reconciliation of net income (loss) to EBITDA excluding non-cash items.

## **Strategy**

The Gas Company s long-term strategy has three components. The first is to increase and diversify its customer base.

The business intends to increase penetration of the residential, government (primarily military) and tourism-related markets. The business also intends to invest in and promote the value of The Gas Company s products and services and its attractiveness as a cleaner alternative to other energy sources in Hawaii.



## TABLE OF CONTENTS

### **Energy-Related Business: The Gas Company (continued)**

As a second component of its strategy, The Gas Company intends to diversify its sources of SNG feedstock and LPG to ensure reliable supply and to mitigate any potential cost increases to its customers. The Gas Company is exploring other clean and renewable energy alternatives that may be distributed using its existing infrastructure, including renewable natural gas and LNG.

The Gas Company also recognizes the important role it plays in the local community and, as a component of its strategy, will focus on maintaining good relationships with regulators, governments and the communities it serves.

### **Products**

While the mainland U.S. obtains natural gas from wells drilled into underground reservoirs of porous rock, Hawaii relies solely on manufactured and imported alternatives. Hawaii has no natural gas reserves.

*Synthetic Natural Gas.* The business converts a light hydrocarbon feedstock (currently naphtha) to SNG. The product is chemically similar in most respects to natural gas and has a similar heating value on a per cubic foot basis. The Gas Company has the only SNG manufacturing capability in Hawaii at its plant located on the island of Oahu. SNG is delivered by underground piping systems to customers on Oahu.

*Liquefied Petroleum Gas.* LPG is a generic name for a mixture of hydrocarbon gases, typically propane and butane. LPG liquefies at a relatively low pressure under normal temperature conditions. As a result, LPG can be stored or transported more easily than natural gas or SNG. LPG is typically transported in cylinders or tanks. Domestic and commercial applications of LPG are similar to those of natural gas and SNG.

### **Utility Regulation**

The Gas Company's utility business is regulated by the Hawaii Public Utilities Commission, or HPUC, while the business's non-utility business is not. The HPUC exercises broad regulatory oversight and investigative authority over all public utility companies in the state of Hawaii.

*Rate Regulation.* The HPUC establishes the rates that The Gas Company can charge its utility customers via cost of service regulation. The rate approval process is intended to ensure that a public utility has a reasonable opportunity to recover costs that are prudently incurred and earn a fair return on its investments, while protecting consumer interests.

Although the HPUC sets the base rate for the SNG and LPG sold by The Gas Company's utility business, the business is permitted to pass through changes in its raw materials cost by means of a monthly fuel adjustment charge, or FAC.

The adjustment protects the business's earnings from volatility in feedstock costs.

The business's utility rates are established by the HPUC in periodic rate cases typically initiated by The Gas Company.

The business initiates a rate case by submitting a request to the HPUC for an increase in rates based, for example, upon materially higher costs related to providing the service. Following initiation of the rate increase request and submissions by other intervening parties of their positions on the rate request, and potentially an evidentiary hearing, the HPUC issues a decision establishing the revenue requirements and the resulting rates that The Gas Company will be allowed to charge.

*Other Regulations.* The HPUC regulates all franchised or certificated public service companies operating in Hawaii; prescribes rates, tariffs, charges and fees; determines the allowable rate of earnings in establishing rates; issues guidelines concerning the general management of franchised or certificated utility businesses; acts on requests for the acquisition, sale, disposition or other exchange of utility properties, including mergers and consolidations; and acts on requests for financings. When we acquired The Gas Company, we agreed to 14 regulatory conditions with the HPUC that address a variety of matters including: a requirement that the ratio of consolidated debt to total capital for The Gas Company, LLC and HGC Holdings LLC, or HGC, does not exceed 65%; and a requirement to maintain \$20.0 million in readily-available cash resources at The Gas Company, HGC or MIC.

TABLE OF CONTENTS

## **Energy-Related Business: The Gas Company (continued)**

### **Competition**

Depending upon the end-use, the business competes with electricity, diesel, solar energy, geo-thermal, wind, other gas providers and alternative energy sources. Hawaii's electricity is generated by four electric utilities and various non-utility generators.

*Utility Business.* The Gas Company holds the only government franchise for regulated gas services in Hawaii. This enables it to utilize public easements for its pipeline distribution systems. This franchise also provides protection from competition within the same gas-energy sector since the business has developed and owns extensive below-ground distribution infrastructure. The costs associated with developing distribution infrastructure are significant. However, in most instances, the business' utility customers also have the ability to use non-utility gas supplied by The Gas Company or its competitors by using LPG tanks.

*Non-Utility Business.* The Gas Company also sells LPG in an unregulated market on the six primary islands of Hawaii. There are two other wholesale companies and several small retail distributors that share the LPG market. The Gas Company believes it has a competitive advantage because of its established customer base, storage facilities, distribution network and reputation for reliable service.

### **Fuel Supply, SNG Plant and Distribution System**

#### **Fuel Supply**

The business obtains its LPG from three sources: imports from foreign sources and each of the Chevron and Tesoro oil refineries located on Oahu. The business has LPG supply arrangements for all three sources. If required, the business can purchase LPG from foreign sources through the spot-market. In 2011, The Gas Company purchased approximately half of its LPG requirement from foreign sources, one-third from Chevron and the remainder from Tesoro.

In January 2012, Tesoro announced plans to sell its operations in Hawaii, including its refinery on Oahu, its operations at 32 retail gas stations and all associated logistical assets. Tesoro indicated that the sale would occur no earlier than the second half of 2012. In 2010, Chevron considered converting its Hawaii refinery to a storage terminal and concluded that it would continue operating as a refinery in Hawaii; however, to our knowledge, Chevron has not publicly commented on the matter since. The Chevron refinery also supplies The Gas Company's principal competitor in the non-utility market.

Any decision by Tesoro or Chevron regarding their operations in Hawaii could affect the business' cost of LPG and may adversely impact its non-utility contribution margin and profitability. In an effort to mitigate the risk of supply disruption and/or a potential increase in costs, the business has increased the number of shipments of foreign sourced product and has been making additional investments in storage.

The business also obtains all of its feedstock and fuel for SNG production, naphtha, from the Tesoro refinery on Oahu. The Gas Company has a supply agreement in place with Tesoro through September 30, 2013. The agreement is subject to approval by the HPUC, and such approval is expected by mid-2012. The Gas Company expects that a modest level of savings will be passed through to consumers, all else being equal, via the fuel adjustment charge mechanism and will have no impact on utility contribution margin and minimal impact on the non-utility margin.

In the event that Tesoro shuts down the refinery completely or limits supply, The Gas Company has been evaluating alternatives for its utility business, including extended usage of the backup utility propane air unit, importation of naphtha, development of locally-sourced naphtha on Oahu, and importation of LNG.

### **SNG Plant and Distribution System (Utility Business)**

The Gas Company manufactures SNG at its plant located west of the Honolulu business district. With proper inspection and testing and with routine maintenance and capital investment, the economic life of the SNG plant life is expected to be approximately 20 years. The economic life of the plant may be extended with additional capital investment.

## TABLE OF CONTENTS

### **Energy-Related Business: The Gas Company (continued)**

A 22-mile transmission pipeline links the SNG plant to a distribution system that ends at Pier 38 in south Oahu. From Pier 38, a pipeline distribution system consisting of approximately 900 miles of distribution and service pipelines takes the gas to customers. Additionally, LPG is trucked to holding tanks on Oahu and shipped by barge to the neighboring islands where it is distributed via pipelines to utility customers that are not connected to the Oahu SNG pipeline system. Approximately 90% of the business pipeline system is on Oahu.

#### **Distribution System (Non-Utility Business)**

The non-utility business provides gas on all six primary islands to customers that are not connected to the business utility pipeline system. The majority of The Gas Company's non-utility customers are on islands other than Oahu. LPG is distributed to these islands by direct deliveries from overseas suppliers and by barge delivery. The business also owns the infrastructure to distribute LPG to its customers, such as harbor pipelines, trucks, several holding facilities and storage base-yards on Kauai, Maui and Hawaii.

#### **Environmental Matters**

*Environmental Permits:* Gas manufacturing requires environmental operating permits. The most significant are air and wastewater permits that are required for the SNG plant. The Gas Company is in compliance in all material respects with all applicable provisions of these permits.

*Environmental Compliance:* The business believes that it is in compliance in all material respects with applicable state and federal environmental laws and regulations. Under normal operating conditions, its facilities do not generate hazardous waste. Hazardous waste, when produced, poses little ongoing risk to the facilities from a regulatory standpoint because SNG and LPG dissipate quickly if released.

#### **Employees and Management**

As of December 31, 2011, The Gas Company had 310 employees, of which 206 were unionized. The unionized employees are subject to a collective bargaining agreement that expires on April 30, 2015. The business believes it has a good relationship with the union and there have been no major disruptions in operations due to labor matters for over 30 years. Management of the business is headquartered in Honolulu, Hawaii.

### **District Energy**

#### **Business Overview**

Through December 22, 2009, District Energy consisted of a 100% ownership of Thermal Chicago and a 75% interest in Northwind Aladdin. The remaining 25% equity interest in Northwind Aladdin was owned by Nevada Electric Investment Company, or NEICO, an indirect subsidiary of NV Energy, Inc.

On December 23, 2009, we sold 49.99% of our membership interests in District Energy to John Hancock Life Insurance Company and John Hancock Life Insurance Company (U.S.A.) (collectively "John Hancock") for \$29.5 million. NEICO continues to own 25% equity stake in Northwind Aladdin. The financial results discussed in this Form 10-K reflect 100% of District Energy's full year performance.

District Energy operates the largest district cooling system in the United States. The system currently serves approximately 100 customers in downtown Chicago and one customer outside the downtown area under long-term contracts. District Energy produces chilled water at five plants located in downtown Chicago and distributes it through a closed loop of underground piping for use in the air conditioning systems of large commercial, retail and residential buildings in the central business district. The first of the plants became operational in 1995, and the most recent came on line in June 2002. With modifications made in 2009, the downtown system has the capacity to produce approximately 92,000 tons of chilled water, although it has approximately 105,000 tons of cooling under contract. The business is able to sell continuous service capacity in excess of the total system capacity because not all customers use their contracted capacity at the same time.

TABLE OF CONTENTS**Energy-Related Business: District Energy (continued)**

District Energy also owns a site-specific heating and cooling plant that serves a single customer in Chicago outside the downtown area. This plant has the capacity to produce 4,900 tons of cooling and 58 million British Thermal Units, or BTUs, of heating per hour.

District Energy's Las Vegas operation owns and operates a stand-alone facility that provides cold and hot water (for chilling and heating, respectively) to three customers in Las Vegas, Nevada. These customers consist of a resort and casino, a condominium that began receiving full service in February 2010 and a shopping complex. The three customers represent approximately 47%, 45% and 8% of the Las Vegas operation's cash flows, respectively. All three Las Vegas contracts expire in February 2020. The Las Vegas operation represented approximately 25% of the cash flows of District Energy in 2011.

Summary financial information for 100% of District Energy is as follows (\$ in millions):

	As of, and for the Year Ended, December 31,			
	2011	2010	2009	
Revenue	\$ 52.4	\$ 56.8	\$ 48.6	
EBITDA excluding non-cash items <sup>(1)</sup>	22.7	22.8	20.8	
Total assets	217.6	228.5	234.8	
% of our consolidated revenue	5.3 %	6.8 %	6.8 %	

See Business Our Business and Investments in Part I, Item 1 and Management's Discussion and Analysis of (1) Financial Condition and Results of Operations Results of Operations in Part II, Item 7 for further information and a reconciliation of net income (loss) to EBITDA excluding non-cash items.

**Industry Overview**

District energy systems provide chilled water, steam and/or hot water from a centralized plant through underground piping for cooling and heating purposes. A typical district energy customer is the owner/manager of a large office or residential building or facilities such as hospitals, universities or municipal buildings. District energy systems exist in many major North American and European cities and some have been in operation for over 100 years.

**Strategy**

District Energy's strategy comprises attracting and connecting new customers to the system and investing in further expansion. We believe that District Energy's successful execution of this strategy will contribute to the continued generation of consistent revenue and stable cash flows as a result of the long-term contractual relationships with its customers and the management team's proven ability to improve the operating performance of the business.

*Growth:* This business intends to grow revenue and profits by marketing its services to developers in the downtown Chicago market. Its value proposition is centered on high reliability, ease of operation and maintenance. The management team develops and maintains relationships with property developers, engineers, architects and city planners as a means of keeping District Energy and these attributes top of mind when they select among building cooling systems and services.

*Business Management:* The business focuses on minimizing the cost of electricity consumed per unit of chilled water produced by its plants. District Energy is able to maintain and potentially increase its competitive advantage over self cooling by consuming electricity efficiently. District Energy has the ability to create ice during off-peak hours when electricity costs are typically lower. District Energy uses the cold energy in the ice to produce chilled water during the day when electricity prices are typically higher. The resulting cost savings are passed through to its customers.

*System Expansion:* Since our acquisition in 2004, system modifications and expansion have increased total cooling capacity of the business plants by approximately 15,000 tons or 15%. Projects currently under development can further expand the system capability and accommodate an expected increase in demand for district cooling in Chicago.



TABLE OF CONTENTS

## **Energy-Related Business: District Energy (continued)**

### **Operations**

Maintenance is typically performed by qualified contract personnel and off-season maintenance is performed by a combination of plant staff and contract personnel. The majority of preventive maintenance is conducted off-season.

### **Customers**

District Energy currently serves approximately 100 customers in downtown Chicago and one outside the downtown area. Its customer base is diverse and consists of retail stores, office buildings, residential buildings, theaters and government facilities. Office and commercial buildings constitute approximately 67% of its customer base. No one customer accounts for more than 10% of total contracted capacity at December 31, 2011 and 2010.

The business typically enters into contracts with the owners of the buildings to which the chilled water service is provided. The weighted average life of customer contracts as of December 31, 2011 is approximately 9 years. The majority of these contracts require a termination payment if a customer wishes to terminate a contract early or if the business terminates the contract for customer default. The termination payment allows the business to recover the remaining capital that it invested to provide service to the customer.

Customers pay two charges to receive chilled water services: a fixed capacity charge and a variable consumption charge. The capacity charge is a fixed monthly amount based on the maximum number of tons of chilled water that the business has contracted to make available to the customer at any point in time whether they use it or not. The consumption charge is a variable amount based on the volume of chilled water actually used during a billing period.

Contractual adjustments to the capacity charge and consumption charge occur periodically, typically annually.

Capacity charges generally increase at a fixed rate or are indexed to the Consumer Price Index, or CPI, as a broad measure of inflation. Consumption payments generally increase in line with a number of indices that reflect the cost of electricity, labor and other input costs relevant to the operations of the business. The largest and most variable direct expense of the operation is electricity. District Energy passes through to its customers changes in electricity costs. The business focuses on minimizing the cost of electricity consumed per unit of chilled water produced by operating its plants to maximize efficient use of electricity.

### **Seasonality**

Consumption revenue is higher in the summer months when the demand for chilled water is at its highest. Approximately 75% of consumption revenue is received in the second and third quarters combined each year.

### **Competition**

District Energy is not subject to substantial competitive pressures. Customers are generally not contractually permitted to cool their premises by means other than the chilled water service the business provides. In addition, the primary alternative available to building owners is the installation of a stand-alone water chilling system (self-cooling). While competition from self-cooling exists, the business expects that the majority of its current contracts will be renewed at maturity. Installation of a water chilling system can require significant building reconfiguration as well as space for reconfiguration, and capital expenditure, whereas District Energy has the advantage of economies of scale in terms of

efficiency, staff and electricity procurement.

District Energy believes competition from an alternative district energy system in the Chicago downtown market is unlikely. There are significant barriers to entry including the considerable capital investment required, the need to obtain City of Chicago consent and the difficulty in obtaining sufficient customers given the number of buildings in downtown Chicago already committed under long-term contracts to use its system.

TABLE OF CONTENTS

## **Energy-Related Business: District Energy (continued)**

### **City of Chicago Use Agreement**

The business is not subject to specific government regulation, but its downtown Chicago system operates under the terms of a Use Agreement with the City of Chicago. The Use Agreement establishes the rights and obligations of District Energy and the City of Chicago with respect to its use of the public ways. Under the Use Agreement, the business has a non-exclusive right to construct, install, repair, operate and maintain the plants, facilities and piping essential in providing district cooling chilled water service to customers. During 2008, the Chicago City Council extended the term of the Use Agreement for an additional 20 years until December 31, 2040. Any proposed renewal, extension or modification of the Use Agreement will be subject to approval by the City Council of Chicago.

### **Management**

The day-to-day operations of District Energy are managed by a team located in Chicago, Illinois. The management team has a broad range of experience that includes engineering, construction and project management, business development, operations and maintenance, project consulting, energy performance contracting and retail electricity sales. The team also has significant financial and accounting experience.

The business is governed by a board of directors on which we have three representatives and our co-shareholder has two. Although we control decisions that require a simple majority, certain issues require super majority approval including sale or other disposal of all or substantially all of the business property or assets, entry into a new line of business, modifications of constituent or governing documents and pursuit of an initial public offering of any membership interests.

### **Employees**

As of December 31, 2011, District Energy had 40 full-time employees and one part-time employee. In Chicago, 27 plant staff members are employed under a three-year collective bargaining agreement expiring on January 14, 2015. In Las Vegas, 6 plant staff members are employed under a four-year labor agreement expiring on March 31, 2013. We believe employee relations at District Energy are good.

## **Aviation-Related Business**

### **Atlantic Aviation**

#### **Business Overview**

Atlantic Aviation operates FBOs at 65 airports in the United States. Atlantic Aviation's FBOs provide fueling and fuel-related services, aircraft parking and hangar services to owners/operators of jet aircraft, primarily in the general aviation sector of the air transportation industry, but also commercial, military, freight and government aviation customers.

Summary financial information for Atlantic Aviation is as follows (\$ in millions):

	As of, and for the Year Ended, December 31,					
	2011		2010		2009	
Revenue	\$ 683.6		\$ 573.4		\$ 486.1	
EBITDA excluding non-cash items <sup>(1)</sup>	126.7		117.5		106.5	
Total assets	1,374.4		1,410.1		1,473.2	
% of our consolidated revenue	69.1	%	68.2	%	68.5	%

See Business Our Business and Investments in Part I, Item 1 and Management's Discussion and Analysis of (1) Financial Condition and Results of Operations Results of Operations in Part II, Item 7 for further information and a reconciliation of net income (loss) to EBITDA excluding non-cash items.

17

TABLE OF CONTENTS

## **Aviation-Related Business: Atlantic Aviation (continued)**

### **Industry Overview**

FBOs service the general aviation segment of the air transportation industry. General aviation includes corporate and leisure flying and does not include commercial air carriers or military operations. Local airport authorities, the owners of the airport property, grant FBO operators the right to provide fueling and other services pursuant to a long-term ground lease. Fuel sales provide the majority of an FBO's revenue and gross profit.

FBOs generally operate in environments with high barriers to entry. Airports often have limited physical space for additional FBOs. Airport authorities generally do not have an incentive to add additional FBOs unless there is a significant demand for additional capacity, as profit-making FBOs are more likely to reinvest in the airport and provide a broad range of services, thus attracting increased airport traffic. The increased traffic tends to generate additional revenue for the airport authority in the form of landing and fuel flowage fees. Government approvals and design and construction of a new FBO can also take significant time and capital expenditures.

Demand for FBO services is driven by the level of general aviation flight activity. The general aviation activity level is measured by the number of take-offs and landings in a given period. General aviation business jet take-offs and landings increased 2.2% in 2011 compared with 2010 according to flight data reported by the Federal Aviation Administration, or FAA. Because Atlantic Aviation operates at a subset of the airports surveyed by the FAA, the correlation between Atlantic Aviation's performance and the industry data will not be perfect. Nonetheless, the business believes it is a useful directional tool to assess trends in the general aviation sector. The business believes business jet traffic will continue to expand if economic activity continues to recover.

### **Strategy**

Atlantic Aviation is pursuing a strategy that has five principal components:

- an overarching commitment to provide superior service and safety to its customers;
- organically grow the business and leverage the size of the Atlantic Aviation network and its information technology capabilities to identify marketing leads and implement cross-selling initiatives;
- aggressively manage the business so as to minimize, to the extent possible, its operating expenses;
- optimize the portfolio through selective site acquisition and divestitures as well as taking actions to extend the life of its existing leases; and
- continue to reduce debt to levels believed to be sustainable over the long-term.

These components are discussed in greater detail in the *Operations* and *Marketing* sections below.

### **Operations**

The business has high-quality facilities and focuses on attracting customers who desire a high level of personal service. Fuel and fuel-related services generated 82% of Atlantic Aviation's revenue and accounted for 66% of Atlantic Aviation's gross profit in 2011. Other services, including de-icing, aircraft parking, hangar rental and catering, provided the balance. Fuel is stored in fuel tank farms and each FBO operates refueling vehicles owned or leased by the FBO. The FBO either owns or has access to the fuel storage tanks to support its fueling activities. At some of Atlantic Aviation's locations, services are also provided to commercial carriers. These may include refueling from the carrier's own fuel supplies stored in the carrier's fuel farm, de-icing and/or ground and ramp handling services.

Atlantic Aviation buys fuel at a wholesale price and sells fuel to customers at a contracted price, or at a price negotiated at the point of purchase. While wholesale fuel costs can be volatile, Atlantic Aviation generally passes fuel cost changes through to customers and attempts to maintain and, when possible, increase dollar-based margin per gallon of fuel sold. Atlantic Aviation also fuels aircraft with fuel owned by other parties and charges customers a service fee.

TABLE OF CONTENTS

## **Aviation-Related Business: Atlantic Aviation (continued)**

Atlantic Aviation has limited exposure to commodity price risk as it generally carries a limited inventory of jet fuel on its books and passes fluctuations in the wholesale cost of fuel through to its customers.

Atlantic Aviation is particularly focused on managing costs effectively. Atlantic Aviation will continue to evaluate opportunities to reduce expenses through, for example, business reengineering, more efficient purchasing, partnering with service providers such as credit card processors and capturing synergies in acquisitions.

Atlantic Aviation periodically evaluates its portfolio of FBOs. As a result, the business may conclude that some of its sites do not have sufficient scale nor do they serve a market with sufficiently strong growth prospects to warrant continued operations at these sites. Consistent with this, in 2011, Atlantic Aviation divested certain FBOs, primarily to in-field competitors who valued the opportunity to consolidate operations. Proceeds from these divestitures were used to purchase new FBOs in markets that have a rate of growth in general aviation activity greater than in the markets exited. Atlantic Aviation will continue to evaluate its portfolio and may opportunistically divest certain sites and redeploy proceeds of these into acquisitions of sites in more attractive markets.

### **Locations**

Atlantic Aviation's FBO facilities operate pursuant to long-term leases from airport authorities or local government agencies. The business and its predecessors have a strong history of successfully renewing leases, and have held some leases for over 40 years.

During 2011, Atlantic Aviation was able to increase its weighted average remaining lease length from 16.8 to 17.8 years including extension options. The leases at 17 of Atlantic Aviation's FBOs, accounting for 21.4% of Atlantic Aviation's gross profit, will expire within the next five years. No individual FBO generates more than 10% of the gross profit of the business at December 31, 2011.

The airport authorities have termination rights in each of Atlantic Aviation's leases. Standard terms allow for termination if Atlantic Aviation defaults on the terms and conditions of the lease, abandons the property or becomes insolvent or bankrupt. Less than ten leases may be terminated with notice by the airport authority for convenience or other similar reasons. In each of these cases, there are compensation agreements based on amortization schedules or obligations of the authority to make best efforts to relocate the FBO. Most of the leases allow for termination if liens are filed against the property.

### **Marketing**

Atlantic Aviation has a number of marketing programs, each utilizing an internally-developed point-of-sale system that tracks general aviation flight movements. One program supports flight tracking and provides customer relationship management data that facilitates upselling of fuel and optimization of revenue per customer.

In 2011, Atlantic Aviation enhanced their business intelligence system which improved the timeliness and accuracy of management data. As part of their enhancements, Atlantic Aviation partnered with a provider of flight planning data to better understand the universe of take-offs and landings. By combining this information with their internal business intelligence system, Atlantic Aviation is able to serve their customers more effectively and drive operational efficiencies.

Another marketing program is a loyalty program for pilots known as Atlantic Awards that provides an incentive to purchase fuel from Atlantic Aviation. Atlantic Awards has gained wide acceptance among pilots. These awards are recorded as a reduction in fuel-revenue in Atlantic Aviation's consolidated financial statements.

## Competition

Atlantic Aviation competes with other FBO operators at approximately half of its locations. The FBOs compete on the basis of location of the facility relative to runways and street access, service, value-added features, reliability and price. Each FBO also faces competitive pressure from the fact that aircraft may take on sufficient fuel at one location and not need to refuel at a specific destination. FBO operators also face indirect competition from facilities located at nearby airports.



## TABLE OF CONTENTS

### **Aviation-Related Business: Atlantic Aviation (continued)**

Atlantic Aviation's main competitors are Signature Flight Support, Landmark Aviation and Million Air. Other than Signature, these competitors are privately owned. To our knowledge, other than the three main competitors listed, no other competitor operates more than 20 FBOs.

### **Regulation**

The aviation industry is overseen by a number of regulatory bodies, but its primary regulator is the FAA. The business is also regulated by the local airport authorities through lease contracts with those authorities. The business must comply with federal, state and local environmental statutes and regulations associated in part with the operation of underground fuel storage tanks. These requirements include, among other things, tank and pipe testing for tightness, soil sampling for evidence of leaking and remediation of detected leaks and spills. Atlantic Aviation's FBOs are subject to regular inspection by federal and local environmental agencies and local fire and airline quality control departments. The business does not expect that compliance and related remediation work will have a material negative impact on earnings or the competitive position of Atlantic Aviation. The business has not received notice requiring it to cease operations at any location or of any abatement proceeding by any government agency as a result of failure to comply with applicable environmental laws and regulations.

### **Management**

The day-to-day operations of Atlantic Aviation are managed by individual site managers who are responsible for all aspects of the operations at their site. Responsibilities include ensuring that customer requirements are met by the staff employed at the site and that revenue is collected, and expenses incurred, in accordance with internal guidelines. Local managers are, within the specified guidelines, empowered to make decisions as to fuel pricing and other services, thereby improving responsiveness and customer service. Local managers within a geographic region are supervised by one of four regional managers covering the United States.

Atlantic Aviation's operations are overseen by senior personnel with an average of approximately 24 years experience each in the aviation industry. The business management team has established close and effective working relationships with local authorities, customers, service providers and subcontractors. The team is responsible for overseeing the FBO operations, setting strategic direction and ensuring compliance with all contractual and regulatory obligations.

Atlantic Aviation's head office is in Plano, Texas. The head office provides the business with overall management and performs centralized functions including accounting, information technology, risk management, human resources, payroll and insurance arrangements.

During 2011, Atlantic Aviation established a Business Development group in order to continually evaluate various options to optimize Atlantic Aviation's FBO portfolio. These options include selective dispositions at locations where Atlantic Aviation's operations are sub-scale relative to their markets or where there is opportunity to create value, and redeployment of sales proceeds in new or existing markets with attractive growth prospects, whether through acquisition or in response to requests for proposals from airport authorities.

## **Employees**

As of December 31, 2011, the business employed 1,709 people across all of its sites. Approximately 7.8% of the employee population is covered by collective bargaining agreements. We believe employee relations at Atlantic Aviation are good.

### **Our Employees   Consolidated Group**

As of December 31, 2011, we employed approximately 2,100 people across our three ongoing, consolidated businesses (excluding IMTT) of which approximately 18% were subject to collective bargaining agreements. The Company itself does not have any employees.

TABLE OF CONTENTS

## AVAILABLE INFORMATION

We file annual, quarterly and current reports, proxy statements and other information with the SEC. You may read and copy any document we file with the SEC at the SEC's public reference room at 100 F Street, NE, Washington, DC 20549. Please call the SEC at 1-800-SEC-0330 for information on the operations of the public reference room. The SEC maintains a website that contains annual, quarterly and current reports, proxy and information statements and other information that issuers (including Macquarie Infrastructure Company LLC) file electronically with the SEC.

The SEC's website is [www.sec.gov](http://www.sec.gov).

Our website is [www.macquarie.com/mic](http://www.macquarie.com/mic). You can access our Investor Center through this website. We make available free of charge, on or through our Investor Center, our proxy statements, annual reports to shareholders, annual reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and any amendments to these filed or furnished pursuant to Section 13(a) or 15(d) of the Securities Exchange Act of 1934, or the Exchange Act, as amended, as soon as reasonably practicable after such material is electronically filed with, or furnished to, the SEC. We also make available through our Investor Center statements of beneficial ownership of the LLC interests filed by our Manager, our directors and officers, any holders of 10% or more of our LLC interests outstanding and others under Section 16 of the Exchange Act.

You can also find information on the Governance page on our website where we post documents including:

Third Amended and Restated Operating Agreement of Macquarie Infrastructure Company LLC;  
Amended and Restated Management Services Agreement, as further amended;  
Corporate Governance Guidelines;  
Code of Ethics and Conduct;

Charters for our Audit Committee, Compensation Committee and Nominating and Corporate Governance Committee;  
Policy for Shareholder Nomination of Candidates to Become Directors of Macquarie Infrastructure Company LLC;  
and

Information for Shareholder Communication with our Board of Directors, our Audit Committee and our Lead Independent Director.

Our Code of Ethics and Conduct applies to all of our directors, officers and employees as well as all directors, officers and employees of our Manager involved in the management of the Company and its businesses. We will post any amendments to the Code of Ethics and Conduct, and any waivers that are required to be disclosed by the rules of either the SEC or the New York Stock Exchange ( NYSE ), on our website. The information on our website is not incorporated by reference into this report.

You can request a copy of these documents at no cost, excluding exhibits, by contacting Investor Relations at 125 West 55<sup>th</sup> Street, New York, NY 10019 (212-231-1825).

TABLE OF CONTENTS

## ITEM 1A. RISK FACTORS

An investment in our LLC interests involves a number of risks. Any of these risks could result in a significant or material adverse effect on our results of operations or financial condition and a corresponding decline in the market price of the LLC interests.

### Risks Related to Our Business Operations

**We own, and may acquire in the future, investments in which we share voting control with third parties and, consequently, our ability to exercise significant influence over the business or level of their distributions to us may be limited.**

We own 50% of IMTT and 50.01% of District Energy and may acquire less than majority ownership in other businesses in the future. Our ability to influence the management of businesses in which we own noncontrolling interests, and the ability of these businesses to continue operating without disruption, depends on our reaching agreement with our co-investors and reconciling investment and performance objectives for these businesses. Our co-investors may become bankrupt or may have economic or other business interests that are inconsistent with our interests and goals. To the extent that we are unable to agree with co-investors regarding the business and operations of the relevant investment, the performance of the investment and the operations may suffer, we may not receive anticipated distributions or such distributions may be delayed and there may be a material adverse impact on our results. In addition, we may become involved in costly litigation or other dispute resolution procedures to resolve disagreements with our co-investors, which would divert management's attention.

Furthermore, we may, from time to time, own noncontrolling interests in investments. Management and controlling shareholders of these investments may develop different objectives than we have and we may be unable to control the timing or amount of distributions we receive from these investments. Our inability to exercise significant influence over the operations, strategies and policies of non-controlled investments means that decisions could be made that could adversely affect our results and our ability to generate cash and pay dividends on our LLC interests. See also

*Risks Related to IMTT We share ownership and voting control of IMTT with a third party co-investor. A representative and beneficiary of that co-investor is currently the CEO of IMTT. Our ability to exercise significant influence over the business or level of distributions from IMTT is limited, and we have been, and we may continue to be negatively impacted by disagreements with our co-investor regarding IMTT's business and operations.*

**Our holding company structure may limit our ability to make regular dividends in the future to our shareholders because we will rely on the cash flows and distributions from our businesses.**

The Company is a holding company with no operations. Therefore, it is dependent upon the ability of our businesses and investments to pay dividends and make distributions to the Company to enable it to meet its expenses, and to make dividends to shareholders in the future. The ability of our operating subsidiaries and the businesses in which we will hold investments to make distributions to the Company is subject to limitations based on their operating performance, the terms of their debt agreements and the applicable laws of their respective jurisdictions. In addition, the ability of each business to reduce its outstanding debt will be similarly limited by its operating performance, as discussed below and in Part II, Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations.

**Fluctuations in economic, equity and credit market conditions may have a material adverse effect on our results of operations, our liquidity or our ability to obtain credit on acceptable terms.**

Should the economic, equity and credit market conditions become disrupted, our ability to raise equity or obtain capital, to repay or refinance credit facilities at maturity, pay significant capital expenditures or fund growth may be costly and/or impaired. Our access to debt financing in particular will depend on a variety of factors such as market conditions, the general availability of credit, the overall availability of credit to our industry, our credit history and credit capacity, as well as the historical performance of our businesses and lender perceptions of their and our financial prospects. In the event we are unable to obtain debt financing, particularly as significant credit facilities mature, our internal sources of liquidity may not be sufficient.

## TABLE OF CONTENTS

Economic conditions may also increase our counterparty risk, particularly in those businesses whose revenues are determined under multi-year contracts, such as IMTT and District Energy. Should conditions deteriorate, we would expect to see increases in counterparty defaults and/or bankruptcies, which could result in an increase in bad debt expense and may cause our operating results to decline.

The volatility in the financial markets makes projections regarding future obligations under pension plans difficult.

Two of our businesses, The Gas Company and IMTT, have defined benefit retirement plans. Future funding obligations under those plans depend in large part on the future performance of plan assets and the mix of investment assets. Our defined benefit plans hold a significant amount of equity securities as well as fixed income securities. If the market values of these securities decline or if interest rates decline, our pension expense and cash funding requirements would increase and, as a result, could materially adversely affect the results and liquidity of these businesses and the Company.

### **If borrowing costs increase or if debt terms become more restrictive, the cost of refinancing and servicing our debt will increase, reducing our profitability and ability to freely deploy free cash flow.**

The majority of indebtedness at our businesses matures within two to three years. Refinancing this debt may result in substantially higher interest rates or margins or substantially more restrictive covenants. Any of these could limit operational flexibility or reduce dividends and/or distributions from our operating businesses to us, which would have an adverse impact on our ability to freely deploy free cash flow. We cannot provide assurance that we or the other owners of any of our businesses will be able to make capital contributions to repay some or all of the debt if required.

The debt facilities at our businesses contain terms that become more restrictive over time, with stricter covenants and increased amortization schedules. Those terms will limit our ability to freely deploy free cash flow.

### **Security breaches or interruptions in our information systems could materially adversely affect our business.**

We rely on information technology networks and systems to process, transmit and store electronic information used to operate our businesses. We also share certain information technology networks with our Manager. The information technology infrastructure we use, as well as the information technology systems used by our Manager, could be vulnerable to security breach, damage or interruption from computer viruses, cyber attacks, cyber terrorism, natural disasters or telecommunications failures. If our technology systems were to fail or be breached and we were unable to recover in a timely manner, we may be unable to fulfill critical business functions and confidential data could be compromised, which could have a material adverse effect on our results of operations, financial condition and cash flows.

### **Unfavorable publicity or public perception of the industries in which we operate could adversely impact our operating results and our reputation.**

Accidents and incidents involving the aviation industry, particularly those involving the airports and heliport at which we operate, whether or not directly related to the Company's services, and the media coverage thereof, can adversely impact the Company's reputation and the demand for our services. Similarly, negative publicity or public perception of the energy-related industries in which we operate, including through media coverage of environmental contamination and climate change concerns, could reduce demand for our services and harm our reputation. Any reduction in

If borrowing costs increase or if debt terms become more restrictive, the cost of refinancing and servicing our debt will increase, reducing our profitability and ability to freely deploy free cash flow.

demand for the services our businesses provide or damage to our reputation could have a material adverse effect on our results of operations and business prospects.

**Our businesses are subject to environmental risks that may impact our future profitability.**

Our businesses (including businesses in which we invest) are subject to numerous statutes, rules and regulations relating to environmental protection. Atlantic Aviation is subject to environmental protection requirements relating to the storage, transport, pumping and transfer of fuel, and District Energy is subject to requirements relating mainly to its handling of significant amounts of hazardous materials. The Gas Company is subject to risks and hazards associated with the refining, handling, storage and transportation of combustible products. These risks could result in substantial losses due to personal injury, loss of life, damage or

## TABLE OF CONTENTS

destruction of property and equipment and environmental damage. Any losses we face could be greater than insurance levels maintained by our businesses, which could have an adverse effect on their and our financial results. In addition, disruptions to physical assets could reduce our ability to serve customers and adversely affect sales and cash flows.

IMTT's operations in particular are subject to complex, stringent and expensive environmental regulation and future compliance costs are difficult to estimate with certainty. IMTT also faces risks relating to the handling and transportation of significant amounts of hazardous materials. Failure to comply with regulations or other claims may give rise to interruptions in operations and civil or criminal penalties and liabilities that could adversely affect the profitability of this business and the distributions it makes to us, as could significant unexpected compliance costs.

Further, these rules and regulations are subject to change and compliance with any changes that could result in a restriction of the activities of our businesses, significant capital expenditures and/or increased ongoing operating costs.

A number of the properties owned by IMTT have been subject to environmental contamination in the past and require remediation for which IMTT is liable. These remediation obligations exist principally at IMTT's Bayonne and Lemont facilities and could cost more than anticipated or could be incurred earlier than anticipated, or both. In addition, IMTT may discover additional environmental contamination at its Bayonne, Lemont or other facilities that may require remediation at significant cost to IMTT. Further, the past contamination of the properties owned by IMTT, including by former owners or operators of such properties, could result in remediation obligations, personal injury, property damage, environmental damage or similar claims by third parties.

We may also be required to address other prior or future environmental contamination, including soil and groundwater contamination that results from the spillage of fuel, hazardous materials or other pollutants. Under various federal, state, local and foreign environmental statutes, rules and regulations, a current or previous owner or operator of real property may be liable for noncompliance with applicable environmental and health and safety requirements and for the costs of investigation, monitoring, removal or remediation of hazardous materials. These laws often impose liability, whether or not the owner or operator knew of, or was responsible for, the presence of hazardous materials. Persons who arrange for the disposal or treatment of hazardous materials may also be liable for the costs of removal or remediation of those materials at the disposal or treatment facility, whether or not that facility is or ever was owned or operated by that person and whether or not the original disposal or treatment activity accorded with all regulatory requirements. The presence of hazardous materials on a property could result in personal injury, loss of life, damage or destruction of property and equipment, environmental damage and/or claims by third parties that could have a material adverse effect on our financial condition or operating results.

### **Climate change, climate change regulations and greenhouse effects may adversely impact our operations and markets.**

Climate change is receiving increased attention from the scientific and political communities. There is an ongoing debate as to the extent to which our climate is changing, the possible causes of this change and its potential impacts. Some attribute global warming to increased levels of greenhouse gases, including carbon dioxide, which has led to significant legislative and regulatory efforts to limit greenhouse gas emissions. The outcome of federal and state actions to address global climate change could result in significant new regulations, additional changes to fund energy efficiency activities or other regulatory actions. These actions could increase the costs of operating our businesses, reduce the demand for our products and services and impact the prices we charge our customers, any or all of which could adversely affect our results of operations. In addition, climate change could make severe weather events more frequent, which would increase the likelihood of capital expenditures to replace damaged infrastructure at our businesses.



**Energy efficiency and technology advances, as well as conservation efforts, may result in reduced demand for our products and services.**

The trend toward increased conservation, as well as technological advances, including installation of improved insulation, the development of more efficient heating and cooling devices and advances in energy generation technology, may reduce demand for certain of our products and services. During periods of high

## TABLE OF CONTENTS

energy commodity costs, the prices of certain of our products and services generally increase, which may lead to customer conservation. In addition, federal and/or state regulation may require mandatory conservation measures, which would also reduce demand. A reduction in demand for our products and services could adversely affect our results of operations.

**Our businesses are dependent on our relationships, on a contractual and regulatory level, with government entities that may have significant leverage over us. Government entities may be influenced by political considerations to take actions adverse to us.**

Our businesses generally are, and will continue to be, subject to substantial regulation by governmental agencies. In addition, our businesses rely on obtaining and maintaining government permits, licenses, concessions, leases or contracts. Government entities, due to the wide-ranging scope of their authority, have significant leverage over us in their contractual and regulatory relationships with us that they may exercise in a manner that causes us delays in the operation of our businesses or pursuit of our strategy, or increased administrative expense. Furthermore, government permits, licenses, concessions, leases and contracts are generally very complex, which may result in periods of non-compliance, or disputes over interpretation or enforceability. If we fail to comply with these regulations or contractual obligations, we could be subject to monetary penalties or we may lose our rights to operate the affected business, or both. Where our ability to operate an infrastructure business is subject to a concession or lease from the government, the concession or lease may restrict our ability to operate the business in a way that maximizes cash flows and profitability. Further, our ability to grow our current and future businesses will often require consent of numerous government regulators. Increased regulation restricting the ownership or management of U.S. assets, particularly infrastructure assets, by non-U.S. persons, given the non-U.S. ultimate ownership of our Manager, may limit our ability to pursue acquisitions. Any such regulation may also limit our Manager's ability to continue to manage our operations, which could cause disruption to our businesses and a decline in our performance. In addition, any required government consents may be costly to seek and we may not be able to obtain them. Failure to obtain any required consents could limit our ability to achieve our growth strategy.

Our contracts with government entities may also contain clauses more favorable to the government counterparty than a typical commercial contract. For instance, a lease, concession or general service contract may enable the government to terminate the agreement without requiring them to pay adequate compensation. In addition, government counterparties also may have the discretion to change or increase regulation of our operations, or implement laws or regulations affecting our operations, separate from any contractual rights they may have. Governments have considerable discretion in implementing regulations that could impact these businesses. Because our businesses provide basic services, and face limited competition, governments may be influenced by political considerations to take actions that may hinder the efficient and profitable operation of our businesses and investments.

**Governmental agencies may determine the prices we charge and may be able to restrict our ability to operate our businesses to maximize profitability.**

Where our businesses or investments are sole or predominant service providers in their respective service areas and provide services that are essential to the community, they are likely to be subject to rate regulation by governmental agencies that will determine the prices they may charge. We may also face fees or other charges imposed by government agencies that increase our costs and over which we have no control. We may be subject to increases in fees or unfavorable price determinations that may be final with no right of appeal or that, despite a right of appeal, could result in our profits being negatively affected. In addition, we may have very little negotiating leverage in

Our businesses are dependent on our relationships, on a contractual and regulatory level, with government entities

establishing contracts with government entities, which may decrease the prices that we otherwise might be able to charge or the terms upon which we provide products or services. Businesses and investments we acquire in the future may also be subject to rate regulation or similar negotiating limitations.

**Our income may be affected adversely if additional compliance costs are required as a result of new safety, health or environmental regulation.**

Our businesses and investments are subject to federal, state and local safety, health and environmental laws and regulations. These laws and regulations affect all aspects of their operations and are frequently modified. There is a risk that any one of our businesses or investments may not be able to comply with some

## TABLE OF CONTENTS

aspect of these laws and regulations, resulting in fines or penalties. Additionally, if new laws and regulations are adopted or if interpretations of existing laws and regulations change, we could be required to increase capital spending and incur increased operating expenses in order to comply. Because the regulatory environment frequently changes, we cannot predict when or how we may be affected by such changes. Environmental emissions and other compliance testing technologies continue to improve, which may result in more stringent, targeted environmental regulations and compliance obligations in the future, for example at IMTT, the costs of which could be material and adversely affect our cash flows and results of operations.

### **A significant and sustained increase in the price of oil could have a negative impact on the revenue of a number of our businesses.**

A significant and sustained increase in the price of oil could have a negative impact on the profitability of a number of our businesses. Higher prices for jet fuel could result in less use of aircraft by general aviation customers, which would have a negative impact on the profitability of Atlantic Aviation. Higher fuel prices could increase the cost of power to our businesses generally which they may not be able to fully pass on to customers.

### **We may face a greater exposure to terrorism than other companies because of the nature of our businesses and investments.**

We believe that infrastructure businesses face a greater risk of terrorist attack than other businesses, particularly those businesses that have operations within the immediate vicinity of metropolitan and suburban areas. Specifically, because of the combustible nature of the products of The Gas Company and consumer reliance on these products for basic services, the business SNG plant, transmission pipelines, barges and storage facilities may be at greater risk for terrorism attacks than other businesses, which could affect its operations significantly. Any terrorist attacks that occur at or near our business locations would likely cause significant harm to our employees and assets. In recent years, insurers have significantly reduced the amount of insurance coverage available for liability to persons other than employees or passengers for claims resulting from acts of terrorism, war or similar events. A terrorist attack that makes use of our property, or property under our control, may result in liability far in excess of available insurance coverage. In addition, any terrorist attack, regardless of location, could cause a disruption to our business and a decline in earnings. Furthermore, it is likely to result in an increase in insurance premiums and a reduction in coverage, which could cause our profitability to suffer.

### **We are dependent on certain key personnel, and the loss of key personnel, or the inability to retain or replace qualified employees, could have an adverse effect on our businesses, financial condition and results of operations.**

We operate our businesses on a stand-alone basis, relying on existing management teams for day-to-day operations. Consequently, our operational success, as well as the success of our internal growth strategy, will be dependent on the continued efforts of the management teams of our businesses, who have extensive experience in the day-to-day operations of these businesses. Furthermore, we will likely be dependent on the operating management teams of businesses that we may acquire in the future. The loss of key personnel, or the inability to retain or replace qualified employees, could have an adverse effect on our business, financial condition and results of operations.

## **Risks Related to IMTT**

**We share ownership and voting control of IMTT with a third party co-investor.**

**A representative and beneficiary of that co-investor is currently the CEO of IMTT. Our ability to exercise significant influence over the business or level of distributions from IMTT is limited, and we have been, and we may continue to be negatively impacted by disagreements with our co-investor regarding IMTT's business and operations.**

We own 50% of IMTT; the remaining 50% is owned by a trust for the benefit of members of IMTT's founding family. Our co-investor currently manages the day to day operations of IMTT, and our ability to influence the business is limited to our rights under the Shareholders' Agreement governing our investment in IMTT. Our co-investor may continue to fail to act in compliance with the Shareholders' Agreement and may

## TABLE OF CONTENTS

have other business interests that are inconsistent with our interests and goals, and may continue to take actions that are contrary to our business objectives and requests. For example, management, operating under the express or implied direction of the CEO or the co-investor, may oppose MIC's interests in dealings with lenders, contractors, customers, suppliers, regulators and other third party stakeholders, as well MIC's interests in normal business planning and budgeting processes. We may not agree with our co-investor as to the payment, amount or timing of distributions or as to transactions such as significant capital expenditures, acquisitions or dispositions of assets and financings.

Disputes with our co-investor have resulted in arbitration that has been costly and diverted the attention of our management. Our inability to exercise control over the management of IMTT's business could materially adversely affect IMTT's and our results of operations. To the extent that our co-investor and IMTT management continue to act in ways inconsistent with their obligations to MIC, further arbitration or litigation will be necessary to preserve MIC's rights.

Distribution of funds to the Company from IMTT is governed by the Shareholders' Agreement between the Company and the co-investor that owns the remaining 50% stake. The co-investor has refused to vote in favor of distributing these funds, and the Company believes that such refusal violates the Shareholders' Agreement. MIC has been unable to resolve this dispute with the co-owner of IMTT regarding distributions, despite efforts to do so in accordance with the Shareholders' Agreement. Accordingly, on April 18, 2011, MIC initiated formal arbitration proceedings with the Voting Trust of IMTT Holdings Inc. ( "Voting Trust" ) and IMTT Holdings Inc. under the auspices of the American Arbitration Association.

Although we had hoped that the day to day operations of IMTT would not be affected by this dispute, MIC is concerned that, until the issues in the arbitration have been finally resolved, IMTT's senior management (which includes members and beneficiaries of the Voting Trust) will continue to make operational decisions that are influenced by the context of the arbitration. We also cannot assure that this dispute will be resolved favorably for us or within the time frame expected, that any negative publicity will not adversely affect the Company or IMTT, or that the costs involved, and the diversion of management's attention, will not adversely impact our results of operations. We can also not ensure that MIC will not need to seek judicial enforcement of any award from the arbitration or initiate other arbitration or litigation to preserve MIC's rights with respect to IMTT. In addition, we cannot ensure that the Voting Trust or IMTT management will abide by an award. The value and trading price of our LLC interests may be negatively impacted by the uncertainty surrounding the outcome of this dispute.

### **IMTT's business is dependent on the demand for bulk liquid storage capacity in the locations where it operates.**

Demand for IMTT's bulk liquid storage is largely a function of U.S. domestic demand for chemical, petroleum and vegetable and animal oil products and, less significantly, the extent to which such products are imported into and/or exported out of the United States. U.S. domestic demand for chemical, petroleum and vegetable and animal oil products is influenced by a number of factors, including economic conditions, growth in the U.S. economy, the pricing of chemical, petroleum and vegetable and animal oil products and their substitutes. Import and export volumes of these products to and from the United States are influenced by demand and supply imbalances in the United States and overseas, the cost of producing chemical, petroleum and vegetable and animal oil products domestically versus overseas and the cost of transporting the products between the United States and overseas destinations. Specifically, production of natural gas from mainland North America may increase or decrease the demand for bulk liquid storage.

This situation continues to develop and the effects are not yet predictable.

In addition, changes in government regulations that affect imports and exports of bulk chemical, petroleum and vegetable and animal oil products, including the imposition of surcharges or taxes on imported or exported products,

We share ownership and voting control of IMTT with a third party co-investor. A representative and beneficiary of the

could adversely affect import and export volumes to and from the United States. A reduction in demand for bulk liquid storage, particularly in the New York Harbor or the lower Mississippi River, as a consequence of lower U.S. domestic demand for, or imports/exports of, chemical, petroleum or vegetable and animal oil products, could lead to a decline in storage rates and tankage volumes rented out by IMTT and adversely affect IMTT's revenue and profitability and the distributions it makes to us.

## TABLE OF CONTENTS

### **IMTT's business could be adversely affected by a substantial increase in bulk liquid storage capacity in the locations where it operates.**

An increase in available bulk liquid storage capacity in excess of growth in demand for such storage in the key locations in which IMTT operates, such as New York Harbor and the lower Mississippi River, could result in overcapacity and a decline in storage rates and tankage volumes rented out by IMTT and could adversely affect IMTT's revenue and profitability and the distributions it makes to us.

### **IMTT's business could be adversely affected by the insolvency of one or more large customers.**

IMTT has a number of customers that together generate a material proportion of IMTT's revenue and gross profit. In 2011, IMTT's ten largest customers by revenue generated approximately 54.0% of terminal revenue. The insolvency of any of these large customers could result in an increase in unutilized storage capacity in the absence of such capacity being rented to other customers and adversely affect IMTT's revenue and profitability and the distributions it makes to us.

### **IMTT's business involves hazardous activities and is partly located in a region with a history of significant adverse weather events and is potentially a target for terrorist attacks. We cannot assure you that IMTT is, or will be in the future, adequately insured against all such risks.**

The transportation, handling and storage of petroleum, chemical and vegetable and animal oil products are subject to the risk of spills, leakage, contamination, fires and explosions. Any of these events may result in loss of revenue, loss of reputation or goodwill, fines, penalties and other liabilities. In certain circumstances, such events could also require IMTT to halt or significantly alter operations at all or part of the facility at which the event occurred. IMTT carries insurance to protect against most of the accident-related risks involved in the conduct of the business; however, the limits of IMTT's coverage mean IMTT cannot insure against all risks. In addition, because IMTT's facilities are not insured against loss from terrorism or acts of war, such an attack that significantly damages one or more of IMTT's major facilities would have a negative impact on IMTT's future cash flow and profitability and the distributions it makes to us. Further, future losses sustained by insurers during hurricanes in the U.S. Gulf region may result in lower insurance coverage and/or increased insurance premiums for IMTT's properties in Louisiana.

## **Risks Related to The Gas Company**

### **Disruptions or shutdowns at either of the oil refineries on Oahu from which The Gas Company obtains both LPG and the primary feedstock for its SNG plant may have an adverse effect on the operations of the business.**

The Gas Company manufactures SNG and distributes SNG and LPG. SNG feedstock or LPG supply disruptions or refinery shutdowns that limit the business's ability to manufacture and/or deliver gas to customers could increase costs as a result of an inability to source feedstock at rates comparable to those being paid currently. The extended unavailability of one or both of the refineries or disruption to crude oil supplies or feedstock to Hawaii could also result in an increased reliance on imported sources. An inability to purchase LPG from foreign sources would



adversely affect operations. The business is also limited in its ability to store LPG, and any disruption in supply may cause a depletion of LPG stocks. Currently, the business has only one contracted source of feedstock for SNG, the Tesoro refinery, and if Tesoro chooses to discontinue the production or sale of feedstock to the business, which they could do with little notice, The Gas Company's utility business would suffer a significant disruption and potentially incur significant operating cost increases and/or capital expenditures until alternative supplies of feedstock could be developed. In the event of a supply disruption, an inability to obtain feedstock from alternative sources would adversely affect operations. The business is also limited in its ability to warehouse SNG feedstock in the event of a disruption. All supply disruptions of SNG or LPG, if occurring for an extended period, could adversely impact the business' contribution margin and cash flows.

In January 2012, Tesoro announced plans to sell its operations in Hawaii, including its refinery on Oahu, its operations at 32 retail gas stations and all associated logistical assets. Tesoro indicated that the sale would occur no earlier than the second half of 2012. The Gas Company maintains feedstock and LPG contracts with

## TABLE OF CONTENTS

Tesoro expiring September 30, 2013. The Gas Company cannot, however, rely on indefinite supply from the Tesoro Hawaii Refinery and may be required to make provisions to replace the SNG feedstock and LPG from other sources.

This may result in an increase in the cost of both SNG feedstock and LPG. The Gas Company also shares common infrastructure with Tesoro, which it utilizes under the terms of its services agreement. If The Gas Company is unable to utilize these facilities as part of its ongoing operations, and it is unable to operate a back-up solution, there could be an adverse impact to the business contribution margin and cash flows.

**The most significant costs for The Gas Company are locally-sourced LPG, LPG imports and feedstock for the SNG plant, the costs of which are directly related to petroleum prices. To the extent that these costs cannot be passed on to customers, the business contribution margin and cash flows will be adversely affected.**

The profitability of The Gas Company is based on the margin of sales prices over costs. Since LPG and feedstock for the SNG plant are commodities, changes in global supply of and demand for these products can have a significant impact on costs. In addition, increased reliance on higher-priced foreign sources of LPG, whether as a result of disruptions to or shortages in local sources or otherwise, could also have a significant impact on costs. The Gas Company has no control over these costs, and, to the extent that these costs cannot be passed on to customers, the business financial condition and the results of operations would be adversely affected. Higher prices could result in reduced customer demand or customer conversion to alternative energy sources, or both, that would reduce the volume of gas sold and adversely affect the profitability of The Gas Company.

**The Gas Company relies on its SNG plant, including its transmission pipeline, for a significant portion of its sales. Disruptions at that facility could adversely affect the business ability to serve customers.**

Disruptions at the SNG plant resulting from mechanical or operational problems or power failures could affect the ability of The Gas Company to produce SNG. Most of the utility sales on Oahu are of SNG and all SNG is produced at the Oahu plant. Disruptions to the primary and redundant production systems would have a significant adverse effect on The Gas Company's sales and cash flows.

**The operations of The Gas Company are subject to a variety of competitive pressures and the actions of competitors, particularly those involved in other energy sources, could have a materially adverse effect on operating results.**

Other fuel sources such as electricity, diesel, solar energy, geo-thermal, wind, other gas providers and alternative energy sources may be substituted for certain gas end-use applications, particularly if the price of gas increases relative to other fuel sources, whether due to higher costs or otherwise. Customers could, for a number of reasons, including increased gas prices, lower costs of alternative energy or convenience, meet their energy needs through alternative sources. This could have an adverse effect on the business revenue and cash flows.

**The Gas Company's utility business is subject to regulation by the Hawaii Public Utilities Commission, or HPUC, and actions by the HPUC or changes to the regulatory environment may constrain the operation or profitability of the**

**business.**

If the business fails to comply with certain HPUC regulatory conditions, the profitability of The Gas Company could be adversely impacted. The business agreed to 14 regulatory conditions with the HPUC that address a variety of matters including: a requirement that The Gas Company and HGC's ratio of consolidated debt to total capital does not exceed 65%; and a requirement to maintain \$20.0 million in readily-available cash resources at The Gas Company, HGC or MIC. The HPUC regulates all franchised or certificated public service companies operating in Hawaii; prescribes rates, tariffs, charges and fees; determines the allowable rate of earnings in establishing rates; issues guidelines concerning the general management of franchised or certificated utility businesses; and acts on requests for the acquisition, sale, disposition or other exchange of utility properties, including mergers and consolidations. Any adverse decision by the HPUC concerning the level or method of determining utility rates, the items and amounts that may be included in the rate base, the

## TABLE OF CONTENTS

returns on equity or rate base found to be reasonable, the potential consequences of exceeding or not meeting such returns, or any prolonged delay in rendering a decision in a rate or other proceeding, could have an adverse effect on the business.

**The Gas Company's operations on the islands of Hawaii, Maui and Kauai rely on LPG that is transported to those islands by Jones Act qualified barges from Oahu and from non-Jones Act vessels from foreign ports. Disruptions to service by those vessels could adversely affect the financial performance of the business.**

The Jones Act requires that all goods transported by water between U.S. ports be carried in U.S.-flag ships and that they meet certain other requirements. The business has time charter agreements allowing the use of two barges that currently have a cargo capacity of approximately 470,000 gallons and 550,000 gallons of LPG, respectively. The barges used by the business are the only two Jones Act qualified barges available in the Hawaiian Islands capable of carrying large volumes of LPG. They were both refurbished in their last dry dock during 2010 and 2011, which extended their useful economic lives at least through to the next scheduled dry dock in 2016. If the barges are unable to transport LPG from Oahu and the business is not able to secure foreign-source LPG or obtain an exemption to the Jones Act that would permit importation of a sufficient quantity of LPG from the mainland U.S., the profitability of the business could be adversely impacted. If the barges require refurbishment or repair at a greater frequency than forecast, cash outflows for capital costs could adversely impact The Gas Company's results and cash flows.

**The Gas Company is subject to risks associated with volatility in the Hawaii economy.**

Tourism and government activities (including the military) are two of the largest components of Hawaii's economy. Hawaii's economy is heavily influenced by economic conditions in the U.S. and Asia and their impact on tourism, as well as by government spending. A large portion of The Gas Company's sales are generated by businesses that rely on tourism. If the local economy deteriorates, the volume of gas sold could be negatively affected by business closures and/or lower usage and adversely impact the business' financial performance. Additionally, a lack of growth in the Hawaiian economy could reduce the level of new residential construction, and adversely impact growth in volume from new residential customers. A reduction in government activity, particularly military activity, or a shift by either away from the use of gas products, could also have a negative impact on The Gas Company's results.

**Because of its geographic location, Hawaii, and in turn The Gas Company, is subject to earthquakes and certain weather risks that could materially disrupt operations.**

Hawaii is subject to earthquakes and certain weather risks, such as hurricanes, floods, heavy and sustained rains and tidal waves. Because the business' SNG plant, SNG transmission line and several storage facilities are close to the ocean, weather-related disruptions to operations are possible. In addition, earthquakes may cause disruptions. These events could damage the business' assets or could result in wide-spread damage to its customers, thereby reducing the volume of gas sold and, to the extent such damages are not covered by insurance, the business' revenue and cash flows.

**Because of its geographic location and the unique economy of Hawaii, The Gas Company is subject to challenges in hiring and maintaining staff with specialized skill sets.**

The changing nature of the Hawaiian energy complex, combined with the impact of the global economic recession has had an impact on the Company's staffing requirements. Volatility in feedstock prices, together with the impact of the State of Hawaii's goals to reduce dependency on imported petroleum require staff with specialized knowledge of the energy sector. Because the resident labor pool in Hawaii is both small, and oriented mainly to Hawaii's basic industries, it is difficult to find individuals with the ideal skill sets. Moreover, relocation to Hawaii is costly and often requires employees to make cultural and family adjustments not normally required for a change of employment. The inability to source and retain staff with appropriate skill sets could adversely impact the performance of the business.

**The renewable natural gas initiative exposes The Gas Company to new supply, counterparty, facility and technology risks.**

The Gas Company expects it will convert up to 1.0 million gallons per year of animal fat and non-food grade oils to renewable natural gas. The technology used to produce renewable gas from non-petroleum based

## TABLE OF CONTENTS

feedstock is not widely used and must be customized by The Gas Company for its particular application. The Gas Company may not be able to obtain sufficient quantities of feedstock from locally produced sources to satisfy its needs. Commencing April 1, 2012, The Gas Company must report the percentage of renewable and sustainable components in its feedstock to the HPUC. In the event The Gas Company fails to produce a reasonable proportion of gas from renewable and sustainable sources, its reputation could be adversely impacted.

## **Risks Related to District Energy**

### **Pursuant to the terms of a use agreement with the City of Chicago, the City of Chicago has rights that, if exercised, could have a significant negative impact on District Energy.**

In order to operate the district cooling system in downtown Chicago, the business has obtained the right to use certain public ways of the City of Chicago under a use agreement, which we refer to as the Use Agreement. Under the terms of the Use Agreement, the City of Chicago retains the right to use the public ways for a public purpose and has the right in the interest of public safety or convenience to cause the business to remove, modify, replace or relocate its facilities at the expense of the business. If the City of Chicago exercises these rights, District Energy could incur significant costs and its ability to provide service to its customers could be disrupted, which would have an adverse effect on the business' financial condition and results of operations. In addition, the Use Agreement is non-exclusive, and the City of Chicago is entitled to enter into use agreements with the business' potential competitors.

The Use Agreement expires on December 31, 2040 and may be terminated by the City of Chicago for any uncured material breach of its terms and conditions. The City of Chicago may also require District Energy to pay liquidated damages of \$6,000 a day if the business fails to remove, modify, replace or relocate its facilities when required to do so, if it installs any facilities that are not properly authorized under the Use Agreement or if the district cooling system does not conform to the City of Chicago's standards. Each of these non-compliance penalties could result in substantial financial loss or effectively shut down the district cooling system in downtown Chicago.

Any proposed renewal, extension or modification of the Use Agreement requires approval by the City Council of Chicago. Extensions and modifications subject to the City of Chicago's approval include those to enable the expansion of chilling capacity and the connection of new customers to the district cooling system. The City of Chicago's approval is contingent upon the timely filing of an Economic Disclosure Statement, or EDS (disclosure required by Illinois state law and Chicago city ordinances to certify compliance with various laws and ordinances), by us and certain of the beneficial owners of our stock. If any of these investors fails to file a completed EDS form within 30 days of the City of Chicago's request or files an incomplete or inaccurate EDS, the City of Chicago has the right to refuse to provide the necessary approval for any extension or modification of the Use Agreement or to rescind the Use Agreement altogether. If the City of Chicago declines to approve extensions or modifications to the Use Agreement, District Energy may not be able to increase the capacity of its district cooling system and pursue its growth strategy. Furthermore, if the City of Chicago rescinds or voids the Use Agreement, the district cooling system in downtown Chicago would be effectively shut down and the business' financial condition and results of operations would be materially and adversely affected as a result.

### **A certain number of our investors may be required to comply with certain disclosure requirements of the City of Chicago and non-compliance may result in the City of Chicago's rescission or voidance of the Use Agreement**

**and any other arrangements District Energy may have with the City of Chicago at the time of the non-compliance.**

In order to secure any amendment to the Use Agreement with the City of Chicago to pursue expansion plans or otherwise, or to enter into other contracts with the City of Chicago, the City of Chicago may require any person who owns or acquires 15% or more of our LLC interests to make a number of representations to the City of Chicago by filing a completed EDS. Our LLC agreement requires that in the event that we need to obtain approval from the City of Chicago in the future for any specific matter, including to expand the district cooling system or to amend the Use Agreement, we and each of our then 15% investors would need to submit an EDS to the City of Chicago within 30 days of the City of Chicago's request. In addition, our LLC

## TABLE OF CONTENTS

agreement requires each 15% investor to provide any supplemental information needed to update any EDS filed with the City of Chicago as required by the City of Chicago and as requested by us from time to time.

Any EDS filed by an investor may become publicly available. By completing and signing an EDS, an investor will have waived and released any possible rights or claims which it may have against the City of Chicago in connection with the public release of information contained in the EDS and also will have authorized the City of Chicago to verify the accuracy of information submitted in the EDS. The requirements and consequences of filing an EDS with the City of Chicago will make compliance with the EDS requirements difficult for our investors.

If any investor fails to comply with the EDS requirements on time or the City of Chicago determines that any information provided in any EDS is false, incomplete or inaccurate, the City of Chicago may rescind or void the Use Agreement or any other arrangements Thermal Chicago has with the City of Chicago, and pursue any other remedies available to them. If the City of Chicago rescinds or voids the Use Agreement, the business district cooling system in downtown Chicago would be effectively shut down and the business financial condition and results of operations would be adversely affected as a result.

**If certain events within or beyond the control of District Energy occur, District Energy may be unable to perform its contractual obligations to provide chilling and heating services to its customers. If, as a result, its customers elect to terminate their contracts, District Energy may suffer loss of revenue. In addition, District Energy may be required to make payments to such customers for damages.**

In the event of a shutdown of one or more of District Energy's plants due to operational breakdown, strikes, the inability to retain or replace key technical personnel or events outside its control, such as an electricity blackout, or unprecedented weather conditions in Chicago, District Energy may be unable to continue to provide chilling and heating services to all of its customers. As a result, District Energy may be in breach of the terms of some or all of its customer contracts. In the event that such customers elect to terminate their contracts with District Energy as a consequence of their loss of service, its revenue may be materially adversely affected. In addition, under a number of contracts, District Energy may be required to pay damages to a customer in the event that a cessation of service results in loss to that customer.

**Northwind Aladdin currently derives a majority of its operating cash flows from a contract with a single customer, the Planet Hollywood Resort and Casino, which emerged from bankruptcy several years ago. If this customer were to enter into bankruptcy again, Northwind's Aladdin's contract may be amended or terminated and the business may receive no compensation, which could result in the loss of our investment in Northwind Aladdin.**

Northwind Aladdin derives a majority of its cash flows from a contract with the Planet Hollywood resort and casino (formerly known as the Aladdin resort and casino) in Las Vegas to supply cold and hot water and back-up electricity.

The Aladdin resort and casino emerged from bankruptcy immediately prior to District Energy's acquisition of Northwind Aladdin in September 2004, and during the course of those proceedings, the contract with Northwind Aladdin was amended to reduce the payment obligations of the Aladdin resort and casino. If the Planet Hollywood

If certain events within or beyond the control of District Energy occur, District Energy may be unable to perform its c



resort and casino were to enter into bankruptcy again and a cheaper source of the services that Northwind Aladdin provides can be found, the current contract may be terminated or amended. This could result in a total loss or significant reduction in District Energy's income from Northwind Aladdin, for which the business may receive no compensation.

### **Weather conditions and conservation efforts may negatively impact District Energy's results of operations.**

District Energy's earnings are generated by the sale of cooling and heating services. Weather conditions that are significantly cooler than normal in District Energy's service areas may negatively affect demand for the services it provides. Demand for its services may also be reduced by the conservation efforts of its customers and by any conservation mandated by regulations to curb the effects of climate change and global warming. A reduction in demand for District Energy's services could adversely affect District Energy's results of operations.

TABLE OF CONTENTS

## **Risks Related to Atlantic Aviation**

### **Deterioration of business jet traffic at airports where Atlantic Aviation operates would decrease Atlantic Aviation's ability to refinance its debt.**

As of December 31, 2011, Atlantic Aviation had total long-term debt outstanding of \$780.6 million, consisting of \$727.2 million in term loan debt; \$50.0 million in capital expenditure facilities; and \$3.4 million in stand-alone debt facility. The terms of these debt arrangements require compliance with certain operating and financial covenants. The ability of Atlantic Aviation to meet their respective debt service obligations and to refinance or repay their outstanding indebtedness will depend primarily upon cash produced by this business.

At December 31, 2011, Atlantic Aviation's current debt-to-EBITDA ratio, as defined under its loan agreement, was 5.98x. This compares with a maximum permitted debt-to-EBITDA ratio of 7.50x. The maximum permitted debt-to-EBITDA ratio drops to 6.75x on March 31, 2012. A decline in business jet take-offs and landings at airports where Atlantic Aviation operates FBOs could result in a reduction of Atlantic Aviation's EBITDA as defined under its loan agreement, absent an ability for the business to reduce costs or take other mitigating actions. Consequently, Atlantic Aviation's debt-to-EBITDA ratio may increase, decreasing its ability to refinance its debt when it falls due. If Atlantic Aviation is unable to repay or refinance this debt, it may be rendered insolvent. A default on the debt obligations leading to bankruptcy or insolvency would cause Atlantic Aviation to default on its FBO leases and would allow the local airport authorities to terminate the leases.

### **Deterioration in the economy in general or in the aviation industry that results in less air traffic at airports that Atlantic Aviation services would have a material adverse impact on our business.**

A large part of the business's revenue is derived from fuel sales and other services provided to general aviation customers and, to a lesser extent, commercial air travelers. An economic downturn could reduce the level of air travel, adversely affecting Atlantic Aviation. General aviation travel is primarily a function of economic activity. Consequently, during periods of economic downturn, FBO customers are more likely to curtail air travel.

Air travel and air traffic volume can also be affected by events that have nationwide and industry-wide implications. Events such as wars, outbreaks of disease such as SARS, and terrorist activities in the United States or overseas may reduce air travel. Local circumstances include downturns in the general economic conditions of the area where an airport is located or other situations in which the business's major FBO customers relocate their home base or preferred fueling stop to alternative locations.

In addition, changes to regulations governing the tax treatment relating to general aviation travel, either for businesses or individuals, may cause a reduction in general aviation travel. Increased environmental regulation restricting or increasing the cost of aviation activities could also cause the business's revenue to decline.

### **Atlantic Aviation is subject to a variety of competitive pressures, and the actions of competitors may have a material adverse effect on its revenue.**

FBO operators at a particular airport compete based on a number of factors, including location of the facility relative to runways and street access, service, value added features, reliability and price. Many of Atlantic Aviation's FBOs

compete with one or more FBOs at their respective airports and with FBOs at nearby airports. Furthermore, leases related to FBO operations may be subject to competitive bidding at the end of their term. Some present and potential competitors may have or may obtain greater financial and marketing resources than Atlantic Aviation, which may negatively impact Atlantic's Aviation ability to compete at each airport or for lease renewal. Some competitors may aggressively or irrationally price their bids for airport concessions, which may limit the business's ability to grow or renew its portfolio.

Atlantic Aviation's FBOs do not have the right to be the sole provider of FBO services at any airport. The authority responsible for each airport has the ability to grant other leases to other operators and new competitors could be established at those airports. The addition of new competitors may reduce or impair Atlantic Aviation's ability to grow or improve its financial performance.

TABLE OF CONTENTS

**Increased pricing competition at Atlantic Aviation may have an adverse effect on market share and fuel margins, causing a decline in the profitability of that business.**

Atlantic Aviation's competitors may pursue more aggressive pricing strategies. These competitors may operate FBOs at a number of airports where Atlantic Aviation operates or at airports near where it operates. Excessive price discounting may cause fuel volume and market share decline, potential decline in hangar rentals and de-icing and may result in increased margin pressure, adversely affecting the profitability of this business.

**The termination for cause or convenience of one or more of the FBO leases would damage Atlantic Aviation's operations significantly.**

Atlantic Aviation's revenue is derived from long-term leases at 65 airports in the U.S. If Atlantic Aviation defaults on the terms and conditions of its leases, including upon insolvency, the relevant authority may terminate the lease without compensation. Additionally, leases at six airports, representing approximately 11.8% of Atlantic Aviation's gross profit in 2011, allow the relevant authority to terminate the lease at their convenience. In each case, Atlantic Aviation would then lose the income from that location and potentially the expected returns from prior capital expenditures. Atlantic Aviation would also likely be in default under the loan agreements and be obliged to repay its lenders a portion or the entire outstanding loan amount. Any such events would have a material adverse effect on Atlantic Aviation's results of operations.

**The Transportation Security Administration, or TSA, is considering new regulations which could impair the relative convenience of general aviation and adversely affect demand for Atlantic Aviation's services.**

The TSA has proposed new regulations known as the Large Aircraft Security Program (LASP), which would require all U.S. operators of general aviation aircraft exceeding 12,500 pounds maximum take-off weight to implement security programs that are subject to TSA audit. In addition, the proposed regulations would require airports servicing these aircraft to implement security programs involving additional security measures, including passenger and baggage screening. The business believes these new regulations, if implemented, will affect many of Atlantic Aviation's customers and all of the airports at which it operates. These rules, if adopted, could decrease the convenience and attractiveness of general aviation travel relative to commercial air travel and, therefore, may adversely impact demand for Atlantic Aviation's services.

**The lack of accurate and reliable industry data can result in unfavorable strategic planning, mergers and acquisitions and macro pricing decisions.**

The business uses industry and airport-specific general aviation traffic data published by the FAA to identify trends in the FBO industry. The business also uses this traffic data as a key input to decision-making in strategic planning, mergers and acquisitions and macro pricing matters. However, as noted by the FAA on their website, the data has several limitations and challenges. As a result, the use of the FAA traffic data may result in conclusions in strategic planning, mergers and acquisitions or macro pricing decisions that are ultimately unfavorable.

## Risks Related to Ownership of Our Stock

### **MIC s inherently complex structure and financial reporting may make it difficult for some investors to value our LLC interests.**

We are a limited liability company structured as a non-operating holding company of three operating businesses and one substantial, unconsolidated investment. We have elected to be treated as a corporation for tax purposes. Our consolidated federal income tax group is comprised of two of our operating businesses. Our investment and one of our operating businesses file stand-alone federal income tax returns. To the extent we receive distributions either from our investment or operating business that is not a part of our tax group, and these distributions are characterized as a dividend for tax purposes (as opposed to a return of capital), such distributions would be eligible for the federal dividends received deductions (80% exclusion in calculating taxes). These and other factors may make it difficult for some potential investors, particularly those without a moderate level of financial acumen, to accurately assess the value of our LLC interests and may adversely impact the market for our LLC interests.

TABLE OF CONTENTS

**Our Manager's decision to reinvest its quarterly base management fees in LLC interests or retain the cash will affect holders of LLC interests differently.**

Our Manager, in its sole discretion, may elect to retain base management fees paid in cash or to reinvest such payments in additional LLC interests. In the event the Manager chooses not to reinvest the fees to which it is entitled in additional LLC interests, the amount paid will reduce the cash that may otherwise be distributed as a dividend to all shareholders or used in the Company's operations. In the event the Manager chooses to reinvest the fees to which it is entitled in additional LLC interests, effectively returning the cash to us, such reinvestment will dilute existing shareholders by the increase in the percentage of shares owned by the Manager. Either option may adversely impact the market for our LLC interests.

Our reported EBITDA excluding non-cash items and free cash flow will be lower if the Manager elects to retain base management fees in cash as compared with its election to reinvest such base management fees in additional LLC interests. The amount by which these items are lower could be material. See Management's Discussion and Analysis of Financial Condition and Results of Operations Results of Operations in Part II, Item 7 for further information on how we calculate these items and what management uses these items for.

**Our total assets include a substantial amount of goodwill and intangible assets. The write-off of a significant portion of intangible assets would negatively affect our reported earnings.**

Our total assets reflect a substantial amount of goodwill and other intangible assets. At December 31, 2011, goodwill and other intangible assets, net, represented approximately 54.3% of total assets from continuing operations. Goodwill and other intangible assets were primarily recognized as a result of the acquisitions of our businesses and investments.

Other intangible assets consist primarily of airport operating rights, customer relationships and trade names. On at least an annual basis, we assess whether there has been an impairment in the value of goodwill and assess for impairment of other intangible assets with indefinite lives when there are triggering events or circumstances. If the carrying value of the tested asset exceeds its estimated fair value, impairment is deemed to have occurred. In this event, the amount is written down to fair value. Under current accounting rules, this would result in a charge to reported earnings. We have recognized significant impairments in the past, and any future determination requiring the write-off of a significant portion of goodwill or other intangible assets would negatively affect our reported earnings and total capitalization, and could be material.

**Our total assets include a substantial amount of goodwill, intangible assets and fixed assets. The depreciation and amortization of these assets may negatively impact our reported earnings.**

The high level of intangible and physical assets written up to fair value upon acquisition of our businesses generates substantial amounts of depreciation and amortization. These non-cash items serve to lower net income as reported in our statement of operations as well as our taxable income. The generation of net losses or relatively small net income may contribute to a net operating loss ( NOL ) carryforward that can be used to offset currently taxable income in future periods. However, the continued reporting of little or negative net income may adversely affect the attractiveness of the Company among some potential investors and may reduce the market for our LLC interests.

**Our Manager's affiliation with Macquarie Group Limited and the Macquarie Group may result in conflicts of interest or a decline in our stock price.**

Our Manager is an affiliate of Macquarie Group Limited and a member of the Macquarie Group. From time to time, we have entered into, and in the future we may enter into, transactions and relationships involving Macquarie Group Limited, its affiliates, or other members of the Macquarie Group. Such transactions have included and may include, among other things, the entry into debt facilities and derivative instruments with members of the Macquarie Group serving as lender or counterparty, and financial advisory services provided to us by the Macquarie Group.

Although our audit committee, all of the members of which are independent directors, is required to approve of any related party transactions, including those involving members of the Macquarie Group or its affiliates, the relationship of our Manager to the Macquarie Group may result in conflicts of interest.

## TABLE OF CONTENTS

In addition, as a result of our Manager's being a member of the Macquarie Group, negative market perceptions of Macquarie Group Limited generally or of Macquarie's infrastructure management model, or Macquarie Group statements or actions with respect to other managed vehicles, may affect market perceptions of our Company and cause a decline in the price of our LLC interests unrelated to our financial performance and prospects.

### **Our Manager can resign with 90 days notice and we may not be able to find a suitable replacement within that time, resulting in a disruption in our operations, which could adversely affect our financial results and negatively impact the market price of our LLC interests.**

Our Manager has the right, under the management services agreement, to resign at any time with 90 days notice, whether we have found a replacement or not. The resignation of our Manager will trigger mandatory repayment obligations under debt facilities at all of our operating companies other than IMTT. If our Manager resigns, we may not be able to find a new external manager or hire internal management with similar expertise within 90 days to provide the same or equivalent services on acceptable terms, or at all. If we are unable to do so quickly, our operations are likely to experience a disruption, our financial results could be adversely affected, perhaps materially, and the market price of our LLC interests may decline substantially. In addition, the coordination of our internal management, acquisition activities and supervision of our businesses and investments are likely to suffer if we were unable to identify and reach an agreement with a single institution or group of executives having the expertise possessed by our Manager and its affiliates.

Furthermore, if our Manager resigns, the Company and its subsidiaries will be required to cease use of the Macquarie brand entirely, and change their names to remove any reference to Macquarie. This may cause the value of the Company and the market price of our LLC interests to decline.

### **In the event of the underperformance of our Manager, we may be unable to remove our Manager, which could limit our ability to improve our performance and could adversely affect the market price of our LLC interests.**

Under the terms of the management services agreement, our Manager must significantly underperform in order for the management services agreement to be terminated. The Company's Board of Directors cannot remove our Manager unless:

our LLC interests underperform a weighted average of two benchmark indices by more than 30% in relative terms and more than 2.5% in absolute terms in 16 out of 20 consecutive quarters prior to and including the most recent full quarter, and the holders of a minimum of 66.67% of the outstanding LLC interests (excluding any LLC interests owned by our Manager or any affiliate of the Manager) vote to remove our Manager;

our Manager materially breaches the terms of the management services agreement and such breach continues unremedied for 60 days after notice;

our Manager acts with gross negligence, willful misconduct, bad faith or reckless disregard of its duties in carrying out its obligations under the management services agreement, or engages in fraudulent or dishonest acts; or

our Manager experiences certain bankruptcy events.

Because our Manager's performance is measured by the market performance of our LLC interests relative to a benchmark index, even if the absolute market performance of our LLC interests does not meet expectations, the Company's Board of Directors cannot remove our Manager unless the market performance of our LLC interests also significantly underperforms the benchmark index. If we were unable to remove our Manager in circumstances where

Our Manager can resign with 90 days notice and we may not be able to find a suitable replacement within that time



the absolute market performance of our LLC interests does not meet expectations, the market price of our LLC interests could be negatively affected.

TABLE OF CONTENTS

**Certain provisions of the management services agreement and the operating agreement of the Company makes it difficult for third parties to acquire control of the Company and could deprive investors of the opportunity to obtain a takeover premium for their LLC interests.**

In addition to the limited circumstances in which our Manager can be terminated under the terms of the management services agreement, the management services agreement provides that in circumstances where the stock ceases to be listed on a recognized U.S. exchange as a result of the acquisition of stock by third parties in an amount that results in the stock ceasing to meet the distribution and trading criteria on such exchange or market, the Manager has the option to either propose an alternate fee structure and remain our Manager or resign, terminate the management services agreement upon 30 days' written notice and be paid a substantial termination fee. The termination fee payable on the Manager's exercise of its right to resign as our Manager subsequent to a delisting of our LLC interests could delay or prevent a change in control that may favor our shareholders. Furthermore, in the event of such a delisting, any proceeds from the sale, lease or exchange of a significant amount of assets must be reinvested in new assets of our Company, subject to debt repayment obligations. We would also be prohibited from incurring any new indebtedness or engaging in any transactions with shareholders of the Company or its affiliates without the prior written approval of the Manager. These provisions could deprive shareholders of opportunities to realize a premium on the LLC interests owned by them.

The operating agreement of the Company, which we refer to as the LLC agreement, contains a number of provisions that could have the effect of making it more difficult for a third-party to acquire, or discouraging a third-party from acquiring, control of the Company. These provisions include:

restrictions on the Company's ability to enter into certain transactions with our major shareholders, with the exception of our Manager, modeled on the limitation contained in Section 203 of the Delaware General Corporation Law; allowing only the Company's Board of Directors to fill vacancies, including newly created directorships and requiring that directors may be removed only for cause and by a shareholder vote of 66 2/3%; requiring that only the Company's chairman or Board of Directors may call a special meeting of our shareholders; prohibiting shareholders from taking any action by written consent; establishing advance notice requirements for nominations of candidates for election to the Company's Board of Directors or for proposing matters that can be acted upon by our shareholders at a shareholders' meeting; having a substantial number of additional LLC interests authorized but unissued; providing the Company's Board of Directors with broad authority to amend the LLC agreement; and requiring that any person who is the beneficial owner of 15% or more of our LLC interests make a number of representations to the City of Chicago in its standard form of EDS, the current form of which is included in our LLC agreement, which is incorporated by reference as an exhibit to this report.

**The market price and marketability of our LLC interests may from time to time be significantly affected by numerous factors beyond our control, which may adversely affect our ability to raise capital through future equity financings.**

The market price of our LLC interests may fluctuate significantly. Many factors that are beyond our control may significantly affect the market price and marketability of our LLC interests and may adversely affect our ability to raise capital through equity financings. These factors include the following:

price and volume fluctuations in the stock markets generally;

The market price and marketability of our LLC interests may from time to time be significantly affected by numerous

## TABLE OF CONTENTS

significant volatility in the market price and trading volume of securities of Macquarie Group Limited and/or vehicles managed by the Macquarie Group or branded under the Macquarie name or logo;  
significant volatility in the market price and trading volume of securities of registered investment companies, business development companies or companies in our sectors, which may not be related to the operating performance of these companies;

changes in our earnings or variations in operating results;  
any shortfall in EBITDA excluding non-cash items or free cash flow from levels expected by securities analysts;  
changes in regulatory policies or tax law;  
operating performance of companies comparable to us; and  
loss of funding sources.

## **Risks Related to Taxation**

### **We have significant income tax Net Operating Losses, or NOLs, which may not be realized before they expire.**

We have \$135.2 million in federal NOL carryforwards. While we have concluded that all but \$7.8 million of the NOLs will more likely than not be realized, there can be no assurance that we will utilize the NOLs generated to date or any NOLs we might generate in the future. In addition, we have incurred state NOLs and have provided a valuation allowance against a portion of those state NOLs. As with our federal NOLs, there is also no assurance that we will utilize those state losses or future losses. Further, the State of Illinois has suspended the use of NOL carryforwards through 2014, similar to the State of California's suspension of an NOL deduction through 2011 for large corporations. There can be no assurance that other states will not suspend the use of NOL carryforwards or that California and Illinois will not extend the suspension of the use of NOL carryforwards.

### **The current treatment of qualified dividend income and long-term capital gains under current U.S. federal income tax law may be adversely affected, changed or repealed in the future.**

Under current law, qualified dividend income and long-term capital gains are taxed to non-corporate investors at a maximum U.S. federal income tax rate of 15%. This tax treatment may be adversely affected, changed or repealed by future changes in tax laws at any time and is currently scheduled to expire for tax years beginning after December 31, 2012. This may affect market perceptions of our Company and the market price of our LLC interests could be negatively affected.

## **ITEM 1B. UNRESOLVED STAFF COMMENTS**

None.

## **ITEM 2. PROPERTIES**

In general, the assets of our businesses, including real property, are pledged to secure the financing arrangements of each business on a stand-alone basis. See Management's Discussion and Analysis of Financial Condition and Results of Operations—Liquidity and Capital Resources in Part II, Item 7 for a further discussion of these financing arrangements.

## **Energy-Related Businesses**

### **IMTT**

IMTT operates ten wholly-owned bulk liquid storage facilities in the United States and has part ownership in two companies that each own bulk liquid storage facilities in Canada. The land on which the facilities are located is either owned or leased by IMTT with leased land comprising a small proportion of the total land in use. IMTT also owns the storage tanks, piping and transportation infrastructure such as truck and

TABLE OF CONTENTS

rail loading equipment located at the facilities and related ship docks, except in Quebec and Geismar, where the docks are leased. The business believes that the aforementioned equipment is generally well maintained and adequate for the present operations. For further details, see Our Businesses and Investments IMTT Locations in Part I, Item 1.

## The Gas Company

The Gas Company has facilities and equipment on all major Hawaiian Islands including: land beneath the SNG plant; several LPG holding tanks and cylinders; approximately 1,100 miles of underground piping, of which approximately 900 miles are on Oahu; and a 22-mile transmission pipeline from the SNG plant to Pier 38 in Honolulu.

A summary of property, by island, follows. For more information regarding The Gas Company's operations, see Our Businesses and Investments The Gas Company Fuel Supply, SNG Plant and Distribution System in Part I, Item 1.

Island	Description	Use	Own/Lease
Oahu	SNG Plant	Production of SNG	Lease
	Kamakee Street Buildings and Maintenance yard	Engineering, Maintenance Facility, Warehouse	Own
	LPG Baseyard	Storage facility for tanks and cylinders	Lease
	Topa Fort Street Tower	Executive Offices	Lease
	Various Holding Tanks	Store and supply LPG to utility customers	Lease
Maui	Office, tank storage facilities and baseyard	Island-wide operations	Lease
Kauai	Office	Island-wide operations	Own
Kauai	Tank storage facility and baseyard	Island-wide operations	Lease
Hawaii	Office, tank storage facilities and baseyard	Island-wide operations	Own

## District Energy

District Energy owns or leases six plants in Chicago as follows:

Plant Number	Ownership or Lease Information
P-1	The building and equipment are owned by District Energy and the business has a long-term property lease until 2043 with an option to renew for 49 years.
P-2	Property, building and equipment are owned by District Energy.
P-3	District Energy has a property lease that expires in 2033 with a right to renew for ten years. The equipment is owned by District Energy, but the landlord has a purchase option over approximately one-fourth of the equipment.
P-4	District Energy has a property lease that expires in 2016 and the business may renew the lease for another 10 years for the P-4B property unilaterally, and for P-4A, with the consent of the landlord. The equipment at P-4A and P-4B is owned by District Energy. The landlord can terminate the service agreement and the P-4A property lease upon transfer of the property, on which P-4A and P-4B are located, to a third-party.
P-5	

Stand-Alone

District Energy has an exclusive perpetual easement for the use of the basement where the equipment is located. The equipment is owned by District Energy. District Energy has a contractual right to use the property pursuant to a service agreement and will own the equipment until the earliest of 2025 when the equipment reverts to the customer or if the customer exercises an early purchase option.

District Energy also owns approximately 14 miles of underground piping through which it distributes chilled water from its facilities to the customers in downtown Chicago.

## TABLE OF CONTENTS

The equipment at District Energy's Las Vegas facility is housed in its own building on a parcel of leased property within the perimeter of the Planet Hollywood resort. The property lease expires in 2020 and is co-terminous with the supply contract with the Planet Hollywood resort. The building and equipment are owned by District Energy and upon expiration of the lease the business is required to either abandon the building and equipment or remove them at the landlord's expense. For further details, see Our Business and Investments District Energy Business Overview in Part I, Item 1.

## **Aviation-Related Business**

### **Atlantic Aviation**

Atlantic Aviation does not own any real property. Its operations are carried out under various long-term leases. The business leases office space for its head office in Plano, Texas. For more information regarding Atlantic Aviation's FBO locations, see Our Businesses and Investments Atlantic Aviation Business Locations in Part I, Item 1. The current lease in Plano, Texas expires in 2012. Atlantic Aviation has negotiated a new 7 year lease for a larger premise within 2 miles of its current location. We believe that these facilities are adequate to meet current and foreseeable future needs.

Atlantic Aviation owns or leases a number of vehicles, including fuel trucks and other equipment needed to provide service to customers. Routine maintenance is performed on this equipment and a portion is replaced in accordance with a pre-determined schedule. Atlantic Aviation believes that the equipment is generally well maintained and adequate for present operations.

## **ITEM 3. LEGAL PROCEEDINGS**

### **Arbitration Proceeding Between MIC and Co-investor in IMTT**

MIC has been unable to resolve the dispute with the co-owner of IMTT regarding distributions, despite efforts to do so in accordance with the Shareholders' Agreement. Accordingly, on April 18, 2011, MIC initiated formal arbitration proceedings with the Voting Trust of IMTT Holdings Inc. (Voting Trust) and IMTT Holdings Inc. under the auspices of the American Arbitration Association, as provided under the Shareholders' Agreement. MIC believes the Voting Trust's defenses and claims in the arbitration are without merit. We currently expect a decision by the arbitrators in the first quarter of 2012, or soon after.

IMTT is named as a respondent because under the Shareholders' Agreement it is responsible for any monetary damages resulting from a breach of the Shareholders' Agreement by the Voting Trust. MIC is seeking payment of distributions due for the quarter ended December 31, 2010 and subsequent periods, or appropriate damages as a result of the nonpayment of distributions, an order covering future periods and other non-monetary relief that is designed to minimize the risk of future disputes. MIC is concerned that, until the issues in the arbitration have been finally resolved, IMTT's senior management (which includes members and beneficiaries of the Voting Trust) will continue to make operational decisions that are influenced by the context of the arbitration. We expect that this will be resolved through the arbitration.

See Management's Discussion and Analysis of Financial Condition and Results of Operations Dividends.



## **IMTT Bayonne    Clean Air Act**

Section 185 of the Clean Air Act (CAA) requires States (or in the absence of state action, the EPA) in severe and extreme non-attainment areas to adopt a penalty for major stationary sources of volatile organic compounds and nitrogen oxides if the area fails to attain the one-hour ozone National Ambient Air Quality Standard (NAAQS) set by the EPA. IMTT's Bayonne facility is a major stationary source of volatile organic compounds and nitrogen oxides in the New Jersey-Connecticut severe non-attainment area. Although we believe IMTT's Bayonne facility is in substantial compliance with CAA obligations, the subject area failed to meet the required NAAQS by the attainment date in 2007 and as a consequence IMTT-Bayonne believes it is likely to be assessed a penalty linked to its 2008 to 2011 emissions that were in excess of baseline levels. IMTT expects that the penalty related to these matters will be less than \$500,000 in the aggregate and that it will not be payable until 2012 or later. IMTT continues to work to reduce, to the extent feasible, its emissions in order to avoid or reduce potential future penalties.

TABLE OF CONTENTS

Except as noted above, there are no legal proceedings pending that we believe will have a material adverse effect on us other than ordinary course litigation incidental to our businesses. We are involved in ordinary course legal, regulatory, administrative and environmental proceedings. Typically, expenses associated with these proceedings are covered by insurance.

**ITEM 4. MINE SAFETY DISCLOSURES**

Not Applicable.

41

---

TABLE OF CONTENTS

**PART II**

**ITEM 5. MARKET FOR REGISTRANT'S COMMON EQUITY,  
RELATED STOCKHOLDER MATTERS AND ISSUER  
PURCHASES OF EQUITY SECURITIES**

**Market Information**

Our LLC interests are traded on the NYSE under the symbol MIC. The following table sets forth, for the fiscal periods indicated, the high and low closing prices per LLC interest on the NYSE:

	High	Low
Fiscal 2010		
First Quarter	\$ 14.13	\$ 12.20
Second Quarter	16.95	12.79
Third Quarter	15.50	12.49
Fourth Quarter	21.17	15.40
Fiscal 2011		
First Quarter	\$ 24.97	\$ 20.56
Second Quarter	28.09	22.24
Third Quarter	27.76	20.21
Fourth Quarter	28.15	21.97
Fiscal 2012		
First Quarter (through February 17, 2012)	\$ 29.56	\$ 27.57

As of February 17, 2012, we had 46,338,225 LLC interests issued and outstanding that we believe were held by 60 holders of record, representing approximately 18,500 beneficial holders.

**Dividend Policy**

MIC has been structured to provide investors with an opportunity to generate an attractive total return based on the capital appreciation resulting from the improved operating performance of our businesses and investments over time and the payment of a sustainable and growing cash dividend. We reinstated a quarterly cash dividend in May of 2011 with a \$0.20 per share dividend for the first quarter of 2011. A \$0.20 dividend has been paid for each quarter since. The amount of the dividend was determined based on the cash flows available to MIC from its operating companies. It is our intent to pay out the majority of the cash that is freely distributable at the MIC level, subject to maintaining a prudent level of reserves and without creating volatility in the amount of such dividends.

MIC is receiving distributions from Atlantic Aviation, The Gas Company and from its controlling interest in District Energy. A portion of the cash generated by Atlantic Aviation is being used to reduce Atlantic Aviation's indebtedness.

Cash generated by IMTT is the subject of an ongoing arbitration involving MIC and its co-investor in IMTT. We believe that when we have access to a portion of the cash generated by IMTT and when we are no longer applying the cash generated by Atlantic Aviation to prepay its debt, we will distribute the majority of the free cash flow generated by our businesses as a dividend to our shareholders.



TABLE OF CONTENTS

Since January 1, 2010, MIC has made or declared the following dividends:

Declared	Period Covered	\$ per LLC Interest	Record Date	Payable Date
February 21, 2012	Fourth quarter 2011	\$ 0.20	March 5, 2012	March 8, 2012
October 31, 2011	Third quarter 2011	\$ 0.20	November 14, 2011	November 17, 2011
August 1, 2011	Second quarter 2011	\$ 0.20	August 15, 2011	August 18, 2011
May 2, 2011	First quarter 2011	\$ 0.20	May 11, 2011	May 18, 2011

The Company has determined that the dividends paid in 2011 are characterized as a taxable dividend for tax purposes. The Company anticipates that the dividend will be eligible for treatment as qualified dividend income for U.S. federal income tax purposes, subject to the shareholder having met the holding period requirements as defined by the Internal Revenue Code. Holders of MIC LLC interests are encouraged to seek their own tax advice with regard to their investment in MIC.

The declaration and payment of any future dividends will be subject to a decision of the Company's Board of Directors. The Board will take into account such matters as the state of the capital markets and general business conditions, the Company's financial condition, results of operations, capital requirements and any contractual, legal and regulatory restrictions on the payment of dividends by the Company to its shareholders or by its subsidiaries to the Company, and any other factors that it deems relevant. In particular, each of the Company's businesses and investments have substantial debt commitments and restrictive covenants, which must be satisfied before any of them can make distributions to the Company. Any or all of these factors could affect both the timing and amount, if any, of future dividends. See Management's Discussion and Analysis of Financial Condition and Results of Operations Liquidity and Capital Resources in Part II, Item 7.

TABLE OF CONTENTS**ITEM 6. SELECTED FINANCIAL DATA**

The selected financial data includes the results of operations, cash flow and balance sheet data for the years ended, and as of, December 31, 2011, 2010, 2009, 2008 and 2007 for our consolidated group, with the results of businesses acquired during those years being included from the date of each acquisition. The selected financial data for each of the five years in the period ended December 31, 2011 have been derived from the consolidated financial statements of the Company, which financial statements have been audited by KPMG LLP, independent registered public accountants. The information below should be read in conjunction with the consolidated financial statements (and notes thereon) and Management's Discussion and Analysis of Financial Condition and Results of Operations in Part II, Item 7.

## Macquarie Infrastructure Company LLC

Year Ended Dec 31, 2011	Year Ended Dec 31, 2010	Year Ended Dec 31, 2009	Year Ended Dec 31, 2008	Year Ended Dec 31, 2007
----------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------

(\$ In Thousands, Except Share and Per Share Data)

## Statement of operations data:

## Revenue

Revenue from product sales	\$639,521	\$514,344	\$394,200	\$586,054	\$445,852
Revenue from product sales utility	140,746	113,752	95,769	121,770	95,770
Service revenue	203,532	204,852	215,349	264,851	207,680
Financing and equipment lease income	4,992	7,843	4,758	4,686	4,912
Total revenue	988,791	840,791	710,076	977,361	754,214
Cost of revenue					
Cost of product sales	437,049	326,734	233,376	408,690	303,796
Cost of product sales utility	116,413	90,542	73,907	105,329	66,226
Cost of services <sup>(1)</sup>	52,744	53,088	46,317	63,850	53,387
Gross profit	382,585	370,427	356,476	399,492	330,805
Selling, general and administrative expenses	202,486	201,787	209,783	227,288	181,830
Fees to manager related party	15,475	10,051	4,846	12,568	65,639
Goodwill impairment <sup>(2)</sup>			71,200	52,000	
Depreciation <sup>(3)</sup>	33,815	29,721	36,813	40,140	20,502
Amortization of intangibles <sup>(4)</sup>	42,107	34,898	60,892	61,874	32,356
Loss on disposal of assets <sup>(5)</sup>	1,522	17,869			
Total operating expenses	295,405	294,326	383,534	393,870	300,327
Operating income (loss)	87,180	76,101	(27,058 )	5,622	30,478
Interest income	112	29	119	1,090	5,705
Interest expense <sup>(6)</sup>	(59,361 )	(106,834 )	(95,456 )	(88,652 )	(65,356 )
Loss on extinguishment of debt					(27,512 )
Equity in earnings (losses) and amortization charges of investees	22,763	31,301	22,561	1,324	(32 )
Loss on derivative instruments			(25,238 )	(2,843 )	(1,362 )
Other income (expense), net	912	712	570	(198 )	(1,260 )
	51,606	1,309	(124,502 )	(83,657 )	(59,339 )

Edgar Filing: Macquarie Infrastructure CO LLC - Form 10-K

Net income (loss) from continuing operations before income taxes					
(Provision) benefit for income taxes	(22,718 )	8,697	15,818	14,061	16,764
Net income (loss) from continuing operations	\$28,888	\$10,006	\$(108,684)	\$(69,596 )	\$(42,575 )
Net income (loss) from discontinued operations, net of taxes		81,323	(21,860 )	(110,045)	(9,960 )
Net income (loss)	\$28,888	\$91,329	\$(130,544)	\$(179,641)	\$(52,535 )
Less: net income (loss) attributable to noncontrolling interests	1,545	659	(1,377 )	(1,168 )	(481 )
Net income (loss) attributable to MIC LLC	\$27,343	\$90,670	\$(129,167)	\$(178,473)	\$(52,054)

44

TABLE OF CONTENTS

Macquarie Infrastructure Company LLC					
	Year Ended Dec 31, 2011	Year Ended Dec 31, 2010	Year Ended Dec 31, 2009	Year Ended Dec 31, 2008	Year Ended Dec 31, 2007
(\$ In Thousands, Except Share and Per Share Data)					
Basic income (loss) per share from continuing operations attributable to MIC LLC interest holders	\$0.59	\$0.21	\$(2.43)	\$(1.56)	\$(1.05)
Basic income (loss) per share from discontinued operations attributable to MIC LLC interest holders		1.78	(0.44)	(2.41)	(0.22)
Basic income (loss) per share attributable to MIC LLC interest holders	\$0.59	\$1.99	\$(2.87)	\$(3.97)	\$(1.27)
Weighted average number of shares outstanding: basic	45,995,207	45,549,803	45,020,085	44,944,326	40,882,067
Diluted income (loss) per share from continuing operations attributable to MIC LLC interest holders	\$0.59	\$0.21	\$(2.43)	\$(1.56)	\$(1.05)
Diluted income (loss) per share from discontinued operations attributable to MIC LLC interest holders		1.78	(0.44)	(2.41)	(0.22)
Diluted income (loss) per share attributable to MIC LLC interest holders	\$0.59	\$1.99	\$(2.87)	\$(3.97)	\$(1.27)
Weighted average number of shares outstanding: diluted	46,021,015	45,631,610	45,020,085	44,944,326	40,882,067
Cash distributions declared per share	\$0.80	\$	\$	\$2.125	\$2.385

Macquarie Infrastructure Company LLC					
	Year Ended Dec 31, 2011	Year Ended Dec 31, 2010	Year Ended Dec 31, 2009	Year Ended Dec 31, 2008	Year Ended Dec 31, 2007
(\$ In Thousands)					
Statement of cash flows data:					
Cash flow from continuing operations					
Cash provided by operating activities	\$91,042	\$98,555	\$82,976	\$95,579	\$93,499
Cash used in investing activities	(39,682)	(24,774)	(516)	(56,716)	(638,853)
Cash (used in) provided by financing activities	(53,137)	(76,528)	(117,818)	1,698	570,618
Effect of exchange rate					(1)



Edgar Filing: Macquarie Infrastructure CO LLC - Form 10-K

Net (decrease) increase in cash		\$(1,777 )	\$(2,747 )	\$(35,358 )	\$40,561	\$25,263
Cash flow from discontinued operations						
Cash (used in) provided by operating activities	\$		\$(12,703 )	\$(4,732 )	\$(1,904 )	\$3,051
Cash provided by (used in) investing activities			134,356	(445 )	(26,684 )	(5,157 )
Cash (used in) provided by financing activities			(124,183)	2,144	(1,215 )	(3,072 )
Cash used in discontinued operations <sup>(7)</sup>	\$		\$(2,530 )	\$(3,033 )	\$(29,803 )	\$(5,178 )
Change in cash of discontinued operations held for sale <sup>(7)</sup>	\$		\$2,385	\$(208 )	\$2,459	\$5,902

(1) Includes depreciation expense of \$6.6 million, \$6.6 million, \$6.1 million, \$5.8 million, and \$5.8 million for the years ended December 31, 2011, 2010, 2009, 2008, and 2007, respectively, relating to District Energy.

(2) Reflects non-cash impairment charges of \$71.2 million and \$52.0 million recorded during the first six months of 2009 and the fourth quarter of 2008, respectively, at Atlantic Aviation.

45

TABLE OF CONTENTS

- (3) Includes non-cash impairment charges of \$1.4 million, \$7.5 million and \$13.8 million recorded during the second quarter of 2011, first six months of 2009 and the fourth quarter of 2008, respectively, at Atlantic Aviation. Includes non-cash impairment charges of \$7.3 million, \$23.3 million and \$21.7 million for contractual arrangements recorded during the second quarter of 2011, first six months of 2009 and the fourth quarter of 2008, respectively, at Atlantic Aviation and a \$1.3 million non-cash impairment charge on the airport management contracts at Atlantic Aviation in 2007.
- (4) Loss on disposal of assets includes \$1.5 million and \$17.9 million for FBOs sold at Atlantic Aviation during the years ended December 31, 2011 and 2010, respectively. Interest expense includes non-cash gains on derivative instruments of \$18.2 million for the year ended December 31, 2011. For the years ended December 31, 2010 and 2009, interest expense includes non-cash losses on derivative instruments of \$23.4 million and \$4.3 million, respectively.
- (5) Cash of discontinued operations held for sale is reported in assets of discontinued operations held for sale in our consolidated balance sheets. The net cash (used in) provided by discontinued operations is different than the change in cash of discontinued operations held for sale due to intercompany transactions that are eliminated in consolidation.

## Macquarie Infrastructure Company LLC

	Year Ended Dec 31, 2011	Year Ended Dec 31, 2010	Year Ended Dec 31, 2009	Year Ended Dec 31, 2008	Year Ended Dec 31, 2007
	(\$ In Thousands)				

## Balance sheet data:

Assets of discontinued operations held for sale	\$	\$	\$86,695	\$105,725	\$258,899
Total current assets from continuing operations	143,313	125,427	129,866	193,890	201,604
Property, equipment, land and leasehold improvements, net <sup>(1)</sup>	561,022	563,451	580,087	592,435	577,498
Intangible assets, net <sup>(2)</sup>	662,135	705,862	751,081	811,973	846,941
Goodwill <sup>(3)</sup>	516,175	514,253	516,182	586,249	636,336
Total assets	\$2,168,633	\$2,196,742	\$2,339,221	\$2,552,436	\$2,813,029
Liabilities of discontinued operations held for sale	\$	\$	\$220,549	\$224,888	\$225,042
Total current liabilities from continuing operations	148,902	171,286	174,647	135,311	121,892
Deferred income taxes	177,262	156,328	107,840	83,228	202,683
Long-term debt, net of current portion	1,086,053	1,089,559	1,166,379	1,327,800	1,225,150
Total liabilities	1,474,773	1,510,047	1,764,453	1,918,175	1,841,159
Members' equity	\$703,682	\$691,149	\$578,526	\$628,838	\$966,552

- (1) Includes non-cash impairment charges of \$1.4 million, \$7.5 million and \$13.8 million recorded during the second quarter of 2011, first six months of 2009 and the fourth quarter of 2008, respectively, at Atlantic Aviation. Includes non-cash impairment charges of \$7.3 million, \$23.3 million and \$21.7 million for contractual arrangements recorded during the second quarter of 2011, first six months of 2009 and the fourth quarter of 2008, respectively, at Atlantic Aviation and a \$1.3 million non-cash impairment charge on the airport management contracts at Atlantic Aviation in 2007.
- (2)
- (3)

Reflects non-cash impairment charges of \$71.2 million and \$52.0 million recorded during the first six months of 2009 and the fourth quarter of 2008, respectively, at Atlantic Aviation.

46

---

TABLE OF CONTENTS

## **ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS**

The following discussion of the financial condition and results of operations of Macquarie Infrastructure Company LLC should be read in conjunction with the consolidated financial statements and the notes to those statements included elsewhere herein.

### **Overview**

We own, operate and invest in a diversified group of infrastructure businesses that provide basic services, such as chilled water for building cooling and gas utility services to businesses and individuals primarily in the U.S. The businesses we own and operate are energy-related businesses consisting of: a 50% interest in IMTT, The Gas Company and our controlling interest in District Energy; and an aviation-related business, Atlantic Aviation.

Our infrastructure businesses generally operate in sectors with significant barriers to entry, including high initial development and construction costs, the existence of long-term contracts or the requirement to obtain government approvals and a lack of immediate cost-efficient alternatives to the services provided. Overall they tend to generate sustainable long-term cash flows.

In analyzing the financial condition and results of operations of our businesses, we focus primarily on cash generation generally, and our ability to distribute cash to shareholders in particular. The ability of our businesses to generate cash, broadly, is tied to their ability to effectively manage the volume of product/services sold and the margin earned on those sales. Offsetting these are required payments on debt facilities, taxes and capital expenditures necessary to maintain the productivity of the fixed assets of the businesses, among others.

At IMTT, we focus on the amount of storage under contract and the rates at which that storage is leased to third parties and on making appropriate expenditures in maintaining fixed assets of the business. We currently expect capacity utilization to grow marginally in 2012 and average storage rates to increase, though at a lower percentage than in 2011, subject to the drivers of storage demand remaining intact. In 2012, we will also be focused on resolving our pending dispute with the co-owner of IMTT and on receiving distributions in accordance with the Shareholders Agreement between the owners of the business.

At Atlantic Aviation, our focus is on attracting and maintaining relationships with general aviation aircraft owners and pilots such that they are incentivized to use our FBOs, and with managing the capital structure of the business to maintain access to a portion of the cash flow being generated. We currently expect general aviation activity to increase in 2012 and along with that the gross profit generated by our FBOs, subject to there being continued economic recovery, particularly in the United States. We intend to manage the expenses of the business in a manner generally consistent with keeping leverage levels at or below agreed upon levels and in doing so making distributions of 50% of the free cash flow of the business to our holding company.

At The Gas Company, our focus is on the number of customers served, and in the case of the non-utility portion of the business, the margins achieved on sales of gas products as well. We periodically pursue rate cases that allow for adjustment of the rates in the utility portion of the business. We presently do not intend to pursue any significant rate case in 2012. In the coming year our efforts will be aimed at increasing the percentage of the addressable market receiving gas products from The Gas Company. Subject to the debt markets remaining favorable, we will seek to refinance the debt facilities of the business on economically sensible terms consistent with the amount and tenor of

that debt. We currently expect that the distribution of cash generated by The Gas Company will be used to support our current level of dividends to shareholders.

At District Energy, we focus on attracting and maintaining relationships with building owners and managers such that they choose to or continue to use the cooling services of the business. In 2012, we will seek to contract with a provider of electricity for the 2013 year on terms that are at least as favorable as those currently in effect. We currently anticipate that the cash generated by District Energy, up to the point at which it is used to reduce debt principal, will be used to support our current level of dividends to shareholders.

## TABLE OF CONTENTS

### **Dividends**

Since January 1, 2011, MIC has made or declared the following dividends:

Declared	Period Covered	\$ per LLC Interest	Record Date	Payable Date
February 21, 2012	Fourth quarter 2011	\$ 0.20	March 5, 2012	March 8, 2012
October 31, 2011	Third quarter 2011	\$ 0.20	November 14, 2011	November 17, 2011
August 1, 2011	Second quarter 2011	\$ 0.20	August 15, 2011	August 18, 2011
May 2, 2011	First quarter 2011	\$ 0.20	May 11, 2011	May 18, 2011

The precise timing and amount of any future dividend will be based on the continued stable performance of the Company's businesses and the economic conditions prevailing at the time of any authorization.

In determining the amount of the dividend, we had expected to include certain funds from the cash flow of IMTT. Distribution of funds to us from IMTT is governed by the Shareholders' Agreement between us and the co-investor that owns the remaining 50% stake. The co-investor has refused to vote in favor of distributing certain of these funds, and we believe that such a refusal violates the Shareholders' Agreement. This matter is the subject of arbitration proceedings described under *Arbitration Proceeding Between MIC and Co-investor in IMTT* below.

Contingent upon the favorable outcome related to the IMTT arbitration, and the compliance therewith, and the continued stable performance of our businesses, and subject to prevailing economic conditions, our board of directors expect to increase our dividend to approximately \$0.375 per share per quarter.

### **Tax Treatment of Dividends**

Dividends paid in 2011 will be characterized as a dividend for tax purposes, which shareholders should include in their taxable income. We anticipate that the dividend for U.S. federal income tax purposes will be eligible for treatment as qualified dividend income, subject to the shareholder having met the holding period requirements as defined by the Internal Revenue Code. Holders of MIC LLC interests are encouraged to seek their own tax advice with regards to their investment in MIC.

### **Arbitration Proceeding Between MIC and Co-investor in IMTT**

MIC has been unable to resolve the dispute with the co-owner of IMTT regarding distributions, despite efforts to do so in accordance with the Shareholders' Agreement. Accordingly, on April 18, 2011, MIC initiated formal arbitration proceedings with the Voting Trust of IMTT Holdings Inc. ( "Voting Trust" ) and IMTT Holdings Inc. under the auspices of the American Arbitration Association, as provided under the Shareholders' Agreement. MIC believes the Voting Trust's defenses and claims in the arbitration are without merit. We currently expect a decision by the arbitrators in the first quarter of 2012, or soon after.

IMTT is named as a respondent because under the Shareholders' Agreement it is responsible for any monetary damages resulting from a breach of the Shareholders' Agreement by the Voting Trust. MIC is seeking payment of distributions due for the quarter ended December 31, 2010 and subsequent periods, or appropriate damages as a result of the nonpayment of distributions, an order covering future periods and other non-monetary relief that is designed to minimize the risk of future disputes. MIC is concerned that, until the issues in the arbitration have been finally resolved, IMTT's senior management (which includes members and beneficiaries of the Voting Trust) will continue to

make operational decisions that are influenced by the context of the arbitration. We expect that this will be resolved through the arbitration.

## **Continuing Operations**

Our energy-related businesses were largely resistant to the recent economic downturn, due primarily to the contracted or utility-like nature of their revenues combined with the essential services they provide and the contractual or regulatory ability to pass through most cost increases to customers. We believe these businesses are generally able to generate consistent cash flows throughout the business cycle.

Improvement in general aviation activity levels have resulted in improvement in the operating performance of Atlantic Aviation. Atlantic Aviation is generating a substantial amount of cash, however a

## TABLE OF CONTENTS

significant portion of that cash is being used to reduce Atlantic Aviation's indebtedness. Those repayments are expected to enhance the terms on which we may be able to refinance this debt when it matures in 2014.

For the quarter ended December 31, 2011, the leverage ratio on Atlantic Aviation's term loan debt decreased below 6.0x. In accordance with terms of the term loan debt, amended February of 2009, the business is required to apply all excess cash flow to prepay additional debt principal whenever the leverage ratio (debt to adjusted EBITDA) is equal to or greater than 6.0x to 1.0 for the trailing twelve months and to use 50% of excess cash flow to prepay debt whenever the leverage ratio is equal to or greater than 5.5x to 1.0 and below 6.0x to 1.0. As such, and until October of 2012, Atlantic Aviation will and anticipates that it will distribute 50% of its excess cash flow to MIC each quarter as long its leverage ratio remains below 6.0x and above 5.5x. Commencing October of 2012, the business is required to apply all excess cash flow to pay debt principal, regardless of leverage ratio.

## **2011 and 2010 FBO Transactions at Atlantic Aviation**

As a result of a strategic review commenced in 2010, Atlantic Aviation concluded that several of its sites did not have sufficient scale or serve a market with sufficiently strong growth prospects to warrant continued operations at these sites. Therefore, Atlantic Aviation has undertaken to exit certain markets and redeploy resources that may be made available in the process into markets which it views as having better growth profiles and recorded \$1.5 million and \$17.9 million in loss on disposal of assets in the consolidated statement of operations during the years ended December 31, 2011 and 2010, respectively.

In November 2011, Atlantic Aviation exchanged one of its FBOs for additional property adjacent to one of its existing FBOs. No cash was exchanged in this transaction, but the business recognized a gain of \$223,000.

During the quarter ended June 30, 2011, Atlantic Aviation concluded the sale of FBOs at Hayward Executive Airport in California and Burlington International Airport in Vermont. As a result, during 2011 and during the fourth quarter of 2010, the business recorded losses on disposal of its assets totaling \$864,000 and \$4.4 million, respectively.

In January 2011, Atlantic Aviation concluded the sale of FBOs at Fresno Yosemite International Airport and Cleveland Cuyahoga County Airport. As a result, during 2011 and during the fourth quarter of 2010, the business recorded losses on disposal of its assets totaling \$249,000 and \$9.8 million, respectively.

In 2010, Atlantic Aviation bid for renewal of an operating lease at Atlanta's Hartsfield airport. This lease had been operating on a month to month basis since being acquired by Atlantic Aviation in August 2007. In November 2010, the lease was tentatively awarded to a party other than Atlantic Aviation. As a result, during 2011 and in December 2010, the business recorded losses on disposal of its assets totaling \$627,000 and \$3.7 million, respectively.

Proceeds from the above mentioned sales in 2011 were redeployed into the acquisition of two FBOs. On August 31, 2011, Atlantic Aviation concluded a purchase of the assets of Portland International and Eugene airports in Oregon for \$23.1 million. This acquisition expanded the business network into the Pacific Northwest. See Note 5, Acquisitions and Dispositions, in our consolidated financial statements in Financial Statements and Supplementary Data in Part II, Item 8 of this Form 10-K for financial information and further discussions.

## **MIC Inc. Revolving Credit Facility**

Until March 31, 2010, the Company had a revolving credit facility provided by various financial institutions, including entities within the Macquarie Group. The facility was repaid in full in December 2009 and no amounts were



outstanding under the revolving credit facility as of December 31, 2009 or at the facility's maturity on March 31, 2010.  
This facility was not renewed or replaced and we have no other holding company debt.

## TABLE OF CONTENTS

### **Income Taxes**

We file a consolidated federal income tax return that includes the taxable income of The Gas Company and Atlantic Aviation. IMTT and District Energy file separate federal income tax returns. To the extent we receive distributions from IMTT and District Energy, such distributions may be characterized as non-taxable returns of capital and reduce our tax basis in these companies, or as a taxable dividend. We include in our taxable income the portion of any distributions from IMTT and District Energy characterized as a dividend. Those dividends are eligible for the 80% dividends received deduction. We also receive and include in taxable income interest income on intercompany debt from District Energy.

As a result of having federal net operating loss, or NOL, carryforwards, we do not expect to have a consolidated regular federal income tax liability or make regular federal tax payments at least through the 2013 tax year. However, we expect to pay an Alternative Minimum Tax of less than \$250,000 for 2011. The cash state and local taxes paid by our individual businesses are discussed in the sections entitled **Income Taxes** for each of these businesses.

The individual businesses included in our consolidated federal income tax return pay federal income taxes to MIC in an amount approximately equivalent to the federal income taxes each would have paid on a standalone basis if they were not part of the MIC consolidated federal income tax return.

### **Tax Relief, Unemployment Insurance Reauthorization and Job Creation Act of 2010**

In December 2010, the Tax Relief, Unemployment Insurance Reauthorization and Job Creation Act of 2010 (the **Act**) was signed. The Act provides for 100% tax depreciation for certain fixed assets placed in service after September 8, 2010 and before January 1, 2012, and 50% tax depreciation for certain fixed assets placed in service during 2012 for federal income tax purposes. Generally, states do not allow this tax depreciation deduction in determining state taxable income. Importantly, Illinois and Louisiana, two states in which we have significant operations, do permit the use of federal tax depreciation deductions in calculating state taxable income. The Company took and will take into consideration the benefits of these accelerated depreciation provisions of the Act when evaluating capital expenditure plans for 2011 and 2012.

President Obama's proposed budget for 2012 includes an extension of the 100% tax depreciation for certain fixed assets. There is some congressional support for this proposal, although there can be no certainty that any extension will be approved. Such approval, if made, may result in our accelerating a portion of our business maintenance capital expenditures into 2012 in order to capture the associated tax benefit.

### **Taxpayer Accountability and Budget Stabilization Act**

In January 2011, Illinois enacted the Taxpayer Accountability and Budget Stabilization Act. The legislation increases the corporate income tax rate to 7.0% from 4.8% for taxable years beginning on or after January 1, 2011 and prior to January 1, 2015; to 5.25% for taxable years beginning on or after January 1, 2015 and prior to January 1, 2025; and returns the rate to 4.8% for taxable years beginning on or after January 1, 2025. The legislation also suspends the use of state NOL carryforwards until 2012, and limits the annual utilization in 2012 through 2014 to \$100,000 per year. For purposes of determining the taxable years to which a net loss may be carriedforward, no taxable year for which a deduction is disallowed under this provision will be counted. As discussed below in District Energy's Results of Operations, the income tax expense for the year ended December 31, 2011 reflects a change in the deferred tax liability of this business consistent with the change in Illinois law.

## **Discontinued Operations    PCAA Bankruptcy**

On June 2, 2010, we concluded the sale in bankruptcy of an airport parking business ( Parking Company of America Airports or PCAA ), resulting in a pre-tax gain of \$130.3 million, of which \$76.5 million related to the forgiveness of debt and the elimination of \$201.0 million of current debt from liabilities from our consolidated balance sheet. The results of operations from this business and the gain from the bankruptcy sale are separately reported as discontinued operations in the Company's consolidated financial statements. This business is no longer a reportable segment. As a part of the bankruptcy sale process, substantially all of the cash proceeds were used to pay the creditors of this business and were not paid to us. See Note 4, Discontinued Operations, in our consolidated financial statements in Financial Statements and Supplementary Data in Part II, Item 8, of this Form 10-K for financial information and further discussions.

TABLE OF CONTENTS

## **Operating Segments and Businesses**

### **Energy-Related Businesses**

#### **IMTT**

IMTT provides bulk liquid storage and handling services in North America through ten terminals located on the East, West and Gulf Coasts, the Great Lakes region of the United States and two partially owned terminals in Quebec and Newfoundland, Canada. IMTT's largest terminals are located in New York Harbor and the lower Mississippi River near New Orleans. IMTT stores and handles petroleum products, various chemicals, renewable fuels, and vegetable and animal oils and, based on storage capacity, operates one of the largest independent bulk liquid storage terminal businesses in the United States.

The key drivers of IMTT's revenue and gross profit include the amount of tank capacity rented to customers and the rental rates. Customers generally rent tanks under contracts with terms of three and five years. Payments are due regardless of actual tank usage. Demand for storage capacity within a particular region (e.g. New York Harbor) serves as the key driver of storage capacity utilization and tank rental rates. This demand reflects both the level of consumption of the bulk liquid products stored by the terminals as well as import and export activity of such products.

We believe major constraints on increases in the supply of new bulk liquid storage capacity in IMTT's key markets have been and will continue to be limited by availability of waterfront land with access to the infrastructure necessary for land based receipt and distribution of stored product (road, rail and pipelines), lengthy environmental permitting processes and high capital costs. We believe a favorable supply/demand in balance for bulk liquid storage currently exists in the markets served by IMTT's major facilities. This condition, when combined with the attributes of IMTT's facilities such as deep water drafts and access to land based infrastructure, have allowed IMTT to increase rental rates while maintaining high storage capacity utilization rates.

IMTT earns revenue at its terminals from a number of sources including storage charges for bulk liquids (per barrel, per month rental), throughput of liquids (handling charges), heating (a pass through of the cost associated with heating liquids to prevent excessive viscosity) and other revenue (blending, packaging, warehousing, etc.). Most customer contracts include provisions for annual price increases based on inflation.

In operating its terminals, IMTT incurs labor costs, fuel costs, repair and maintenance costs, real and personal property taxes and other costs (which include insurance and other operating costs such as utilities and inventory used in packaging and drumming activities).

In 2011, IMTT generated approximately 45% of its total terminal revenue and approximately 44% of its terminal gross profit at its Bayonne facility, which serves the New York Harbor market, and approximately 41% of its total terminal revenue and approximately 45% of its terminal gross profit at its St. Rose, Gretna, Avondale and Geismar facilities, which together service the lower Mississippi River region (with St. Rose being the largest contributor).

IMTT also owns OMI Environmental Solutions, or Oil Mop, an environmental emergency responses, industrial services, waste transportation and disposal business. Oil Mop has a network of facilities along the U.S. Gulf Coast between Houston and New Orleans. These facilities predominantly service the Gulf region, but also respond to spill events and provides services as needed throughout the United States and internationally. In 2010, Oil Mop was involved in the clean up of the BP oil spill in the Gulf of Mexico and generated 33% of IMTT's total revenues. Oil Mop's contribution to IMTT's total revenues returned to a historical level of less than 10% of IMTT's total revenues

during 2011.

Our interest in IMTT Holdings, from the date of closing our acquisition on May 1, 2006, is reflected in our equity in earnings and amortization charges of investee line in our consolidated statements of operations. Cash distributions received by us in excess of our equity in IMTT's earnings and amortization charges are reflected in our consolidated statements of cash flows from investing activities under return on investment in unconsolidated business.

51

---

TABLE OF CONTENTS

## **Energy-Related Businesses: The Gas Company**

### **The Gas Company**

The Gas Company is Hawaii's only government franchised full-service gas company, manufacturing and distributing gas products and services in Hawaii. The market includes Hawaii's approximately 1.4 million residents and approximately 7.3 million visitors in 2011. The Gas Company manufactures synthetic natural gas, or SNG, for its utility customers on Oahu, and distributes Liquefied Petroleum Gas, or LPG, to utility and non-utility customers throughout the state's six primary islands.

The Gas Company has two primary businesses: utility (or regulated) and non-utility (or unregulated).

The utility business serves approximately 35,300 customers through localized distribution systems located on the islands of Oahu, Hawaii, Maui, Kauai, Molokai and Lanai. Over 90% of these customers are on Oahu. The utility business includes the manufacture, distribution and sale of SNG on the island of Oahu and distribution and sale of LPG. Utility revenue consists principally of sales of SNG and LPG. The operating costs for the utility business include the cost of locally purchased feedstock, the cost of manufacturing SNG from the feedstock, LPG purchase costs and the cost of distributing SNG and LPG to customers. Utility sales comprised approximately 43% of The Gas Company's total contribution margin in 2011.

The non-utility business sells and distributes LPG to approximately 33,400 customers. Trucks deliver LPG to individual tanks located on customer sites on Oahu, Hawaii, Maui, Kauai, Molokai and Lanai. Non-utility revenue is generated primarily from the sale of LPG delivered to customers. The operating costs for the non-utility business include the cost of purchased LPG and the cost of distributing the LPG to customers. Non-utility sales comprised approximately 57% of The Gas Company's total contribution margin in 2011.

SNG and LPG have a wide range of commercial and residential applications, including water heating, drying, cooking, emergency power generation and decorative lighting, such as tiki torches. LPG is also used as a fuel for specialty vehicles such as forklifts. Gas customers include residential customers and a variety of commercial, hospitality, military, public sector and wholesale customers.

Revenue is primarily a function of the volume of SNG and LPG consumed by customers and the price per thermal unit or gallon charged to customers. Because both SNG and LPG are derived from crude oil, revenue levels, without volume changes, will generally track global oil prices. Utility revenue includes fuel adjustment charges through which the changes in feedstock costs are passed through to customers. Evaluating the performance of this business based on contribution margin removes the volatility associated with fluctuations in the price of feedstock.

Prices charged by The Gas Company to its customers for the utility gas business are based on HPUC utility rates that enable the business to recover its costs of providing utility gas service, including operating expenses and taxes, and capital investments through recovery of depreciation and a return on the capital invested. The Gas Company's rate structure generally allows it to maintain a relatively consistent dollar-based margin per thermal unit by passing increases or decreases in fuel costs through to customers via fuel adjustment charges without filing a general rate case.

The rates that are charged to non-utility customers are based on the cost of LPG plus delivery costs, the cost of alternative fuels and competitive factors.

The Gas Company incurs expenses in operating and maintaining its facilities and distribution network, comprising a SNG plant, a 22-mile transmission line, 1,100 miles of distribution and service pipelines, several tank storage facilities and a fleet of vehicles. These costs are generally fixed in nature. Other operating expenses incurred, such as for LPG,

feedstock for the SNG plant and revenue-based taxes, generally fluctuate with the volume of product sold. In addition, the business incurs general and administrative expenses at its executive office that include expenses for senior management, accounting, information technology, human resources, environmental compliance, regulatory compliance, employee benefits, rents, utilities, insurance and other normal business costs.

TABLE OF CONTENTS

## **Energy-Related Businesses: District Energy**

### **District Energy**

District Energy consists of Thermal Chicago and Northwind Aladdin, which are 50.01% and 37.51% indirectly owned by us, respectively. Thermal Chicago sells chilled water under long-term contracts to approximately 100 customers in downtown Chicago and one customer outside of the downtown area. Thermal Chicago receives both capacity and consumption payments. Capacity payments (cooling capacity revenue) are received regardless of the volume of chilled water used by a customer and these payments generally increase in line with inflation.

Consumption payments (cooling consumption revenue) are per unit charges for the volume of chilled water used. Such payments are higher in the second and third quarters of each year when the demand for building cooling is at its highest. Consumption payments also fluctuate moderately from year to year depending on weather conditions. By contract, consumption payments generally increase in line with a number of indices that reflect the cost of electricity, labor and other input costs relevant to the operations of Thermal Chicago. The weighting of the individual indices broadly reflects the composition of Thermal Chicago's direct expenses.

Thermal Chicago's principal direct expense is electricity. Other direct expenses are water, labor, operations and maintenance and depreciation and accretion. Electricity usage, and to a lesser extent water usage, fluctuates in line with the volume of chilled water produced. Other direct expenses are largely fixed regardless of the volumes of chilled water produced.

Thermal Chicago has entered into a contract with a retail energy supplier to provide the majority of the business electricity in 2012 at a fixed price. Electricity for one of the plants is purchased by the landlord/customer and the cost is passed through to the business. Thermal Chicago passes through changes in electricity costs to its customers. The business anticipates it will enter into supply contracts for 2013 and subsequent years and prices will fluctuate based on underlying power costs.

Northwind Aladdin services customers (a hotel/casino complex, a condominium and a shopping mall) in Las Vegas, Nevada. Under its customer contracts, Northwind Aladdin receives monthly fixed payments totaling approximately \$6.4 million per year through March 2016 and monthly fixed payments totaling approximately \$3.0 million per year thereafter through February 2020.

## **Aviation-Related Business**

### **Atlantic Aviation**

The performance of Atlantic Aviation depends upon the level of general aviation activity, and jet fuel consumption, for the largest portion of its gross profit. General aviation activity is in turn a function of economic activity and demographic trends in the regions serviced by the airport at which the business operates and the general level of economic activity in the United States. A number of these airports are located near key business centers such as New York, Chicago, Philadelphia and Houston as well as recreational destinations such as Aspen, Colorado and Sun Valley, Idaho.

Fuel gross profit is a function of the volume (gallons) sold and the average dollar margin per gallon. The average price per gallon is based on our cost of fuel plus, where applicable, fees and taxes paid to airports or other local authorities



(cost of revenue – fuel), plus Atlantic Aviation’s margin. Dollar-based margins per gallon have been relatively insensitive to the wholesale price of fuel with both increases and decreases in the wholesale price of fuel generally passed through to customers, subject to the level of price competition that exists at the various FBOs. The average dollar-based margin varies based on business considerations and customer mix. Base tenants generally benefit from price discounts based on a higher utilization of Atlantic Aviation’s networks. Transient customers typically pay a higher price.

TABLE OF CONTENTS

## **Aviation-Related Business: Atlantic Aviation (continued)**

Atlantic Aviation also earns revenue from activities other than fuel sales (non-fuel revenue). For example, Atlantic Aviation earns revenue from refueling some general aviation customers on a pass-through basis, where it acts as a fueling agent for fuel suppliers. Atlantic Aviation receives a fee for this service, generally calculated on a per gallon basis. In addition, the business earns revenue from aircraft parking and hangar rental fees and by providing general aviation customers with other services, such as de-icing. At some sites Atlantic Aviation also earns revenue from refueling and de-icing some commercial airlines on a fee for service basis.

Expenses associated with non-fuel revenue (cost of revenue non-fuel) include de-icing fluid costs and payments to airport authorities which vary from site to site. Cost of revenue non-fuel is directly related to the volume of services provided and therefore generally increases in line with non-fuel revenue in dollar terms.

Atlantic Aviation incurs expenses in operating and maintaining each FBO. Operating expenses include rent and insurance, which are generally fixed in nature and other expenses, such as salaries, that generally increase with the level of activity. In addition, Atlantic Aviation incurs general and administrative expenses at the head office that include senior management expenses as well as accounting, information technology, human resources, environmental compliance and other corporate costs.

## **Results of Operations**

### **Consolidated**

#### **Key Factors Affecting Operating Results**

strong performance from our energy-related businesses reflecting:  
an increase in average storage rates at IMTT; and  
an increase in contribution margin at The Gas Company; partially offset by  
reduced spill response activity in 2011 compared with 2010 at IMTT.  
improved contribution from Atlantic Aviation reflecting:  
increased volume of general aviation fuel sold; and  
lower interest expense.

TABLE OF CONTENTS**Results of Operations: Consolidated (continued)**

Our consolidated results of operations are as follows:

	Year Ended December 31,			Change (From 2010 to 2011)		Change (From 2009 to 2010)	
	2011	2010	2009	Favorable/(Unfavorable)		Favorable/(Unfavorable)	
	(\$ In Thousands) (Unaudited)			\$	%	\$	%
Revenue							
Revenue from product sales	\$639,521	\$514,344	\$394,200	125,177	24.3	120,144	30.5
Revenue from product sales utility	140,746	113,752	95,769	26,994	23.7	17,983	18.8
Service revenue	203,532	204,852	215,349	(1,320 )	(0.6 )	(10,497 )	(4.9 )
Financing and equipment lease income	4,992	7,843	4,758	(2,851 )	(36.4 )	3,085	64.8
Total revenue	988,791	840,791	710,076	148,000	17.6	130,715	18.4
Costs and expenses							
Cost of product sales	437,049	326,734	233,376	(110,315 )	(33.8 )	(93,358 )	(40.0 )
Cost of product sales utility	116,413	90,542	73,907	(25,871 )	(28.6 )	(16,635 )	(22.5 )
Cost of services	52,744	53,088	46,317	344	0.6	(6,771 )	(14.6 )
Gross profit	382,585	370,427	356,476	12,158	3.3	13,951	3.9
Selling, general and administrative	202,486	201,787	209,783	(699 )	(0.3 )	7,996	3.8
Fees to manager related party	15,475	10,051	4,846	(5,424 )	(54.0 )	(5,205 )	(107.4 )
Goodwill impairment			71,200			71,200	100.0
Depreciation	33,815	29,721	36,813	(4,094 )	(13.8 )	7,092	19.3
Amortization of intangibles	42,107	34,898	60,892	(7,209 )	(20.7 )	25,994	42.7
Loss on disposal of assets	1,522	17,869		16,347	91.5	(17,869 )	NM
Total operating expenses	295,405	294,326	383,534	(1,079 )	(0.4 )	89,208	23.3
Operating income (loss)	87,180	76,101	(27,058 )	11,079	14.6	103,159	NM
Other income (expense)							
Interest income	112	29	119	83	NM	(90 )	(75.6 )
Interest expense <sup>(1)</sup>	(59,361 )	(106,834 )	(95,456 )	47,473	44.4	(11,378 )	(11.9 )
Equity in earnings and amortization charges of investees	22,763	31,301	22,561	(8,538 )	(27.3 )	8,740	38.7
Loss on derivative instruments			(25,238 )			25,238	100.0
Other income, net	912	712	570	200	28.1	142	24.9
Net income (loss) from continuing operations before income taxes	51,606	1,309	(124,502 )	50,297	NM	125,811	101.1
(Provision) benefit for income taxes	(22,718 )	8,697	15,818	(31,415 )	NM	(7,121 )	(45.0 )
Net income (loss) from continuing operations	\$28,888	\$10,006	\$(108,684 )	18,882	188.7	118,690	109.2
Net income (loss) from discontinued operations, net of taxes		81,323	(21,860 )	(81,323 )	(100.0)	103,183	NM
Net income (loss)	\$28,888	\$91,329	\$(130,544 )	(62,441 )	(68.4 )	221,873	170.0
Less: net income (loss) attributable to noncontrolling interests	1,545	659	(1,377 )	(886 )	(134.4)	(2,036 )	(147.9)
	\$27,343	\$90,670	\$(129,167 )	(63,327 )	(69.8 )	219,837	170.2

Net income (loss) attributable to MIC  
LLC

NM Not meaningful

Interest expense includes non-cash gains on derivative instruments of \$18.2 million for the year ended December (1)31, 2011. For the years ended December 31, 2010 and 2009, interest expense includes non-cash losses on derivative instruments of \$23.4 million and \$4.3 million, respectively.

**Gross Profit**

Consolidated gross profit increased from 2010 to 2011 reflecting improved results for fuel gross profit at Atlantic Aviation and The Gas Company generally, offset by decreases at District Energy and in non-fuel gross profit at Atlantic Aviation.

Consolidated gross profit increased from 2009 to 2010 reflecting improved results at our energy-related businesses and in fuel-related services at Atlantic Aviation, offset by a decrease in non-fuel gross profit from Atlantic Aviation.

55

---

TABLE OF CONTENTS**Results of Operations: Consolidated (continued)****Selling, General and Administrative Expenses**

Selling, general and administrative expenses increased from 2010 to 2011 at Corporate, primarily due to the arbitration proceedings between MIC and its IMTT co-investor, offset by decreases at The Gas Company and Atlantic Aviation.

Selling, general and administrative expenses decreased from 2009 to 2010 at all of our consolidated businesses, particularly at Atlantic Aviation.

**Fees to Manager**

Base management fees to our Manager increased in line with our increased market capitalization. Our Manager elected to reinvest its base management fees for the following quarters of 2011, 2010 and 2009 in additional LLC interests as follows:

Period	Base Management Fee Amount (\$ in thousands)	LLC Interests Issued	Issue Date
2011 Activities:			
Fourth quarter 2011	\$ 4,222	(1)	(1)
Third quarter 2011	3,465	130,344	November 30, 2011
Second quarter 2011	4,156	179,623	August 31, 2011
First quarter 2011	3,632	144,742	June 6, 2011
2010 Activities:			
Fourth quarter 2010	\$ 3,214	136,079	March 22, 2011
First quarter 2010	2,189	155,375	June 11, 2010
2009 Activities:			
Fourth quarter 2009	\$ 1,894	138,955	March 31, 2010
Third quarter 2009	1,639	180,309	December 2, 2009
Second quarter 2009	851	149,795	September 4, 2009

(1) LLC interests for the fourth quarter 2011 base management fee will be issued to the Manager during the first quarter of 2012.

The base management fees in the amount of \$2.3 million and \$2.4 million for the second and third quarters of 2010, respectively, were paid in cash to our Manager during the third and fourth quarters of 2010, respectively. The base management fee in the amount of \$462,000 for the first quarter of 2009 was paid in cash to our Manager during the second quarter of 2009.

**Goodwill Impairment**

There were no impairment charges in 2011 or 2010. During the first six months of 2009, we recognized goodwill impairment charges of \$71.2 million at Atlantic Aviation.

### **Depreciation**

Depreciation for 2011 includes non-cash write-offs of \$2.9 million primarily associated with the leasehold improvements recorded during the quarter ended September 30, 2011 at Atlantic Aviation. This write-off was due to the consolidation of two FBOs it operated at one airport. In addition, depreciation for 2011 includes non-cash asset impairment charges of \$1.4 million recorded at Atlantic Aviation during the quarter ended June 30, 2011. The impairment charges resulted from adverse trading conditions specific to three small locations. There were no impairment charges in 2010.

Depreciation for 2009 includes non-cash asset impairment charges of \$7.5 million during the first six months of 2009 recorded at Atlantic Aviation.

TABLE OF CONTENTS

## **Results of Operations: Consolidated (continued)**

### **Amortization of Intangibles**

The increase in amortization of intangible expenses from 2010 to 2011 reflects the non-cash impairment charges of \$7.3 million recorded at Atlantic Aviation during the quarter ended June 30, 2011. The impairment charges resulted from adverse trading conditions specific to three small locations. There were no impairment charges in 2010.

Amortization of intangibles expense for 2009 includes non-cash asset impairment charges of \$23.3 million recorded during the first six months of 2009 by Atlantic Aviation. These impairments reduced the amortizable balance.

### **Loss on disposal of assets**

During 2011 and 2010, Atlantic Aviation concluded that several of its sites did not have sufficient scale or serve a market with sufficiently strong growth prospects to warrant continued operations at these sites. Atlantic Aviation sold certain FBOs and reinvested the proceeds in the acquisition of two FBOs in Oregon during the third quarter of 2011.

Accordingly, Atlantic Aviation recorded \$1.5 million, of which \$617,000 was non-cash, and \$17.9 million of non-cash losses on disposal of assets in 2011 and 2010, respectively.

### **Interest Expense and Loss on Derivative Instruments**

Interest expense includes non-cash gains on derivative instruments of \$18.2 million for 2011. For 2010 and 2009, interest expense includes non-cash losses on derivative instruments of \$23.4 million and \$4.3 million, respectively. The change in the non-cash gains (losses) on derivatives recorded in interest expense is attributable to the change in fair value of interest rate swaps and includes the reclassification of amounts from accumulated other comprehensive loss into earnings. Excluding the portion related to non-cash gains (losses) on derivatives, interest expense decreased due primarily to a lower principal balance at Atlantic Aviation, partially offset by the expiration of an interest rate basis swap agreements in March 2010 at each of the consolidated operating businesses.

### **Equity in Earnings and Amortization Charges of Investees**

The decrease in equity in the earnings in 2011 compared with 2010 primarily reflects our share of the decrease in operating results of IMTT. IMTT's operating results reflect a lower level of spill response activity and related gross profit, as a result of the BP oil spill in 2010, and our share of the increase in net non-cash derivative losses.

Our equity in the earnings of IMTT increased from 2009 to 2010 reflecting our share of the improved operating results of the business due to higher level of spill response activity and related gross profit, as a result of the BP oil spill in 2010, offset by our share of net non-cash derivative losses 2010 compared with our share of net non-cash derivative gains in 2009.

### **Income Taxes**

For 2011, we expect that any consolidated taxable income will be fully offset by our NOL carryforwards. At December 31, 2011, our federal NOL balance was \$135.2 million. This balance excludes the NOL carryforwards of District Energy (see District Energy *Income Taxes* below). For 2011, we expect to pay a federal Alternative Minimum Tax of less than \$250,000.

As we own less than 80% of IMTT and District Energy, these businesses are not included in our consolidated federal tax return. These businesses file separate federal income tax returns. We expect that dividends from District Energy in 2011 will be treated as taxable dividends and qualify for the 80% Dividends Received Deduction (DRD).

For 2011, our full year federal and state income taxes will be approximately \$22.7 million, or 44.02% of net income before taxes. The provision for income taxes includes \$6.1 million for state and local income taxes. As discussed below, the provision for state and local income taxes includes a valuation allowance of approximately \$1.3 million for the use of certain state NOL carryforwards. The difference between our effective tax rate and the U.S. federal statutory rate of 35% is primarily attributable to state and local income taxes and adjustments for our less than 80% owned businesses.



TABLE OF CONTENTS

## **Results of Operations: Consolidated (continued)**

For 2010, we reported a consolidated net operating loss, for which we recorded a deferred tax benefit. Further, our taxable income for 2010 included a capital loss of approximately \$10.4 million on the disposal of our airport parking business, which we carriedback to 2009. The carriedback eliminated our 2009 consolidated taxable income.

For 2009, we reported consolidated federal taxable income of \$11.5 million, which was offset by a portion of our consolidated federal NOL carryforward. For 2009, we paid a federal Alternative Minimum tax of \$203,000.

### **Valuation allowance:**

As discussed in Note 17, *Income Taxes*, in our consolidated financial statements in *Financial Statements and Supplementary Data* in Part II, Item 8, of our Form 10-K for our 2010 fiscal year (filed on February 23, 2011), from the date of sale of the noncontrolling interest in District Energy and onwards, we evaluate the need for a valuation allowance against our deferred tax assets without taking into consideration the deferred tax liabilities of District Energy. As of December 31, 2009, our valuation allowance was approximately \$20.6 million.

In 2011, we increased the valuation allowance by \$1.3 million for certain state NOL carryforwards.

During 2010 we reduced the valuation allowance to approximately \$9.2 million, resulting in a net decrease of \$11.4 million. Of this decrease, \$1.8 million has been recorded as part of the benefit for federal and state income taxes included in continuing operations on the consolidated statements of operations. The remaining \$9.6 million of the decrease is included in net income from discontinued operations.

In calculating our consolidated state income tax provision, we have provided a valuation allowance for certain state income tax NOL carryforwards, the utilization of which is not assured beyond a reasonable doubt. In addition, we expect to incur certain expenses that will not be deductible in determining state taxable income. Accordingly, these expenses have also been excluded in determining our state income tax expense.

### **Discontinued Operations**

On June 2, 2010, we concluded the sale in bankruptcy of PCAA, resulting in a pre-tax gain of \$130.3 million, of which \$76.5 million related to the forgiveness of debt. The results of operations from this business and the gain from the bankruptcy sale are separately reported as discontinued operations in our consolidated financial statements and prior comparable periods have been restated to conform to the current period presentation. See Note 4, *Discontinued Operations*, in our consolidated financial statements in *Financial Statements and Supplementary Data* in Part II, Item 8, of this Form 10-K for financial information and further discussions.

### **Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) excluding non-cash items and Free Cash Flow**

We have disclosed EBITDA excluding non-cash items for our Company and each of our operating segments in Note 14, *Reportable Segments*, in our consolidated financial statements in *Financial Statements and Supplementary Data* in Part II, Item 8, of this Form 10-K, as a key performance metric relied on by management in evaluating our performance. EBITDA excluding non-cash items is defined as earnings before interest, taxes, depreciation and amortization and noncash items, which includes impairments, derivative gains and losses and adjustments for other non-cash items reflected in the statements of operations. We believe EBITDA excluding non-cash items provides

additional insight into the performance of our operating businesses relative to each other and similar businesses without regard to their capital structure, and their ability to service or reduce debt, fund capital expenditures and/or support distributions to the holding company.

We also disclose Free Cash Flow, as defined by us, as a means of assessing the amount of cash generated by our businesses and supplementing other information provided in accordance with GAAP. We define Free Cash Flow as cash from operating activities, less maintenance capital expenditures and changes in working capital. Working capital movements are excluded on the basis that these are largely timing differences in payables and receivables, and are therefore not reflective of our ability to generate cash.

TABLE OF CONTENTS**Results of Operations: Consolidated (continued)**

We believe that reporting Free Cash Flow will provide our investors with additional insight into our future ability to deploy cash, as GAAP metrics such as net income and cash from operating activities do not reflect all of the items that our management considers in estimating the amount of cash generated by our operating entities. In this Annual Report on Form 10-K, we have disclosed Free Cash Flow for our consolidated results and for each of our operating segments.

We note that Free Cash Flow does not fully reflect our ability to freely deploy generated cash, as it does not reflect required payments to be made on our indebtedness, pay dividends and other fixed obligations or the other cash items excluded when calculating Free Cash Flow. We also note that Free Cash Flow may be calculated in a different manner by other companies, which limits its usefulness as a comparative measure. Therefore, our Free Cash Flow should be used as a supplemental measure and not in lieu of our financial results reported under GAAP.

A reconciliation of net income (loss) attributable to MIC LLC from continuing operations to EBITDA excluding non-cash items and EBITDA excluding non-cash items to Free Cash Flow from continuing operations, on a consolidated basis, is provided below:

	Year Ended December 31,			Change (From 2010 to 2011)		Change (From 2009 to 2010)	
	2011	2010	2009	Favorable/(Unfavorable)		Favorable/(Unfavorable)	
	(\$ in Thousands) (Unaudited)			\$	%	\$	%
Net income (loss) attributable to MIC LLC from continuing operations <sup>(1)</sup>	\$27,343	\$9,483	\$(109,170)				
Interest expense, net <sup>(2)</sup>	59,249	106,805	95,337				
Provision (benefit) for income taxes	22,718	(8,697 )	(15,818 )				
Depreciation <sup>(3)</sup>	33,815	29,721	36,813				
Depreciation cost of services <sup>(3)</sup>	6,639	6,555	6,086				
Amortization of intangibles <sup>(4)</sup>	42,107	34,898	60,892				
Goodwill impairment			71,200				
Loss on disposal of assets	617	17,869					
Loss on derivative instruments			25,238				
Equity in earnings and amortization charges of investees <sup>(5)</sup>	(22,763 )	(16,301 )	(15,561 )				
Base management fees settled in LLC interests	15,475	5,403	4,384				
Other non-cash expense, net	4,678	2,753	2,784				
EBITDA excluding non-cash items from continuing operations	\$189,878	\$188,489	\$162,185	1,389	0.7	26,304	16.2
EBITDA excluding non-cash items from continuing operations	\$189,878	\$188,489	\$162,185				
Interest expense, net <sup>(2)</sup>	(59,249 )	(106,805 )	(95,337 )				
Interest rate swap breakage fee <sup>(2)</sup>	(2,327 )	(5,528 )	(8,776 )				
Non-cash derivative (gains) losses recorded in interest expense <sup>(2)</sup>	(15,917 )	28,938	13,078				

Edgar Filing: Macquarie Infrastructure CO LLC - Form 10-K

Amortization of debt financing costs <sup>(2)</sup>	4,086	4,347	5,121				
Equipment lease receivables, net	3,105	2,761	2,752				
Provision/benefit for income taxes, net of changes in deferred taxes	(3,509 )	(3,032 )	(2,105 )				
Changes in working capital	(25,025 )	(10,615 )	6,058				
Cash provided by operating activities	91,042	98,555	82,976				
Changes in working capital	25,025	10,615	(6,058 )				
Maintenance capital expenditures	(18,062 )	(14,509 )	(9,453 )				
Free cash flow from continuing operations	\$98,005	\$94,661	\$67,465	3,344	3.5	27,196	40.3

Net income (loss) attributable to MIC LLC from continuing operations excludes net income attributable to (1) noncontrolling interests of \$1.5 million, \$523,000 and \$486,000 for the years ended December 31, 2011, 2010 and 2009, respectively.

59

TABLE OF CONTENTS

**Results of Operations: Consolidated (continued)**

- (2) Interest expense, net, includes non-cash gains (losses) on derivative instruments, non-cash amortization of deferred financing fees and interest rate swap breakage fees.
- Depreciation cost of services includes depreciation expense for District Energy, which is reported in cost of services in our consolidated statements of operations. Depreciation and Depreciation cost of services does not
- (3) include acquisition-related step-up depreciation expense of \$7.5 million for the year ended December 31, 2011 and \$6.9 million for the years ended December 31, 2010 and 2009 in connection with our investment in IMTT, which is reported in equity in earnings and amortization charges of investees in our consolidated statements of operations. Amortization of intangibles does not include acquisition-related step-up amortization expense of \$606,000 for the
- (4) year ended December 31, 2011 and \$1.1 million for the years ended December 31, 2010 and 2009 related to intangible assets in connection with our investment in IMTT, which is reported in equity in earnings and amortization charges of investees in our consolidated statements of operations.
- (5) Equity in earnings and amortization charges of investees in the above table includes our 50% share of IMTT's earnings, offset by distributions we received only up to our share of the earnings recorded.

60

---

TABLE OF CONTENTS**Energy-Related Businesses****IMTT**

We account for our 50% interest in IMTT under the equity method. To enable meaningful analysis of IMTT's performance across periods, IMTT's overall performance is discussed below, rather than IMTT's contribution to our consolidated results.

	Year Ended December 31,			Change		Change	
	2011	2010	2009	(From 2010 to 2011)		(From 2009 to 2010)	
	\$	\$	\$	Favorable/(Unfavorable)		Favorable/(Unfavorable)	
	\$	\$	\$	\$	%	\$	%
	(\$ In Thousands) (Unaudited)						
Revenue							
Terminal revenue	417,422	372,205	330,380	45,217	12.1	41,825	12.7
Environmental response revenue	29,670	184,979	15,795	(155,309)	(84.0)	169,184	NM
Total revenue	447,092	557,184	346,175	(110,092)	(19.8)	211,009	61.0
Costs and expenses							
Terminal operating costs	188,222	168,713	156,552	(19,509)	(11.6)	(12,161)	(7.8)
Environmental response operating costs	23,013	115,937	14,792	92,924	80.2	(101,145)	NM
Total operating costs	211,235	284,650	171,344	73,415	25.8	(113,306)	(66.1)
Terminal gross profit	229,200	203,492	173,828	25,708	12.6	29,664	17.1
Environmental response gross profit	6,657	69,042	1,003	(62,385)	(90.4)	68,039	NM
Gross profit	235,857	272,534	174,831	(36,677)	(13.5)	97,703	55.9
General and administrative expenses	30,976	37,125	27,437	6,149	16.6	(9,688)	(35.3)
Depreciation and amortization	64,470	61,277	55,998	(3,193)	(5.2)	(5,279)	(9.4)
Operating income	140,411	174,132	91,396	(33,721)	(19.4)	82,736	90.5
Interest expense, net <sup>(1)</sup>	(52,257)	(50,335)	(2,130)	(1,922)	(3.8)	(48,205)	NM
Other income	1,486	1,953	522	(467)	(23.9)	1,431	NM
Unrealized gains on derivative instruments			3,306			(3,306)	(100.0)
Provision for income taxes	(34,820)	(53,521)	(38,842)	18,701	34.9	(14,679)	(37.8)
Noncontrolling interest	137	(165)	332	302	183.0	(497)	(149.7)
Net income	54,957	72,064	54,584	(17,107)	(23.7)	17,480	32.0
Reconciliation of net income to EBITDA excluding non-cash items:							
Net income	54,957	72,064	54,584				
Interest expense, net <sup>(1)</sup>	52,257	50,335	2,130				
Provision for income taxes	34,820	53,521	38,842				
Depreciation and amortization	64,470	61,277	55,998				
Unrealized gains on derivative instruments			(3,306)				
Other non-cash income	(114)	(361)	(590)				
EBITDA excluding non-cash items	206,390	236,836	147,658	(30,446)	(12.9)	89,178	60.4
EBITDA excluding non-cash items	206,390	236,836	147,658				
Interest expense, net <sup>(1)</sup>	(52,257)	(50,335)	(2,130)				

Edgar Filing: Macquarie Infrastructure CO LLC - Form 10-K

Non-cash derivative losses (gains) recorded in interest expense <sup>(1)</sup>	16,655	15,653	(27,380 )				
Amortization of debt financing costs <sup>(1)</sup>	3,233	2,011	543				
Provision for income taxes, net of changes in deferred taxes	(8,169 )	(12,514 )	(1,593 )				
Changes in working capital	(36,701 )	4,536	16,284				
Cash provided by operating activities	129,151	196,187	133,382				
Changes in working capital	36,701	(4,536 )	(16,284 )				
Maintenance capital expenditures	(57,257 )	(44,995 )	(39,977 )				
Free cash flow	108,595	146,656	77,121	(38,061 )	(26.0 )	69,535	90.2

NM Not meaningful

(1) Interest expense, net, includes non-cash (losses) gains on derivative instruments and non-cash amortization of deferred financing fees.

61

TABLE OF CONTENTS

## Energy-Related Businesses: IMTT (continued)

### Key Factors Affecting Operating Results:

terminal revenue and terminal gross profit increased principally due to an increase in average tank rental rates; offset by

increased terminal repairs and maintenance costs predominantly in the second and third quarter of 2011;

increased terminal labor costs, predominantly in the second quarter of 2011; and

a decrease in environmental response service revenue and gross profit, principally due to a lower level of spill response activity.

## Year Ended December 31, 2011 Compared with Year Ended December 31, 2010

The increase in terminal revenue primarily reflects growth in storage revenue. Storage revenue grew due to an increase in average rental rates of 13.3% during 2011 as compared with 2010. In 2010, average rental rates increased by 7.2% compared to 2009. Capacity utilization was 94.3% during 2011 compared with 93.6% in 2010.

Over the past six years, IMTT has achieved annual rate increases between 7.1% and 14.8%, and utilization between 93.6% and 95.7% as illustrated below.

	Year Ended December 31,					
	2006	2007	2008	2009	2010	2011
Storage Utilization	95.7 %	94.5 %	94.3 %	94.0 %	93.6 %	94.3 %
Year-on-Year Change in Storage Rates	7.1 %	9.1 %	14.8 %	9.7 %	7.2 %	13.3 %

Terminal operating costs increased during 2011. IMTT management has explained that the causes for the year ended 2011 cost growth included factors beyond their control, such as medical costs and storm related damages, certain costs pulled forward into 2011, increased tank repair and cleaning costs and increased labor costs.

Labor costs and tank repair and cleaning costs were the largest cost increases during 2011. Approximately 30% of the increase in tank repair costs relates to the repair of a construction defect in tanks recently constructed at Bayonne (for some of which IMTT is seeking reimbursement), with the majority of the balance relating to repairs arising as a result of IMTT's various tank inspection programs.

The increase in labor cost was driven by wage increases and unusually high healthcare claims.

Revenue and gross profit from environmental response services decreased during 2011 compared with 2010 due primarily to a lower level of spill response activity in 2011 in comparison to the level of spill response activity as a result of the BP oil spill in 2010.

### General and Administrative Expenses

General and administrative expenses decreased during 2011 compared to 2010 due primarily to the current absence of the costs of the spill response activity associated with the BP oil spill that occurred in 2010.



### **Depreciation and Amortization**

Depreciation and amortization expense increased as IMTT completed several major expansion projects, resulting in higher asset balances.

TABLE OF CONTENTS

## **Energy-Related Businesses: IMTT (continued)**

### **Interest Expense, Net**

Interest expense, net, includes non-cash losses on derivative instruments of \$16.7 million and \$15.7 million for the years ended December 31, 2011 and 2010, respectively. Excluding the non-cash losses on derivative instruments, interest expense for 2011 was higher than 2010 due to interest relating to the issuance of GO Zone bonds in November and December 2010 as well as increased rates on the amended revolving credit facility and letter of credit fees associated with the tax-exempt debt. Cash interest paid was \$31.5 million and \$34.1 million for 2011 and 2010, respectively.

### **Income Taxes**

The business files a consolidated federal income tax return and files a separate state income tax return in six states.

For 2011, IMTT recorded \$28.9 million of federal income tax expense and \$5.9 million of state income tax expense.

IMTT made federal tax payments related to 2011 of \$8.4 million and state payments of \$4.7 million. The federal income tax expense exceeds the cash taxes primarily due to accelerated tax depreciation, which is discussed below.

At December 31, 2010, IMTT expected its current federal and state tax expense for 2010 would be \$5.5 million and \$7.0 million, respectively. The actual current federal and state tax expense amounts for 2010 were \$2.9 million and \$4.7 million, respectively. The primary reason for the reduction in current tax expense was an additional pension plan contribution for the 2010 plan year. At December 31, 2009, IMTT had federal NOLs of \$50.5 million, of which \$5.8 million was carried back to 2008 and \$44.7 million was carried forward and fully utilized in 2010.

The Provision for income taxes, net of changes in deferred taxes of \$8.2 million, in the table above, represents the cash taxes for 2011 of \$13.1 million, offset by a net \$4.9 million reduction in the 2010 current tax expense primarily for pension plan contributions made during 2010.

A significant difference between IMTT's book and federal taxable income relates to depreciation of terminalling fixed assets. For book purposes, these fixed assets are depreciated primarily over 15 to 30 years using the straight-line method of depreciation. For federal income tax purposes, these fixed assets are depreciated primarily over 5 to 15 years using accelerated methods. Most terminalling fixed assets placed in service in 2010 and 2011 qualify for the federal 50% or 100% tax depreciation, except assets placed in service in Louisiana financed with GO Zone Bonds. A significant portion of Louisiana terminalling fixed assets constructed since Hurricane Katrina are financed with Gulf Opportunity Zone Bonds (GO Zone Bonds). GO Zone Bond financed assets are depreciated, for tax purposes, primarily over 9 to 20 years using the straight-line depreciation method. Most of the states in which the business operates do not allow the use of the federal tax depreciation calculation methods.

## **Year Ended December 31, 2010 Compared with Year Ended December 31, 2009**

### **Key Factors Affecting Operating Results**

environmental response service revenue and gross profit increased principally due to spill response work and other activities related to the oil spill in the Gulf of Mexico; and

terminal revenue and gross profit increased principally due to:

increase in average tank rental rates; and

increase in volume of storage under contract.

### **Revenue and Gross Profit**

The increase in terminal revenue primarily reflects growth in storage revenue. Storage revenue grew due to an increase in average rental rates of 7.2% during 2010 and an increase in storage capacity mainly attributable to certain expansion projects at IMTT's Louisiana facilities.

TABLE OF CONTENTS

**Energy-Related Businesses: IMTT (continued)**

Capacity utilization was essentially flat at 93.6% during 2010 compared with 94.0% in 2009. Utilization rates were lower in the second half of 2010, primarily due to tanks being taken out of service for inspection and repairs and maintenance. Many of these tanks were returned to service in early 2011.

Terminal operating costs increased during 2010 as compared to 2009 primarily as a result of an increase in salaries and wages and higher repairs and maintenance.

Revenue and gross profit from environmental response services increased substantially during 2010 primarily due to the increase in spill response activities following the April 20, 2010 BP oil spill in the Gulf of Mexico.

**General and Administrative Expenses**

General and administrative expenses for 2010 increased primarily due to the increase in environmental response services activity compared with 2009. The increase reflects a \$9.1 million increase from the environmental response service business, primarily related to cash and accrued bonuses and sales commissions.

**Depreciation and Amortization**

Depreciation and amortization expense increased as IMTT completed several major expansion projects, resulting in higher asset balances.

**Interest Expense, Net**

Interest expense, net, includes non-cash losses on derivative instruments of \$15.7 million in 2010 and non-cash gains of \$27.4 million in 2009. Excluding the non-cash (losses) gains on derivative instruments, interest expense is higher due to increased rates on the revolving credit facility, an increase in the notional value of the hedged portion of the revolving credit facility and letter of credit fees associated with the additional issuance of Gulf Opportunity Zone Bonds, partially offset by a lower outstanding amount on the revolving credit facility.

Cash interest paid was \$34.1 million and \$29.0 million for years ended December 31, 2010 and 2009, respectively.

**Income Taxes**

For 2010, IMTT recorded \$5.5 million of current federal income tax expense and \$7.0 million of current state income tax expense. For 2009, the business paid state income taxes of approximately \$1.6 million.

TABLE OF CONTENTS**Energy-Related Businesses: The Gas Company**

	Year Ended December 31,			Change (From 2010 to 2011)		Change (From 2009 to 2010)	
	2011	2010	2009	Favorable/(Unfavorable)		Favorable/(Unfavorable)	
	\$	\$	\$	\$	%	\$	%
	(\$ In Thousands) (Unaudited)						
Contribution margin							
Revenue non-utility	112,020	96,855	79,597	15,165	15.7	17,258	21.7
Cost of revenue non-utility	60,369	48,896	36,580	(11,473)	(23.5 )	(12,316)	(33.7 )
Contribution margin non-utility	51,651	47,959	43,017	3,692	7.7	4,942	11.5
Revenue utility	140,746	113,752	95,769	26,994	23.7	17,983	18.8
Cost of revenue utility	102,213	76,891	60,227	(25,322)	(32.9 )	(16,664)	(27.7 )
Contribution margin utility	38,533	36,861	35,542	1,672	4.5	1,319	3.7
Total contribution margin	90,184	84,820	78,559	5,364	6.3	6,261	8.0
Production	7,410	6,725	6,471	(685 )	(10.2 )	(254 )	(3.9 )
Transmission and distribution	19,776	19,269	19,152	(507 )	(2.6 )	(117 )	(0.6 )
Gross profit	62,998	58,826	52,936	4,172	7.1	5,890	11.1
Selling, general and administrative expenses	16,025	16,684	16,720	659	3.9	36	0.2
Depreciation and amortization	7,218	6,649	6,829	(569 )	(8.6 )	180	2.6
Operating income	39,755	35,493	29,387	4,262	12.0	6,106	20.8
Interest expense, net <sup>(1)</sup>	(9,138 )	(16,505 )	(9,250 )	7,367	44.6	(7,255 )	(78.4 )
Other expense	(220 )	(90 )	(355 )	(130 )	(144.4 )	265	74.6
Unrealized losses on derivative instruments			(327 )			327	100.0
Provision for income taxes	(12,225 )	(7,400 )	(7,619 )	(4,825 )	(65.2 )	219	2.9
Net income <sup>(2)</sup>	18,172	11,498	11,836	6,674	58.0	(338 )	(2.9 )
Reconciliation of net income to EBITDA excluding non-cash items:							
Net income <sup>(2)</sup>	18,172	11,498	11,836				
Interest expense, net <sup>(1)</sup>	9,138	16,505	9,250				
Provision for income taxes	12,225	7,400	7,619				
Depreciation and amortization	7,218	6,649	6,829				
Unrealized losses on derivative instruments			327				
Other non-cash expenses	2,279	2,384	1,771				
EBITDA excluding non-cash items	49,032	44,436	37,632	4,596	10.3	6,804	18.1
EBITDA excluding non-cash items	49,032	44,436	37,632				
Interest expense, net <sup>(1)</sup>	(9,138 )	(16,505 )	(9,250 )				
Non-cash derivative (gains) losses recorded in interest expense <sup>(1)</sup>	(225 )	7,334	309				
Amortization of debt financing costs <sup>(1)</sup>	478	478	478				
Provision for income taxes, net of changes in deferred taxes	(3,136 )	(4,333 )	(4,936 )				

Changes in working capital	(9,350 )	(2,079 )	1,327				
Cash provided by operating activities	27,661	29,331	25,560				
Changes in working capital	9,350	2,079	(1,327 )				
Maintenance capital expenditures	(8,503 )	(6,275 )	(3,939 )				
Free cash flow	28,508	25,135	20,294	3,373	13.4	4,841	23.9

(1) Interest expense, net, includes non-cash gains (losses) on derivative instruments and non-cash amortization of deferred financing fees.

(2) Corporate allocation expense, intercompany fees and the tax effect have been excluded from the above table as they are eliminated on consolidation at the MIC Inc. level.

65

---

TABLE OF CONTENTS

## **Energy-Related Businesses: The Gas Company (continued)**

Management believes that the presentation and analysis of contribution margin, a non-GAAP performance measure, is meaningful to understanding the business performance under both a utility rate structure and a non-utility unregulated pricing structure. Regulation of the utility portion of The Gas Company's operations provides for the pass through of increases or decreases in feedstock costs to customers. Changes in the cost of LPG distributed to non-utility customers can be recovered in pricing, subject to competitive conditions.

Contribution margin should not be considered an alternative to revenue, gross profit, operating income, or net income, determined in accordance with U.S. GAAP. A reconciliation of contribution margin to gross profit is presented in the above table. The business calculates contribution margin as revenue less direct costs of revenue other than production and transmission and distribution costs. Other companies may calculate contribution margin differently or may use different metrics and, therefore, the contribution margin presented for The Gas Company is not necessarily comparable with metrics of other companies.

## **Year Ended December 31, 2011 Compared with Year Ended December 31, 2010**

### **Key Factors Affecting Operating Results:**

an increase in non-utility contribution margin driven by effective margin management and increase in the volume of gas sold, partially offset by increased transportation costs; and higher utility contribution margin driven by increase in the volume of gas sold, partially offset by increased transportation costs.

#### **Contribution Margin and Operating Income**

Non-utility contribution margin improved as the result of effective margin management and a 2.9% increase in volume of gas sold, partially offset by increased transportation costs. The increase in transportation costs is due primarily to increase in inter-island barging costs.

Utility contribution margin was higher driven by a 1.5% increase in the volume of gas sold as the Hawaiian economy continues to recover, partially offset by increased cost of inter-island barging.

The Gas Company renegotiated its LPG contract and SNG feedstock contract with Tesoro during 2011, with both contracts now expiring September 30, 2013. The feedstock contract is subject to approval by the HPUC, and such approval is expected by mid-2012. The Gas Company expects that a modest level of savings will be passed through to consumers, all else being equal, via the fuel adjustment charge mechanism and will have no impact on utility contribution margin and minimal impact on the non-utility margin.

Production, transmission and distribution and selling, general and administrative expenses are composed primarily of labor-related expenses and professional fees. On a combined basis, these costs were higher in 2011 compared to 2010, driven primarily by higher vehicle expenses, vendor services and electricity costs. These increases were partially offset by increased allocation of labor costs to capital projects.

**Interest Expense, Net**

Interest expense, net, includes non-cash gains on derivative instruments of \$225,000 for 2011. For 2010, interest expense, net, includes non-cash losses on derivative instruments of \$7.3 million. Excluding the non-cash gains (losses) on derivative instruments, interest expense 2011 was higher primarily due to the expiration of an interest rate basis swap agreement in March 2010 and a contractual increase in interest rate margin for The Gas Company's primary debt facilities beginning June 2011. Cash interest paid was \$8.7 million and \$8.6 million for 2011 and 2010, respectively.



TABLE OF CONTENTS

## **Energy-Related Businesses: The Gas Company (continued)**

### **Income Taxes**

Income from The Gas Company is included in our consolidated federal income tax return, and is subject to Hawaii state income taxes. The tax expense in the table above includes both state taxes and the portion of the consolidated federal tax liability attributable to the business. For 2011, the business expects to pay cash state income taxes of approximately \$1.2 million. Any federal income tax liability is expected to be offset in consolidation from the application of NOLs. The Provision for income taxes, net of changes in deferred taxes of \$3.1 million in the above table, includes \$2.1 million of federal income taxes payable to MIC, which is offset by MIC's NOLs.

The business' federal taxable income differs from book income primarily as a result of differences in the depreciation of fixed assets. The state of Hawaii does not allow the federal bonus depreciation deduction of 100% for 2011 or 50% for 2012 in determining state taxable income.

## **Year Ended December 31, 2010 Compared with Year Ended December 31, 2009**

### **Key Factors Affecting Operating Results**

utility rate increase effective June 11, 2009; and  
effective non-utility margin management.

#### **Contribution Margin and Operating Income**

Utility contribution margin was higher for 2010 due to implementation of a rate increase from June 11, 2009, partially offset by the timing of fuel adjustment charge reconciliations, higher gas hauling and transportation costs and the implementation of the final rate case order. The volume of gas products sold for 2010 was relatively flat compared with 2009.

The Gas Company renegotiated its SNG feedstock contract with Tesoro during 2010. The contract was approved by the HPUC in 2011. Changes in cost of feedstock were passed through to consumers via the fuel adjustment charge mechanism.

Non-utility contribution margin was higher for 2010 as a result of effective margin management. The volume of gas products sold in 2010 was approximately 1.7% higher than 2009. The Gas Company renegotiated its LPG supply contracts during 2010. In the fourth quarter, Chevron had an unexpected shut down, which impacted the business' local supplies, requiring the business to procure higher-priced foreign sources of LPG.

On a combined basis, production, transmission and distribution and selling, general and administrative expenses were 0.8% higher than 2009 primarily due to higher salary and electricity costs, mostly offset by capitalized labor costs.

### **Interest Expense, Net**

Interest expense, net, includes non-cash losses on derivative instruments of \$7.3 million and \$309,000 for 2010 and 2009, respectively. Excluding the non-cash losses on derivative instruments, interest expense was slightly higher in

2010 compared with 2009 due to the expiration of an interest rate basis swap agreement. Cash interest paid was \$8.6 million and \$8.5 million for 2010 and 2009, respectively.

### **Income Taxes**

For 2010, the business had a current state income tax expense of \$830,000 on current state taxable income of \$18.7 million.

### **District Energy**

Customers of District Energy pay two charges to receive chilled water services: a fixed charge based on contracted capacity and a variable charge based on the consumption of chilled water. Capacity charges are typically adjusted annually at a fixed rate or are indexed to the Consumer Price Index (CPI). The terms of the business customer contracts provide for the pass through of increases or decreases in electricity costs, the largest component of the business direct expenses.

TABLE OF CONTENTS**Energy-Related Businesses: District Energy (continued)**

The financial results discussed below reflect 100% of District Energy's performance during the periods presented below.

	Year Ended December 31,			Change (From 2010 to 2011)		Change (From 2009 to 2010)	
	2011	2010	2009	Favorable/(Unfavorable)		Favorable/(Unfavorable)	
	\$	\$	\$	\$	%	\$	%
(\$ In Thousands) (Unaudited)							
Cooling capacity revenue	21,784	21,162	20,430	622	2.9	732	3.6
Cooling consumption revenue	22,707	24,386	20,236	(1,679)	(6.9 )	4,150	20.5
Other revenue	2,957	3,371	3,137	(414 )	(12.3 )	234	7.5
Finance lease revenue	4,992	7,843	4,758	(2,851 )	(36.4 )	3,085	64.8
Total revenue	52,440	56,762	48,561	(4,322 )	(7.6 )	8,201	16.9
Direct expenses electricity	14,641	16,343	13,356	1,702	10.4	(2,987 )	(22.4 )
Direct expenses other <sup>(1)</sup>	19,961	20,349	18,647	388	1.9	(1,702 )	(9.1 )
Direct expenses total	34,602	36,692	32,003	2,090	5.7	(4,689 )	(14.7 )
Gross profit	17,838	20,070	16,558	(2,232 )	(11.1 )	3,512	21.2
Selling, general and administrative expenses	3,374	3,217	3,407	(157 )	(4.9 )	190	5.6
Amortization of intangibles	1,368	1,368	1,368				
Operating income	13,096	15,485	11,783	(2,389 )	(15.4 )	3,702	31.4
Interest expense, net <sup>(2)</sup>	(13,208)	(20,671)	(8,995)	7,463	36.1	(11,676)	(129.8)
Other income	1,478	1,804	1,235	(326 )	(18.1 )	569	46.1
Unrealized losses on derivative instruments			(1,378)			1,378	100.0
(Provision) benefit for income taxes	(212 )	1,844	(773 )	(2,056)	(111.5)	2,617	NM
Noncontrolling interest	(850 )	(1,284 )	(690 )	434	33.8	(594 )	(86.1 )
Net income (loss) <sup>(3)</sup>	304	(2,822 )	1,182	3,126	110.8	(4,004 )	NM
Reconciliation of net income (loss) to EBITDA excluding non-cash items:							
Net income (loss) <sup>(3)</sup>	304	(2,822 )	1,182				
Interest expense, net <sup>(2)</sup>	13,208	20,671	8,995				
Provision (benefit) for income taxes	212	(1,844 )	773				
Depreciation <sup>(1)</sup>	6,639	6,555	6,086				
Amortization of intangibles	1,368	1,368	1,368				
Unrealized losses on derivative instruments			1,378				
Other non-cash expenses (income)	964	(1,082 )	1,009				
EBITDA excluding non-cash items	22,695	22,846	20,791	(151 )	(0.7 )	2,055	9.9
EBITDA excluding non-cash items	22,695	22,846	20,791				
Interest expense, net <sup>(2)</sup>	(13,208)	(20,671)	(8,995)				
Non-cash derivative losses (gains) recorded in interest expense <sup>(2)</sup>	2,587	10,136	(1,158)				

Edgar Filing: Macquarie Infrastructure CO LLC - Form 10-K

Amortization of debt financing costs <sup>(2)</sup>	681	681	681				
Equipment lease receivable, net	3,105	2,761	2,752				
Provision/benefit for income taxes, net of changes in deferred taxes	(868 )						
Changes in working capital	520	(794 )	377				
Cash provided by operating activities	15,512	14,959	14,448				
Changes in working capital	(520 )	794	(377 )				
Maintenance capital expenditures	(659 )	(1,207 )	(1,001 )				
Free cash flow	14,333	14,546	13,070	(213 )	(1.5 )	1,476	11.3

NM Not meaningful

(1) Includes depreciation expense of \$6.6 million, \$6.6 million and \$6.1 million for the years ended December 31, 2011, 2010 and 2009, respectively.

(2) Interest expense, net, includes non-cash (losses) gains on derivative instruments and non-cash amortization of deferred financing fees.

(3) For the year ended December 31, 2009, corporate allocation expense and the tax effect have been excluded from the above table as they are eliminated on consolidation at the MIC Inc. level.

68

TABLE OF CONTENTS

**Energy-Related Businesses: District Energy (continued)**  
**Year Ended December 31, 2011 Compared with Year**  
**Ended December 31, 2010**

**Key Factors Affecting Operating Results:**

an increase in capacity revenue from new customers and annual inflation-linked increases in contract capacity rates;  
and

decreased other direct expenses due to lower real estate taxes.

**Gross Profit**

Excluding the finance lease revenue adjustment in 2010 discussed below, gross profit increased due primarily to an increase in cooling capacity revenue from new customers and annual inflation-related increases of contract capacity rates, in accordance with customer contract terms, and lower real estate taxes related to a successful tax appeal at one of the business facilities. The increase was partially offset by lower consumption revenue, net of electricity costs, due to cooler average temperatures during the second and third quarters of 2011 compared with 2010.

**Finance Lease Revenue**

Finance lease revenue is comprised of the interest portion of lease payments received from equipment leases with various customers primarily in Las Vegas. The principal receipts on these equipment leases are recorded in cash from operating activities in the cash flow statement.

Finance lease revenue decreased by \$2.9 million in 2011 compared with 2010 primarily due to a one-time \$2.5 million adjustment made in 2010 to the allocation of cash received from customers between principal and interest since the inception of the lease. The increase in the interest portion of the lease in 2010 was directly offset by a decrease in other non-cash (income) expenses on District Energy and the consolidated statement of cash flows in 2010. This has no effect on free cash flow or cash from operating activities, as discussed in Management's Discussion and Analysis of Financial Condition and Results of Operations Liquidity and Capital Resources in Part II, Item 7.

**Selling, General and Administrative Expenses**

Selling, general and administrative expenses were higher compared with 2010 due to a larger accrual for performance-linked management incentives earned in 2011.

**Other Income**

Other income decreased due to lower payments received under agreements to manage the business energy consumption during periods of peak demand on the Illinois electricity grid.

**Interest Expense, Net**

Interest expense, net, includes non-cash losses on derivative instruments of \$2.6 million and \$10.1 million for 2011 and 2010, respectively. Excluding the non-cash losses on derivative instruments, interest expense was slightly higher

in 2011 compared with 2010 due to the expiration of an interest rate basis swap agreement in March 2010. Cash interest paid was \$10.0 million and \$9.8 million for 2011 and 2010, respectively.

### **Income Taxes**

For periods prior to the sale of 49.99% noncontrolling interest in the business in December 2009, the income from District Energy was included in our consolidated federal income tax return and District Energy filed a separate Illinois state income tax return. For periods after December 2009, District Energy files a separate federal income tax return and will continue to file a separate Illinois state income tax return.

TABLE OF CONTENTS

## **Energy-Related Businesses: District Energy (continued)**

As of December 31, 2011, the business has approximately \$16.4 million in federal NOL carryforwards available to offset positive taxable income and \$23.1 million in Illinois state NOL carryforwards, for which utilization is deferred until 2015. For 2011, District Energy expects to pay a federal Alternative Minimum Tax of approximately \$112,000 and state income taxes of approximately \$606,000, which is reflected in the Provision/benefit for income taxes, net of changes in deferred taxes of \$868,000 in the above table. The remainder of the change includes \$150,000 of taxes paid in 2011, but attributable to 2010. The business expects to have federal taxable income in 2012 and 2013, which will be wholly offset by NOL carryforwards.

In 2011, Illinois enacted the Taxpayer Accountability and Budget Stabilization Act, which increased the state corporate income tax rate to 7.0% from 4.8% through 2014 and suspended the use of state NOL carryforward through 2014. For 2011, District Energy recorded \$147,000 of deferred state income tax expense due to the increase in Illinois corporate income tax rates enacted in 2011.

## **Year Ended December 31, 2010 Compared with Year Ended December 31, 2009**

### **Key Factors Affecting Operating Results**

an increase in consumption gross profit driven by warmer average temperatures in 2010; and  
a net increase in contracted capacity revenue from new customers.

#### **Gross Profit**

Gross profit increased primarily due to warmer average temperatures during the second and third quarters of 2010 compared with the comparable period in 2009 resulting in higher ton-hour sales. Additionally, cooling capacity revenue increased due to a net increase in contracted capacity provided to new customers that began service predominantly in the second quarter of 2009, and annual inflation-related increases of contract capacity rates, in accordance with customer contract terms.

#### **Finance Lease Revenue**

Finance lease revenue increased by \$3.1 million from 2009 to 2010 primarily due to a one-time \$2.5 million adjustment primarily in the allocation of cash received from customers between principal and interest since the inception of the lease. The increase in the interest portion of the lease in 2010 was directly offset by a decrease in other non-cash (income) expenses on District Energy and the consolidated statement of cash flows in 2010. This has no effect on free cash flow or cash from operating activities, as discussed in Management's Discussion and Analysis of Financial Condition and Results of Operations Liquidity and Capital Resources in Part II, Item 7.

#### **Selling, General and Administrative Expenses**

Selling, general and administrative expenses decreased due to a reduction in incentives. This decrease was offset by a reimbursement from a customer for professional fees related to the Las Vegas plant expansion that occurred in 2009.

### **Other Income**

Other income increased due to the timing of payments earned under agreements to review and manage the business energy consumption during periods of peak demand in 2010.

### **Interest Expense, Net**

Interest expense, net, includes non-cash losses on derivative instruments of \$10.1 million for 2010 and non-cash gains of \$1.2 million for 2009. Excluding the non-cash (losses) gains on derivative instruments, interest expense was higher in 2010 compared with 2009 due to the expiration of an interest rate basis swap agreement and a higher debt balance during 2010 compared with 2009. Cash interest paid was \$9.8 million and \$9.5 million for 2010 and 2009, respectively.

### **Income Taxes**

For 2010 and 2009, District Energy did not pay federal or state income taxes due to its NOL carryforwards.



TABLE OF CONTENTS**Aviation-Related Business****Atlantic Aviation**

	Year Ended December 31,			Change (From 2010 to 2011)		Change (From 2009 to 2010)	
	2011	2010	2009	Favorable/(Unfavorable)		Favorable/(Unfavorable)	
	\$	\$	\$	\$	%	\$	%
	(\$ In Thousands) (Unaudited)						
Revenue							
Fuel revenue	527,501	417,489	314,603	110,012	26.4	102,886	32.7
Non-fuel revenue	156,084	155,933	171,546	151	0.1	(15,613 )	(9.1 )
Total revenue	683,585	573,422	486,149	110,163	19.2	87,273	18.0
Cost of revenue							
Cost of revenue-fuel	363,694	265,493	184,853	(98,201 )	(37.0 )	(80,640 )	(43.6 )
Cost of revenue-non-fuel	18,142	16,397	14,314	(1,745 )	(10.6 )	(2,083 )	(14.6 )
Total cost of revenue	381,836	281,890	199,167	(99,946 )	(35.5 )	(82,723 )	(41.5 )
Fuel gross profit	163,807	151,996	129,750	11,811	7.8	22,246	17.1
Non-fuel gross profit	137,942	139,536	157,232	(1,594 )	(1.1 )	(17,696 )	(11.3 )
Gross profit	301,749	291,532	286,982	10,217	3.5	4,550	1.6
Selling, general and administrative expenses <sup>(1)</sup>	174,148	174,526	179,949	378	0.2	5,423	3.0
Goodwill impairment			71,200			71,200	100.0
Depreciation and amortization	67,336	56,602	89,508	(10,734 )	(19.0 )	32,906	36.8
Loss on disposal of assets	1,522	17,869		16,347	91.5	(17,869 )	NM
Operating income (loss)	58,743	42,535	(53,675 )	16,208	38.1	96,210	179.2
Interest expense, net <sup>(2)</sup>	(36,905 )	(69,409 )	(72,929 )	32,504	46.8	3,520	4.8
Other expense	(244 )	(917 )	(1,451 )	673	73.4	534	36.8
Unrealized losses on derivative instruments			(23,331 )			23,331	100.0
(Provision) benefit for income taxes	(11,952 )	9,497	61,009	(21,449 )	NM	(51,512 )	(84.4 )
Net income (loss) <sup>(3)</sup>	9,642	(18,294 )	(90,377 )	27,936	152.7	72,083	79.8
Reconciliation of net income (loss) to EBITDA excluding non-cash items:							
Net income (loss) <sup>(3)</sup>	9,642	(18,294 )	(90,377 )				
Interest expense, net <sup>(2)</sup>	36,905	69,409	72,929				
Provision (benefit) for income taxes	11,952	(9,497 )	(61,009 )				
Depreciation and amortization	67,336	56,602	89,508				
Goodwill impairment			71,200				
Loss on disposal of assets	617	17,869					
Unrealized losses on derivative instruments			23,331				
Other non-cash expenses	228	1,388	903				
EBITDA excluding non-cash items	126,680	117,477	106,485	9,203	7.8	10,992	10.3
EBITDA excluding non-cash items	126,680	117,477	106,485				

Edgar Filing: Macquarie Infrastructure CO LLC - Form 10-K

Interest expense, net <sup>(2)</sup>	(36,905 )	(69,409 )	(72,929 )				
Interest rate swap breakage fees <sup>(2)</sup>	(2,327 )	(5,528 )	(8,776 )				
Non-cash derivative (gains) losses recorded in interest expense <sup>(2)</sup>	(18,280 )	11,473	13,722				
Amortization of debt financing costs <sup>(2)</sup>	2,927	2,984	3,144				
Provision/benefit for income taxes, net of changes in deferred taxes	(1,481 )	(1,486 )	(190 )				
Changes in working capital	(15,307 )	(1,476 )	9,474				
Cash provided by operating activities	55,307	54,035	50,930				
Changes in working capital	15,307	1,476	(9,474 )				
Maintenance capital expenditures	(8,900 )	(7,027 )	(4,513 )				
Free cash flow	61,714	48,484	36,943	13,230	27.3	11,541	31.2

NM Not meaningful

- (1) Includes \$2.4 million increase in the bad debt reserve in the first quarter of 2009 due to the deterioration of accounts receivable aging.
- (2) Interest expense, net, includes non-cash gains (losses) on derivative instruments, non-cash amortization of deferred financing fees and interest rate swap breakage fees.
- (3) Corporate allocation expense, intercompany fees and the tax effect have been excluded from the above table as they are eliminated on consolidation at the MIC Inc. level.

71

TABLE OF CONTENTS

**Aviation-Related Business: Atlantic Aviation (continued)**

**Key Factors Affecting Operating Results:**

**Year Ended December 31, 2011 Compared with Year Ended December 31, 2010**

higher general aviation ( GA ) volume of fuel sold and marginally higher weighted average GA fuel margins;  
lower cash interest expense driven by reduced debt levels; and  
flat selling, general and administrative expenses.

**Revenue and Gross Profit**

The majority of the revenue and gross profit by Atlantic Aviation is generated through fueling GA aircraft at 65 airports in the U.S. Revenue is categorized according to who owns the fuel used to service these aircraft. If our business owns the fuel, it records the cost to purchase that fuel as cost of revenue-fuel. The business corresponding fuel revenue is its cost to purchase that fuel plus a margin. The business generally pursues a strategy of maintaining, and where appropriate increasing, dollar-based margins, thereby passing any fluctuations in fuel prices to the customer.

Atlantic Aviation also has into-plane arrangements whereby it fuels aircraft with fuel owned by another party. It collects a fee for this service that is recorded as non-fuel revenue. Non-fuel revenue also includes various services such as hangar rentals, de-icing, landing fees, tie-down fees and miscellaneous services.

The business fuel-related revenue and gross profit are driven by the volume of fuel sold and dollar-based margin/fee per gallon. This applies to both fuel and into-plane revenue. Customers will sometimes move from one category to the other.

Management believes discussing total fuel-related revenue and gross profit, including both fuel sales and into-plane arrangements (as recorded in the non-fuel revenue line) and related key metrics on an aggregate basis, provides a more meaningful analysis of Atlantic Aviation's gross profit than a discussion of each item. In 2011, the business derived 66.1% of total gross profit from fuel and fuel-related services compared with 65.1% in 2010.

The increase in gross profit for the year ended December 31, 2011 resulted from an increase in volume of fuel sold and slightly higher margins, due primarily to more efficient fuel procurement. The business also benefited from the contributions from the opening of its Oklahoma City FBO in June 2011 and the acquisition of two Oregon FBOs in September 2011. The increase was partially offset by the divestiture of four FBOs in 2011.

On a same store basis, gross profit increased by 5.2% for 2011. On the same store basis, the volume of GA fuel sold increased by 5.5% and GA average fuel margin increased by 2.5%. Non-fuel and non-GA gross profit increased by 2.2%.

**Selling, General and Administrative Expenses**

Selling, general and administrative expenses for the year ended December 31, 2011 were flat compared with 2010. Higher weather-related expenses in the first quarter of 2011, and higher motor fuel cost and credit card fees

throughout 2011 were offset by lower rent expense resulting from the sale of FBOs and lower insurance premiums. The reduction in insurance premiums were a result of Atlantic Aviation's safety program and safety record.

### **Depreciation and Amortization**

Depreciation for 2011 includes non-cash write-offs of \$2.9 million primarily associated with the leasehold improvements recorded during the quarter ended September 30, 2011 at Atlantic Aviation. This write-off was due to the consolidation of two FBOs it operated at one airport.

In addition, depreciation and amortization of intangible expense for 2011 includes non-cash asset impairment charges of \$8.7 million recorded at Atlantic Aviation during the quarter ended June 30, 2011. The impairment charges resulted from adverse trading conditions specific to three small locations. There were no impairment charges in 2010.

TABLE OF CONTENTS

## **Aviation-Related Business: Atlantic Aviation (continued)**

### **Loss on disposal of assets**

During 2011 and 2010, Atlantic Aviation concluded that several of its sites did not have sufficient scale or serve a market with sufficiently strong growth prospects to warrant continued operations at these sites. Atlantic Aviation sold certain FBOs and reinvested the proceeds in the acquisition of two FBOs in Oregon during the third quarter of 2011. Accordingly, Atlantic Aviation recorded \$1.5 million, of which \$617,000 was non-cash, and \$17.9 million in non-cash losses on disposal of assets in 2011 and 2010, respectively.

### **Interest Expense, Net**

Interest expense, net, includes non-cash gains on derivative instruments of \$20.6 million for the year ended December 31, 2011. For the year ended December 31, 2010, interest expense, net, includes non-cash losses on derivative instruments of \$5.9 million. Excluding the non-cash gains (losses) on derivative instruments, interest expense for year ended December 31, 2011 was lower due to the prepayment of the outstanding principal balance of the term loan debt, partially offset by the expiration of an interest rate basis swap agreement in March 2010.

In connection with the debt prepayments, Atlantic Aviation incurred interest rate swap breakage fees. Cash paid for interest rate swap breakage fees was \$2.3 million for 2011 and \$5.5 million for 2010. The interest rate swap breakage fees are excluded from interest expense, net, in the current quarter as they have been included in interest expense, net, in prior periods as part of the mark-to-market derivative adjustments at Atlantic Aviation. Excluding cash paid for interest rate swap breakage fees, cash interest paid was \$52.0 million for 2011 and \$54.7 million for 2010.

### **Income Taxes**

Income generated by Atlantic Aviation is included in our consolidated federal income tax return. The business files state income tax returns in more than 30 states in which it operates. The tax expense in the table above includes both state taxes and the portion of the consolidated federal tax liability attributable to the business.

The business had approximately \$24.4 million of state NOL carryforwards at December 31, 2011. State NOL carryforwards are specific to the state in which the NOL was generated and various states impose limitations on the utilization of NOL carryforwards. Therefore, the business may incur state income tax liabilities in the future, even if its consolidated state taxable income is less than \$24.4 million.

Atlantic Aviation, as a whole, expects to generate a current year federal taxable income that will be offset by its separate NOLs, although the business expects to pay an Alternative Minimum Income tax of approximately \$300,000 to MIC under the federal tax sharing agreement between the two entities.

The business also expects to have state taxable income in 2011, and pay state income taxes of approximately \$1.3 million.

## **Year Ended December 31, 2010 Compared with Year Ended December 31, 2009**

## Key Factors Affecting Operating Results

higher GA fuel volumes and higher weighted average GA fuel margins;  
lower selling, general and administrative expenses due to ongoing expense reduction initiatives; and  
lower interest expense driven by reduced debt levels; partially offset by  
a decrease in other non-fuel revenue primarily driven by lower landing fees and miscellaneous fixed based operations related-services.

### Revenue and Gross Profit

In 2010, the business derived 65.1% of total gross profit from fuel and fuel-related services. In 2009, Atlantic Aviation derived 63.3% from these services.

TABLE OF CONTENTS

## **Aviation-Related Business: Atlantic Aviation (continued)**

Gross profit for 2010 increased 1.6% compared with 2009 as a result of an increase in aggregate fuel-related gross profit, offset by lower gross profit from other services. The increase in aggregate fuel-related gross profit resulted from a 2.8% increase in GA fuel volume, driven by increased business jet traffic. The full year GA fuel volume increase reflects volume growth in the first nine months of the year and relatively flat volume in the fourth quarter as a result of weaker fuel sales to military customers. Weighted average fuel margin increased by 2.0% compared with the previous year. Margins started to increase in the third quarter and expanded at an accelerated rate in the fourth quarter.

The year-on-year change in fuel-related gross profit includes a number of events which will not reoccur in any given year, such as the G-20 meeting in Pittsburgh in 2009 and the temporary closure of the runway at Rifle airport in 2010. Excluding such events, GA fuel volume would have increased 5.8%, and weighted average fuel related margin would have remained flat in 2010. Margin contraction in the first half of the year was offset by margin expansion in the second half of the year. On the same basis, gross profit from other services would have decreased 1.1% for 2010.

Gross profit from other services decreased by 3.9% for the fourth quarter of 2010 compared with the fourth quarter of 2009. The decrease in other services gross profit mainly reflects non-recurring revenue recorded at a location in December 2009.

### **Selling, General and Administrative Expenses**

Selling, general and administrative expenses decreased from 2009 to 2010 due to the ongoing cost reduction initiatives and a one time increase of \$2.0 million to the bad debt reserve in the first quarter of 2009 due to the deterioration of the accounts receivable aging. Accounts receivables aging improved significantly since the first quarter of 2009. No further adjustment to the bad debt reserve was necessary in subsequent periods as a result of continued improvement in the aging of accounts receivables. Excluding this one-time adjustment in 2009, the underlying selling, general and administrative expenses would have decreased by a 1.9% in 2010.

### **Goodwill Impairment**

In addition to its annual impairment test in the fourth quarter, the business performed an impairment test at the reporting unit level during the first six months of 2009. Goodwill is considered impaired when the carrying amount of a reporting unit's goodwill exceeds its implied fair value, as determined under a two step approach. Based on the testing performed, the business recognized goodwill impairment charges of \$71.2 million in the first six months of 2009. There were no impairment charges in 2010.

### **Depreciation and Amortization**

The decrease in depreciation and amortization expense was due to non-cash impairment charges of \$30.8 million incurred in the first half of 2009. There were no impairment charges in 2010.

### **Loss on disposal of assets**

As a result of a strategic review commenced in 2010, Atlantic Aviation concluded that several of its sites did not have sufficient scale or serve a market with sufficiently strong growth prospects to warrant continued operations at these sites. Therefore, Atlantic Aviation has undertaken to exit certain markets and redeploy resources that may be made available in the process into markets which it views as having better growth profiles and recorded \$17.9 million of

non-cash losses on disposal of assets in the consolidated statement of operations during the fourth quarter of 2010.

### **Interest Expense, Net**

Interest expense, net, includes non-cash losses on derivative instruments of \$5.9 million for the year ended December 31, 2010 and \$4.9 million for the year ended December 31, 2009. Excluding the non-cash losses on derivative instruments, interest expense for year ended December 31, 2010 was lower due to an aggregate \$136.7 million of prepayments of the term loan principal since February 2009.



TABLE OF CONTENTS

## **Aviation-Related Business: Atlantic Aviation (continued)**

### **Income Taxes**

While Atlantic Aviation as a whole had a current year federal income tax loss for 2010, certain entities within the business generated state taxable income. For the year ended December 31, 2010, the business paid state income taxes of approximately \$1.2 million.

## **Liquidity and Capital Resources**

### **Consolidated**

Our primary cash requirements include normal operating expenses, debt service, debt principal payments, payments of dividends and capital expenditures. Our primary source of cash is operating activities, although we may borrow against existing credit facilities for growth capital expenditures, issue additional LLC interests or sell assets to generate cash.

On February 21, 2012, our board of directors declared a dividend of \$0.20 per share for the quarter ended December 31, 2011. The dividend will be paid on March 8, 2012 to holders of record on March 5, 2012. Our board authorized and we have paid a \$0.20 dividend for each of the quarters ended September 30, 2011, June 30, 2011 and March 31, 2011.

Contingent upon the favorable outcome related to the IMTT arbitration, and the compliance therewith, and the continued stable performance of our businesses, and subject to prevailing economic conditions, our board of directors expect to increase our dividend to approximately \$0.375 per share per quarter.

We believe that our operating businesses will have sufficient liquidity and capital resources to meet future requirements, including servicing long-term debt obligations and making distribution payments to MIC. We base our assessment of the sufficiency of our liquidity and capital resources on the following assumptions:

our businesses and investments overall generate, and are expected to continue to generate, significant operating cash flow;

the ongoing maintenance capital expenditures associated with our businesses are readily funded from their respective operating cash flow or available financing;

all significant short-term growth capital expenditures will be funded with cash on hand or from committed undrawn credit facilities; and

we will be able to refinance, extend and/or repay the principal amount of maturing long-term debt on terms that can be supported by our businesses.

We have capitalized our businesses, in part, using project-finance style debt. Project-finance style debt is limited-recourse, floating rate, non-amortizing debt with a medium term maturity of between five and seven years. We are prepaying the principal balance in the following three circumstances:

*Atlantic Aviation* apply all excess cash flow to prepay additional debt principal whenever the leverage ratio, as defined in the amended debt agreement, is equal to or greater than 6.0x trailing twelve months EBITDA, as adjusted, and apply 50% of excess cash flow to prepay debt whenever the leverage ratio is equal to or greater than 5.5x trailing twelve months EBITDA and below 6.0x;

*Atlantic Aviation* apply all excess cash flow generated in the fourth quarter of 2012 and thereafter to prepay the principal balance on its term loan facility; and

*District Energy* apply all excess cash flow generated in the third quarter of 2012 and thereafter to prepay the principal balance on its term loan facility.

At December 31, 2011, the average remaining maturity of the drawn balances of the primary debt facilities across all of our businesses, including our proportional interest in the revolving credit facility of IMTT, was approximately 2.6 years. In light of the improvement in the functioning of the credit markets generally, and the leverage and interest coverage ratios set forth in the following table, we expect each of our businesses and investments to successfully refinance their long-term debt on economically reasonable terms on or before maturity.

TABLE OF CONTENTS**Liquidity and Capital Resources: Consolidated (continued)**

Business/Investment	Debt Facility	Maturity	Type of Ratio <sup>(1)</sup>	Required Ratio <sup>(2)</sup>	Actual Ratio at December 31, 2011	Percent of Headroom Available at December 31, 2011
<b>Energy-Related Businesses:</b>						
IMTT <sup>(3)</sup>	Revolver	June 2014	Leverage	< 4.75x	2.70x	76 %
			Interest Coverage	> 3.00x	6.12x	104 %
The Gas Company <sup>(4)</sup>	Term Loan and Revolver	June 2013	Forward Interest Coverage	> 3.50x	10.07x	188 %
			Backward Interest Coverage	> 3.50x	6.95x	99 %
District Energy <sup>(4)</sup>	Term Loan	September 2014	Leverage	> 6.00 %	8.73 %	46 %
			Interest Coverage	> 1.50x	2.27x	51 %
<b>Aviation-Related Business:</b>						
Atlantic Aviation <sup>(4)</sup>	Term Loan	October 2014	Leverage	< 7.50x	5.98x	25 %
			Debt Service Coverage	> 1.20x	2.12x	77 %

(1) Ratio as per the debt agreement

(2) Maximum leverage permitted, or minimum coverage required as per debt agreement

(3) For a description and material terms of IMTT's debt facilities, see Management's Discussion and Analysis of Financial Condition and Results of Operations *Liquidity and Capital Resources IMTT* in Part II, Item 7

(4) For a description and material terms of our consolidated businesses' debt facilities, see Note 10, Long-Term Debt, in our consolidated financial statements Financial Statements and Supplementary Data in Part II, Item 8, of this Form 10-K

Until March 31, 2010, the Company had a revolving credit facility provided by various financial institutions, including entities within the Macquarie Group. The facility was repaid in full in December 2009 and no amounts were outstanding under the revolving credit facility as of December 31, 2009 or at the facility's maturity on March 31, 2010.

This facility was not renewed or replaced and we have no other holding company debt.

The section below discusses the sources and uses of cash on a consolidated basis and for each of our businesses and investments. All intercompany activities such as corporate allocations, capital contributions to our businesses and distributions from our businesses have been excluded from the tables as these transactions are eliminated in consolidation.

TABLE OF CONTENTS**Liquidity and Capital Resources: Consolidated (continued)****COMMITMENTS AND CONTINGENCIES**

The following table summarizes our future obligations, by period due, as of December 31, 2011, under our various contractual obligations and commitments. We had no off-balance sheet arrangement at that date or currently. The following information does not include IMTT, which is not consolidated.

	Payments Due by Period				
	Total	Less than One Year	1 3 Years	3 5 Years	More than 5 Years
	(\$ In Thousands)				
Long-term debt <sup>(1)</sup>	\$ 1,120,588	\$ 34,535	\$ 1,083,540	\$ 692	\$ 1,821
Interest obligations	112,450	61,766	50,265	211	208
Capital lease obligations <sup>(2)</sup>	2,706	944	1,756	6	
Notes payable	1,272	1,008	186	78	
Operating lease obligations <sup>(3)</sup>	387,595	33,465	63,353	55,863	234,914
Time charter obligations <sup>(4)</sup>	1,253	682	571		
Pension benefit obligations	25,808	2,250	4,882	5,138	13,538
Post-retirement benefit obligations	2,741	323	583	527	1,308
Purchase commitments <sup>(5)</sup>	10,849	10,849			
Other	116	100	16		
Total contractual cash obligations <sup>(6)</sup>	\$ 1,665,378	\$ 145,922	\$ 1,205,152	\$ 62,515	\$ 251,789

The long-term debt represents the consolidated principal obligations to various lenders. The primary debt facilities, (1) which are obligations of the operating businesses and have maturities between 2013 and 2014, are subject to certain covenants, the violation of which could result in acceleration of the maturity dates.

(2) Capital lease obligations are for the lease of certain transportation equipment. Such equipment could be subject to repossession upon violation of the terms of the lease agreements.

(3) This represents the minimum annual rentals required to be paid under non-cancellable operating leases with terms in excess of one year.

(4) The Gas Company currently has a time charter arrangement for the use of two barges for transporting LPG between Oahu and its neighbor islands.

(5) Represents purchase commitments for LPG at The Gas Company.

(6) The above table does not reflect certain long-term obligations, such as deferred taxes, for which we are unable to estimate the period in which the obligation will be incurred.

In addition to these commitments and contingencies, we typically incur capital expenditures on a regular basis to:

maintain our existing revenue-producing assets in good working order ( maintenance capital expenditures ); and expand our existing revenue-producing assets or acquire new ones ( growth capital expenditures ).

See Investing Activities below for further discussion of capital expenditures.

We also have other contingencies, including pending or threatened legal and administrative proceedings that are not reflected above as amounts at this time are not ascertainable. See Legal Proceedings in Part I, Item 3.

Our sources of cash to meet these obligations are as follows:

cash generated from our operations (see Operating Activities below);  
sale of all or part of any of our businesses (see Investing Activities below);  
refinancing our current credit facilities on or before maturity (see Financing Activities below); and  
cash available from our undrawn credit facilities (see Financing Activities below).

TABLE OF CONTENTS

## Liquidity and Capital Resources: Consolidated (continued)

### Analysis of Consolidated Historical Cash Flows from Continuing Operations

	Year Ended December 31,			Change		Change	
	2011	2010	2009	(From 2010 to 2011)		(From 2009 to 2010)	
				Favorable/(Unfavorable)		Favorable/(Unfavorable)	
(\$ In Thousands)	\$	\$	\$	\$	%	\$	%
Cash provided by operating activities	91,042	98,555	82,976	(7,513 )	(7.6 )	15,579	18.8
Cash used in investing activities	(39,682)	(24,774)	(516 )	(14,908)	(60.2)	(24,258)	NM
Cash used in financing activities	(53,137)	(76,528)	(117,818)	23,391	30.6	41,290	35.0

NM Not meaningful

### Operating Activities

Consolidated cash provided by (used in) operating activities comprises primarily the cash from operations of the businesses we own, as described in each of the business discussions below. The cash flow from our consolidated business operations is partially offset by expenses paid by the holding company, including base management fees paid in cash, professional fees, cost associated with being a public company and interest incurred in periods prior to March 31, 2010 on any amounts drawn on our revolving credit facility.

The decrease in consolidated cash provided by operating activities from 2010 to 2011 was due primarily to:

absence of distribution from IMTT in 2011; and  
higher working capital requirements due to increased energy costs at Atlantic Aviation and The Gas Company; partially offset by  
improved operating performance and lower cash interest paid on the reduced term loan balance for Atlantic Aviation; improved operating performance at The Gas Company; and  
\$4.7 million of base management fees paid in cash during 2010 compared to the reinvestment of the 2011 base management fees by our Manager in LLC interests.

Our reported EBITDA excluding non-cash items and free cash flow will be lower if the Manager elects to retain base management fees in cash as compared with its election to reinvest such base management fees in additional LLC interests. The amount by which these items are lower could be material.

The increase in consolidated cash provided by operating activities from 2009 to 2010 was primarily due to:

improved operating performance at Atlantic Aviation due to stable gross profit and cost savings;  
lower interest paid on the reduced term loan balance for Atlantic Aviation and no interest paid on holding company debt;

a larger dividend received from IMTT; and  
improved operating results at the consolidated energy-related businesses.

Distributions from IMTT are reflected in our consolidated cash provided by operating activities only up to our 50% share of IMTT's positive earnings. Distributions in excess of this, and any distributions when IMTT records a net loss, are reflected in our consolidated cash from investing activities as a return of investment in unconsolidated business. No distribution was received from IMTT during 2011. For 2010, \$15.0 million in distributions were included in cash from operating activities compared with \$7.0 million in 2009.

TABLE OF CONTENTS

## **Liquidity and Capital Resources: Consolidated (continued)**

We believe our operating activities overall provide a source of sustainable and stable cash flows over the long-term with the opportunity for future growth due to:

- consistent customer demand driven by the basic nature of the services provided;
- our strong competitive position due to factors including:
  - high initial development and construction costs;
- difficulty in obtaining suitable land near many of our operations (for example, airports, waterfront near ports);
  - long-term concessions/contracts;
- required government approvals, which may be difficult or time-consuming to obtain;
- lack of cost-efficient alternatives to the services we provide in the foreseeable future; and
- product/service pricing that we expect to generally keep pace with price changes due to factors including:
  - consistent demand;
  - limited alternatives;
  - contractual terms; and
  - regulatory rate setting.

### **Investing Activities**

The increase in consolidated cash used in investing activities from 2010 to 2011 was primarily due to:

- acquisition of two Oregon FBOs at Atlantic Aviation during the third quarter of 2011;
- an increase in capital expenditures at The Gas Company; and
- an increase in capital expenditures at Atlantic Aviation due to construction costs of a new FBO at Oklahoma City and FBO facility upgrades at a number of locations; partially offset by
  - cash proceeds received in 2011 for the sale of FBOs at Atlantic Aviation; and
  - a decrease in investment in capital leased asset at District Energy.

The increase in consolidated cash used in investing activities from 2009 to 2010 was primarily due to:

- cash received from the sale of the noncontrolling stake in District Energy in 2009; and
- higher capital expenditures at The Gas Company; partially offset by
  - lower capital expenditures at District Energy in 2010; and
- cash received in 2010 from the PCAA bankruptcy estate for expenses paid on behalf of PCAA during its operations.

The primary driver of provided by (cash used) in investing activities in our consolidated cash flows has been acquisitions of businesses in new and existing segments, and the sale of the noncontrolling stake in District Energy. The other main driver is capital expenditures. Maintenance capital expenditures are generally funded by cash from operating activities and growth capital expenditures are generally funded by drawing on our available credit facilities or with equity capital. We may fund maintenance capital expenditures from credit facilities or equity capital and growth capital expenditures from operating activities from time to time. Acquisitions of businesses are generally funded on a long-term basis through raising additional equity capital and/or project-financing style credit facilities.



TABLE OF CONTENTS

## **Liquidity and Capital Resources: Consolidated (continued)**

In December 2010, the Tax Relief, Unemployment Insurance Reauthorization and Job Creation Act of 2010 (the Act) was signed. The Act provides for 100% bonus depreciation for certain fixed assets placed in service after September 8, 2010 and before January 1, 2012, and 50% bonus depreciation for certain fixed assets placed in service during 2012 for federal income tax purposes. Generally, states do not allow this bonus depreciation deduction in determining state taxable income. Importantly, Illinois and Louisiana, two states in which we have significant operations, do permit the use of bonus depreciation in calculating state taxable income. We took and will take into consideration the benefits of these accelerated depreciation provisions of the Act when evaluating capital expenditure plans for 2011 and 2012.

### **Financing Activities**

The decrease in consolidated cash used in financing activities from 2010 to 2011 was primarily due to:

lower net debt repayments at Atlantic Aviation and no debt repayments at The Gas Company during 2011; and proceeds from long-term debt in 2011 at The Gas Company and Atlantic Aviation and borrowings on line of credit facilities at Atlantic Aviation; partially offset by

dividends paid to our shareholders during 2011; and

an increase in distributions paid to noncontrolling interest in District Energy.

The decrease in consolidated cash used in financing activities from 2009 to 2010 was primarily due to:

higher debt repayment during 2009 at Atlantic Aviation; and

full repayment of the MIC Inc. revolving credit facility during 2009; partially offset by

debt draw downs at District Energy and The Gas Company to fund capital expenditures during 2009;

full repayment on The Gas Company working capital facility during 2010; and

distributions paid to the noncontrolling interest in District Energy.

The primary drivers of cash provided by (used in) financing activities are equity offerings, debt financing of acquisitions and capital expenditures, the subsequent refinancing of our businesses and the repayment of the outstanding principal balance on maturing debt and principal payments on capital leases.

Given the favorable interest rate environment, management is seeking to refinance The Gas Company's credit facilities in 2012 ahead of its maturity in mid-2013.

See below for further description of the cash flows related to our businesses.

## **Energy-Related Businesses**

### **IMTT**

The following analysis represents 100% of the cash flows of IMTT, rather than just the composition of cash flows that are included in our consolidated cash flows. We believe this is the most appropriate and meaningful approach to discussion of the historical cash flow trends of IMTT. We account for our 50% ownership of this business using the equity method. Distributions from IMTT when IMTT records a net loss, or pays distributions in excess of our share of its earnings, are reflected in investing activities in our consolidated cash flow.



TABLE OF CONTENTS**Energy-Related Businesses: IMTT (continued)**

	Year Ended December 31,			Change		Change	
	2011	2010	2009	(From 2010 to 2011)		(From 2009 to 2010)	
				Favorable/(Unfavorable)		Favorable/(Unfavorable)	
(\$ In Thousands)	\$	\$	\$	\$	%	\$	%
Cash provided by operating activities	129,151	196,187	133,382	(67,036 )	(34.2)	62,805	47.1
Cash used in investing activities	(66,133 )	(168,084)	(141,216)	101,951	60.7	(26,868)	(19.0)
Cash (used in) provided by financing activities	(15,781 )	(20,249 )	6,262	4,468	22.1	(26,511)	NM

NM Not meaningful

**Operating Activities**

Cash provided by operating activities at IMTT is generated primarily from storage rentals and ancillary services that are billed monthly and paid on various terms. Cash used in operating activities is mainly for payroll and benefits costs, maintenance and repair of fixed assets, utilities and professional services, interest payments and payments to tax jurisdictions.

Cash provided by operating activities decreased from 2010 to 2011 primarily as a result of the reduced contribution from IMTT's environmental response services business, the timing of payment of various accrued expenses and a larger contribution to the pension fund, partially offset by improved terminal operating results.

In 2010, working capital requirements increased substantially as a result of the timing of payments on work being performed in connection with the BP oil spill in the Gulf of Mexico.

Cash provided by operating activities increased from 2009 to 2010 primarily due to cash received from customers in connection with the BP oil spill in the Gulf of Mexico and improved terminal operating results.

**Investing Activities**

Cash used in investing activities primarily relates to capital expenditures and an investment in a tax-exempt bond escrow.

The decrease in cash used in investing activities from 2010 to 2011 was due primarily to the release of a tax-exempt bond escrow, partially offset by higher capital expenditures in 2011 as compared with 2010. Total capital expenditures increased from \$110.8 million in 2010 to \$130.2 million in 2011.

The increase in cash used in investing activities from 2009 to 2010 was primarily due to the tax-exempt bond escrow, partially offset by lower capital expenditures in 2010 as compared with 2009. Total capital expenditures decreased from \$122.6 million in 2009 to \$110.8 million in 2010 primarily reflecting a reduction in growth capital expenditures, partially offset by an increase in maintenance capital expenditures.

In December 2010, the Tax Relief, Unemployment Insurance Reauthorization and Job Creation Act of 2010 (the Act ) was signed. The Act provides for 100% tax depreciation for certain fixed assets placed in service after September 8, 2010 and before January 1, 2012, and 50% tax depreciation for certain fixed assets placed in service during 2012 for federal income tax purposes. Generally, states do not allow this tax depreciation deduction in determining state taxable income. Importantly, Louisiana, in which IMTT has significant operations, does permit the use of federal tax depreciation in calculating state taxable income. IMTT took and will take into consideration the benefits of these accelerated depreciation provisions of the Act when evaluating capital expenditure plans for 2011 and 2012.

TABLE OF CONTENTS**Energy-Related Businesses: IMTT (continued)****Maintenance and Environmental Capital Expenditure**

IMTT incurs maintenance and environmental capital expenditures to prolong the useful lives and increase the service capacity of existing revenue-producing assets. Maintenance and environmental capital expenditures include the refurbishment of storage tanks, piping, dock facilities and environmental capital expenditures, principally in relation to improvements in containment measures and remediation. During the years ended December 31, 2011, 2010 and 2009, IMTT incurred \$57.3 million, \$45.0 million and \$40.0 million, respectively, on maintenance and environmental capital expenditures, including (i) \$45.9 million, \$37.5 million and \$36.0 million, respectively, principally in relation to refurbishments of tanks, docks and other infrastructure and (ii) \$11.4 million, \$7.5 million and \$4.0 million, respectively, on environmental capital expenditures.

For the full-year 2012, MIC expects IMTT to spend approximately \$50.0 million on maintenance and environmental capital expenditures. MIC anticipates that maintenance and environmental capital expenditures at IMTT will remain at elevated levels through 2014 due to required cleaning and inspection program in Louisiana.

**Growth Capital Expenditure**

During 2011, IMTT incurred growth capital expenditures of \$72.9 million. This compares to growth capital expenditures incurred of \$65.8 million and \$82.6 million for 2010 and 2009, respectively.

IMTT has completed growth projects costing \$65.1 million, of which \$28.0 million related to the construction or upgrade of support infrastructure, primarily docks. These projects are expected to generate \$6.5 million of annualized gross profit and EBITDA as outlined in the table below.

	Anticipated Incremental Gross Profit/EBITDA Annualized	Anticipated Cumulative Gross Profit/EBITDA Annualized
2011	\$ 4.8 million	\$ 4.8 million
2012	\$ 1.7 million	\$ 6.5 million

Since November 2011, the IMTT board has approved incremental growth projects having a total value of \$21.7 million. These projects are expected to generate an additional \$4.8 million of annualized gross profit and EBITDA. These amounts are expected to realize from 2012 to 2014 and are reflected in the table below.

IMTT has growth projects with an estimated total cost of \$241.2 million underway, including \$52.5 million of support infrastructure projects. To date, \$77.6 million has been spent on these projects including \$20.7 million on support infrastructure. The projects are expected to generate an additional \$41.2 million of annualized gross profit and EBITDA, including a \$1.6 million increase in annualized gross profit and EBITDA generated by previously announced projects.

Anticipated Incremental Gross Profit/EBITDA	Anticipated Cumulative Gross Profit/EBITDA
---	--

	Annualized	Annualized
2011	\$ 2.7 million	\$ 2.7 million
2012	\$ 17.9 million	\$ 20.6 million
2013	\$ 15.1 million	\$ 35.7 million
2014	\$ 5.5 million	\$ 41.2 million

Support infrastructure is growth capital expenditure that does not directly generate incremental gross profit or EBITDA as it has no contractual revenue stream associated with it. However, it does facilitate the ongoing growth of IMTT. Examples of such projects include new docks and berths, new truck racks and other inter-modal facilities and new or improved pumps and piping.

## Financing Activities

Cash flows used in financing activities decreased from 2010 to 2011 due primarily to a distribution of \$5.0 million to each shareholder on January 4, 2010 and \$10.0 million to each shareholder on August 9, 2010, as compared with no distributions paid during 2011 and debt issuance costs in 2010 that did not recur. These were partially offset by a decrease in net borrowings on debt facilities.

TABLE OF CONTENTS

**Energy-Related Businesses: IMTT (continued)**

Cash flows from financing activities decreased from 2009 to 2010 primarily due to net debt repayments in 2010 as compared with net borrowings in 2009 and increased distributions to its shareholders. During 2010, IMTT made \$15.0 million of distributions to each of its shareholders, compared with \$7.0 million to each of its shareholders in 2009.

At December 31, 2011, the outstanding balance on IMTT's debt facilities, excluding capitalized leases, consisted of \$336.3 million in letter of credit backed tax exempt bonds, \$187.9 million in bank owned tax exempt bonds, \$86.8 million in revolving credit facilities and \$28.7 million in shareholder loans. The weighted average interest rate of the outstanding debt facilities, including any interest rate swaps and fees associated with