



December 2004

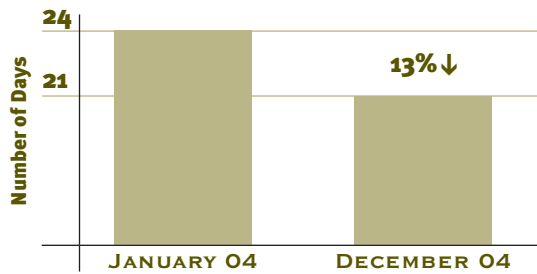
**THIS YEAR HAS BEEN BUSY AND PRODUCTIVE AT THE KING COMPANIES.** We have invested heavily, and have achieved substantial improvements across all of our facilities.

Our investments have helped our company make great progress in three critical areas:

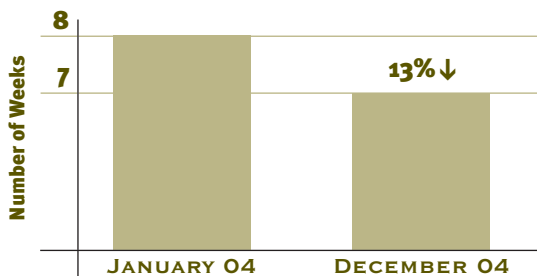
- Delivery improvements
- Capacity
- Production efficiency gains

### DELIVERY IMPROVEMENTS

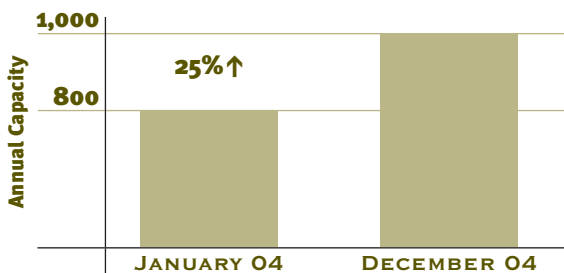
#### EXPEDITED/QUICK SERVICE MOLDS



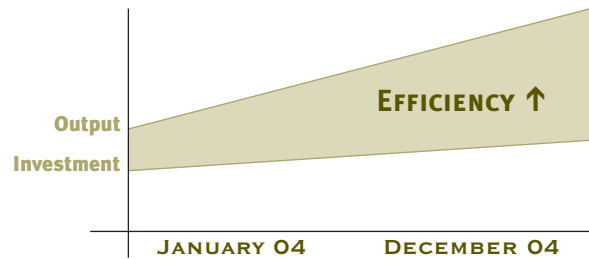
#### STANDARD MOLDS



### CAPACITY INCREASES



### EFFICIENCY GAINS



The King Companies are beginning 2005 stronger than any previous year. We will offer our customers a higher quality product, produced in less time, with built-in flexibility to respond to your priority, scheduling, and design changes.

While we are becoming a better company, we also have many improvements, both major and incremental, to make in 2005. Some priority areas we are focusing our attention:

- Further development of our 3-D model programming
- Direct tread engraved molds
- Quicker turnaround in mold repair and refurbishment.

### OUR OBJECTIVE

Our objective is to be recognized as the company that produces the highest quality tire molds, delivered more quickly, and at competitive prices.

Sincerely,

Michael J. Wells  
President