



November 2003

OUR BUSINESS IS CHANGING AT A BLISTERING PACE. Our desire to stay out front and be proactive determines and shapes our success. We, at the King companies, have been **investing** heavily in our business over the past few years. From the addition of our foundry, King Castings, 1 year ago, to the addition of our model shop, 3 years ago, to the establishment and unending growth of our newest machining plant, King Machine of Charlotte, 5 years ago, we have been driven to be the best tire mold manufacturer in the market.

We would like to highlight several of our major recent **investments**, and how they have made us a continuously better vendor to our customers.

MACHINING

During the past 12 months, King Machine of Charlotte added its 6th CNC production machine, with the addition of its 2nd 4-axis CNC turning center. Our newest machine gives the plant increased capacity, output and flexibility.



King Model has installed its 5th 5-axis CNC model engraving machine. Throughput has been increased and lead-time reduced simultaneously.

King Machine of Akron completely overhauled, retrofitted, and upgraded one of its letter engraving machines by expanding its capability to complete 5-axis, deep-letter, sidewall engraving.

3-D MODEL SOFTWARE

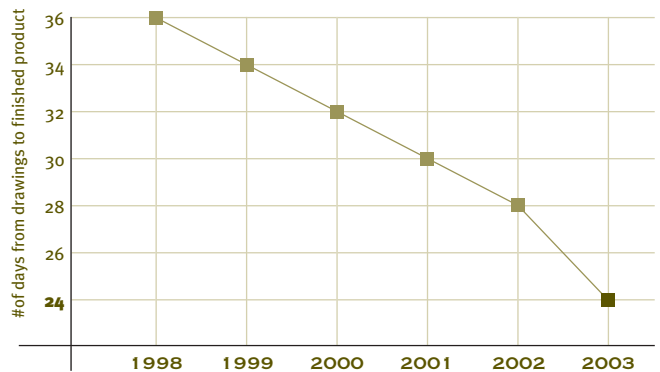
King Model Company also installed and is running its newest CAD/CAM software, Unigraphics. This extremely powerful system keeps King on the cutting edge of model programming. 3-D design engineering is the preferred design method of the future, and we are committed to working side-by-side with our customers toward achieving this result.

ISO 9001:2000 CERTIFICATION

King Machine has invested substantially, both in terms of human resources and dollars, in our quality management system. Our two new mold facilities in Akron, and Charlotte are certified to ISO 9001:2000. Internally, these two plants are making improvements to their manufacturing processes on a daily basis to keep them on the leading edge of quality and speed. Our two repair facilities in Gastonia, NC, and Wilson, NC are following in the footsteps of the new mold facilities, and will be certified before yearend 2003.

SPEED

An excellent example of how these **investments** have benefited our customers can be seen in the speed in which expedited/quick-service molds are produced by the King companies on a regular and consistent basis. Each and every year we have reduced the lead-time needed from drawings to finished product. This has given our customers a competitive advantage in being first to market with their tires.



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