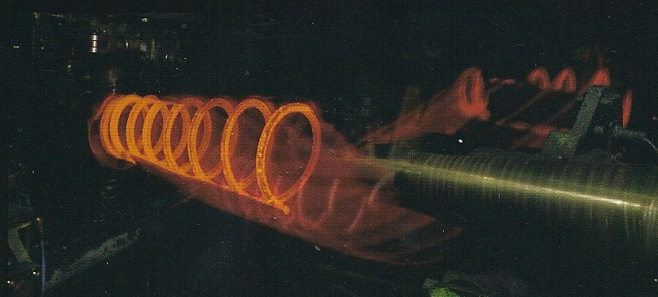
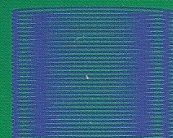


WORLD CLASS SUPPLIER



NASCO
NHK--Associated Spring
Suspension Components Inc.

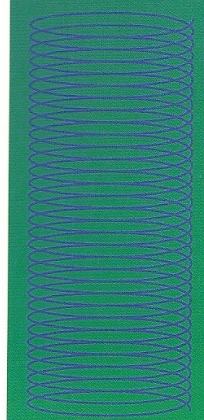
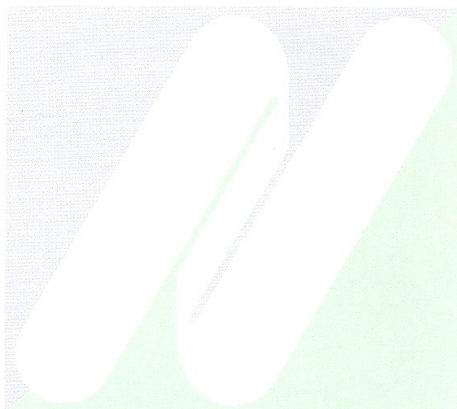
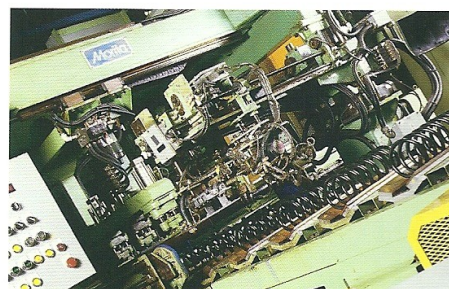
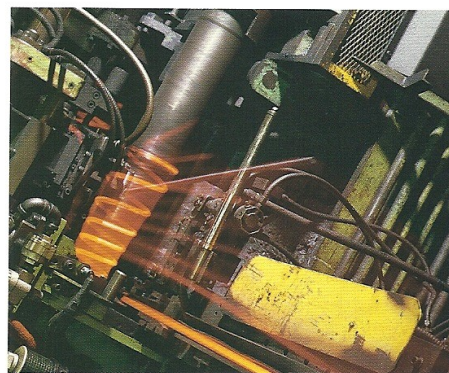
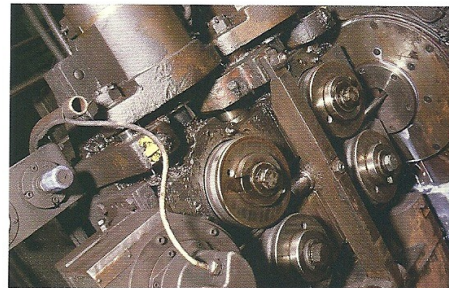
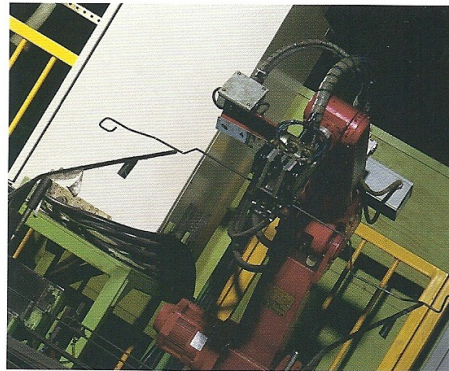


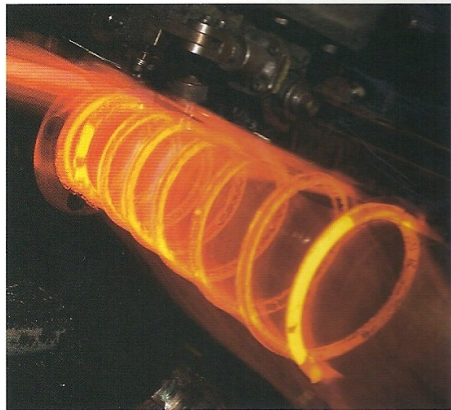
We manufacture the world's finest suspension coil springs and trunk lid torsion bars for the leading Japanese and American auto makers.

NASCO was established in 1986 as a joint venture between NHK Spring Co., LTD of Yokohama, Japan and Associated Spring, Barnes Group, of Bristol, Connecticut. Located in Bowling Green, Kentucky, our plant is situated on 50 acres of land encompassing over 200,000 square feet under one roof. This technologically advanced facility houses NC hot wound coil spring lines, material turning lines, cold drawing equipment and a trunk lid torsion bar facility.

We train and employ nearly 150 people producing over seven million coil springs annually. Our workforce is one of the best in the industry. This is due in part to our extremely low employee turn-over rate and our unique commitment to develop every employee. Each year, several NASCO employees are trained in Japan by our Japanese parent company, NHK Spring Co., LTD.

NASCO's commitment to quality is evidenced by the many quality awards we have received from our customers and the fact that we supply 100% of most of our customer's needs. With our QS-9000 status, NASCO is well-qualified to supply products to all North American auto makers. The NASCO team is proud and driven to serve this highly competitive, demanding group of world-class auto manufacturers with quality, consistency and unrivaled responsiveness to their specific needs. We seek 100% satisfaction from 100% of our customers 100% of the time.





TOP SECRETS TO NASCO QUALITY

At NASCO, our top three priorities are:

- We involve our people at every level with our products.
- We maintain state of the art facilities and machinery.
- We place top priority on our relationships with our suppliers and customers.

QUALITY PHILOSOPHY

Committed to being a world class supplier of high quality products, NASCO has consistently positioned itself in the marketplace by delivering quality products on time and at a competitive price. Our philosophy is built upon continuous quality improvement through defect prevention and preventive maintenance.





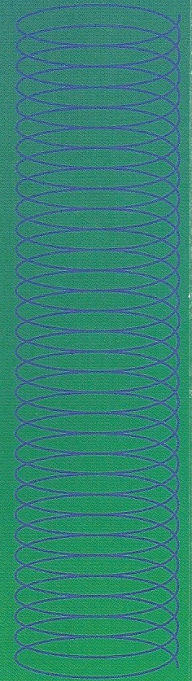
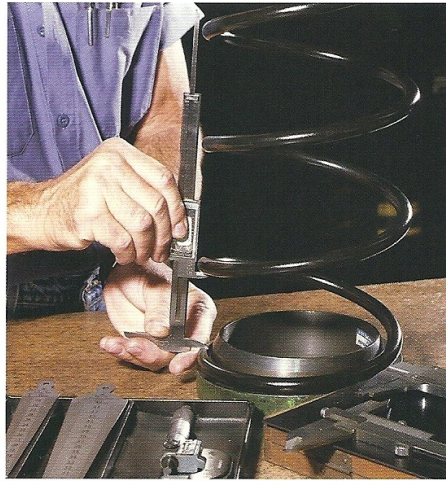
QUALITY EMPLOYEES

NASCO places high priority on recruiting people with excellent character and unquestionable integrity. We look for employees who learn quickly and have the ability and potential to develop good skills through a strong work ethic. We advocate teamwork, employee involvement, special training and environment enhancement by promoting a genuine bottom-up work ethic. This includes a standard of professionalism we emphasize at every level of our workforce.

QUALITY METHODS

One of our most effective methods for building quality into our entire manufacturing process is by daily preventive maintenance. We feel so strongly about this process we devote one entire day per month to insure the equipment stays in top-notch condition. On this Preventive Maintenance Day (PM Day), we perform routine maintenance on all machinery and equipment, and bring employees together to discuss methods for improvement. This increases our ability to consistently produce quality products on a timely basis and with minimal down-time.

During PM Day meetings, we examine last month's productivity results, set new goals and learn about upcoming projects. These meetings instill pride and loyalty among our employees by helping everyone understand the big picture. This is the NASCO way. The way to quality.





QUALITY STEEL

Naturally, quality also depends on the integrity of the raw material we use. Our suppliers provide us with the highest quality steel available in the industry. To ensure this, we regularly collect data to share with our suppliers for on-going evaluation and improvement. As a result of our quality improvement goals and customer needs, a new, high strength, corrosion-resistant steel has been introduced for coil suspension springs.

QUALITY RELATIONSHIPS

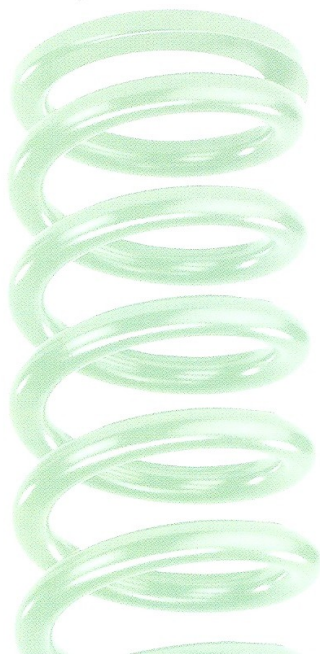
We view our working relationships as a privilege requiring constant communication between supplier, manufacturer, customer and consumer. As customers seek improved efficiencies, NASCO strives to improve productivity, product design, and efficient use of raw material and sub-material. Our quality control philosophy further requires us to respond quickly and decisively to customer claims. At NASCO, we consistently deliver a quality product because we consistently place relationships first. At all levels.





QUALITY AWARDS

These are some of the awards we've received over the years as an industry leader producing quality products and for contributing to the quality of life for our community:

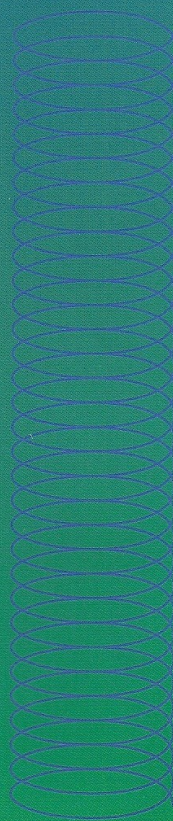


COMMUNITY AWARDS

- 1996 Industry of the Year by the Bowling Green Area Chamber of Commerce
- United Way Superior Contributors Award
- Award for Outstanding Contributors to the Bowling Green International Festival

CUSTOMER AWARDS

- Aeroquip-Inoac Commitment to Excellence Award
- Auto Alliance Quality Award for Total Excellence
- New United Motor Manufacturing Excellence Award
- New United Motor Manufacturing Target Achievement Award
- Nissan Quality Master Award
- Subaru-Isuzu Quality Achievement Award
- Toyota Certificate of Achievement
- Toyota Export Award for Quality Performance
- Toyota Quality Performance Award
- Toyota Superior Value Improvement Performance Award



MEET OUR PROUD PARENTS

NHK SPRING COMPANY, LTD *Yokohama, Japan*

NHK began in 1939 as a leading Japanese producer of suspension springs. With over fifty years experience to its credit, NHK leads the world as the largest independent spring manufacturer. It has ten plants in Japan and over forty affiliates and licensees doing business in over fourteen countries world-wide. With this kind of global presence and excellent performance record, the NHK network is able to service and supply customers world-wide with timely delivery of quality products. NHK supplies springs to all automobile manufacturing plants in Japan. This outstanding reputation prepares NHK to expand its range of products and meet the needs of its customers well into the 21st century.

ASSOCIATED SPRING, BARNES GROUP, INC. *Bristol, Connecticut, USA*

A diversified international company and a leading manufacturer of complex metal components and precision springs for industrial, automotive and aerospace markets, Associated Spring is North America's premier spring manufacturer. Well known as a world class supplier, Associated Spring's long history can be traced back to 1857. Through its advanced engineering and technology, Associated Spring has attained record-breaking achievements in production and quality control. Like NHK, Associated Spring has built a global reputation for serving the best interests of its customers on a local, national and international basis. This is why it has received over 50 quality awards over recent years from a highly diverse group of customers.

One unique aspect of both our parent companies is that they are independent manufacturers. Neither company is dependent upon any single auto maker, allowing us needed flexibility within the auto industry. We acknowledge our extremely favorable position and applaud our two parent companies who provide us with their industry strengths, experience, and a long, outstanding history of accomplishments. NASCO is indeed proud to be an "off-spring" of such well-known and accomplished parents.



NHK SPRING CO., LTD.



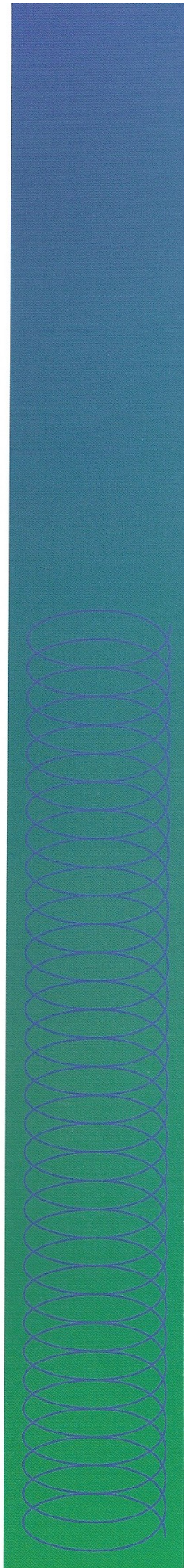



OUR PROCESS ADVANCEMENTS MAKE NASCO THE INDUSTRY BENCHMARK

True to its quality control philosophy, NASCO has broken down significant barriers that existed from old manufacturing methods of years past. For example, we made large scale improvements when we installed additional computer-controlled features and a dual chamber heating furnace. These improvements help control decarburization and spring-load characteristics on our newest coil spring production line.

Furthermore, as an example, NASCO is one of the first spring makers in the world to have three inspection devices built onto our cold draw equipment. These inspection devices include a rotary eddy current that checks for superficial, longitudinal flaws, a coil eddy current for transverse flaw detection, and an ultrasonic tester to detect potential interior defects of the material.

Before the year 2000, we will make use of a new research and development center. By combining science and engineering with continual data collection and analysis, the NASCO approach to manufacturing constantly raises the bar toward added safety, higher quality and efficient productivity. This high standard, the benchmark of our industry, keeps us far ahead of our competitors.





LOOKING AHEAD WITH OPTIMISM

In our 5-year strategic planning efforts, we're constantly looking for new product lines and manufacturing improvements, so that we can be responsive to our customer's demands. We are currently working with our customers for new designs and improvements for model years that are 3-5 years out.

Auto manufacturers who visit the NASCO plant are consistently impressed by our well-organized plant layout, and our high efficiency output. We look forward to every opportunity to bring prospective customers to our facility to see how well our plant operates and to closely examine our quality philosophy in action. At NASCO, seeing is believing. By anticipating the future we are linking our company-wide computer network with our customers, and vendors through EDI (Electronic Data Interchange), and the Internet.

NASCO QUALITY POLICY

NASCO is committed to being a world class supplier of high quality products. Our goal is to further strengthen our position in the marketplace by delivering quality products on time and at a competitive price. This will be achieved by pursuing continuous improvement through the promotion of the following concepts:

- Safety Awareness
- Preventive Maintenance
- Defect Prevention
- Teamwork
- Employee Involvement
- Employee Training
- Environment Enhancement

