

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, DC 20549**

---

OMB APPROVAL

---

OMB Number: 3235-0060

---

Expires: August 31, 2009

---

Estimated average burden  
hours per response . . . 5.0

---

**FORM 8-K**

**CURRENT REPORT**

**Pursuant to Section 13 OR 15(d) of The Securities Exchange Act of 1934**

Date of Report (Date of earliest event reported) **December 14, 2009**

**TRIMAS CORPORATION**

(Exact name of registrant as specified in its charter)

<b>Delaware</b> (State or other jurisdiction of incorporation)	<b>001-10716</b> (Commission File Number)	<b>38-2687639</b> (IRS Employer Identification No.)
---	---	---

**39400 Woodward Avenue, Suite 130, Bloomfield Hills, Michigan 48304**  
(Address of principal executive offices) (Zip Code)

Registrant's telephone number, including area code **(248) 631-5400**

**Not Applicable**

(Former name or former address, if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
  - Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
  - Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
  - Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
- 
-

## **Item 7.01 Regulation FD Disclosure**

On December 14, 2009, TriMas Corporation (the "Corporation") issued a press release announcing that it has launched a cash tender offer and consent solicitation for any and all of its outstanding 9<sup>7</sup>/<sub>8</sub>% Senior Subordinated Notes due 2012 (the "2012 Notes"). The full text of the press release is furnished herewith as Exhibit 99.1 and is incorporated herein by reference.

On December 14, 2009, the Corporation also issued a press release announcing its intent to offer \$250 million aggregate principal amount of senior secured notes due 2017 through a private placement, the proceeds of which, together with cash on hand, the Corporation will use to purchase, redeem or otherwise retire the 2012 Notes. The full text of the press release is furnished herewith as Exhibit 99.2 and is incorporated herein by reference.

The Corporation is disclosing under Item 7.01 of this Current Report on Form 8-K the information attached to this report as Exhibit 99.3, which information is incorporated by reference herein. This information, which has not been previously reported, is excerpted from a Preliminary Offering Circular that is being disseminated in connection with the notes offering described above.

The Corporation is furnishing the information in this Current Report on Form 8-K and in Exhibits 99.1, 99.2 and 99.3 to comply with Regulation FD. Such information, including the accompanying Exhibits 99.1, 99.2 and 99.3, shall not be deemed "filed" for any purpose, including for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of that Section. The information in this Item 7.01 of this Current Report on Form 8-K, including the accompanying Exhibits 99.1, 99.2 and 99.3, shall not be deemed incorporated by reference into any filing under the Exchange Act regardless of any general incorporation language in such filing.

## **Item 8.01 Other Events**

The Corporation has attached hereto as Exhibit 99.4 the audited consolidated balance sheets of the Corporation and its subsidiaries as of December 31, 2008 and December 31, 2007, and the related consolidated statement of operations, shareholders' equity, comprehensive income and cash flows for each of the three years in the three-year period ended December 31, 2008 and related notes to financial statements, reflecting the realignment of the Corporation into five reportable segments as a result of the management reporting and business consolidation changes effective as of April 1, 2009.

## **Item 9.01 Financial Statements and Exhibits**

(d) The following Exhibits are deemed filed or furnished with this Current Report on Form 8-K:

Exhibit 99.1—Press Release issued by TriMas Corporation on December 14, 2009 (furnished solely for purposes of Item 7.01 of this Current Report on Form 8-K)

Exhibit 99.2—Press Release issued by TriMas Corporation on December 14, 2009 (furnished solely for purposes of Item 7.01 of this Current Report on Form 8-K)

Exhibit 99.3—Disclosure regarding TriMas Corporation in connection with the distribution of the Preliminary Offering Circular for \$250,000,000 aggregate principal amount of senior secured notes due 2017 (furnished solely for purposes of Item 7.01 of this Current Report on Form 8-K)

Exhibit 99.4—Audited Consolidated Financial Statements

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

TRIMAS CORPORATION

Date: December 15, 2009

By:           /s/ JOSHUA A. SHERBIN          

Name: Joshua A. Sherbin

Title: *Vice President, General Counsel and Secretary*

## QuickLinks

[Item 7.01 Regulation FD Disclosure](#)

[Item 8.01 Other Events](#)

[Item 9.01 Financial Statements and Exhibits](#)

[SIGNATURES](#)



FOR IMMEDIATE RELEASE

**CONTACT:** Sherry Lauderback  
Vice President, Investor Relations  
& Communications  
(248) 631-5506  
[sherrylauderback@trimascorp.com](mailto:sherrylauderback@trimascorp.com)

**TRIMAS CORPORATION ANNOUNCES TENDER OFFER AND CONSENT SOLICITATION FOR  
9<sup>7</sup>/<sub>8</sub>% SENIOR SUBORDINATED NOTES DUE 2012**

**BLOOMFIELD HILLS, Michigan, December 14, 2009**—TriMas Corporation (NASDAQ: TRS) today announced the Company has launched a cash tender offer and consent solicitation for any and all of its outstanding 9<sup>7</sup>/<sub>8</sub>% Senior Subordinated Notes due 2012 (the "Notes").

**Terms of the Tender Offer and Consent Solicitation**

The Notes and other information relative to the tender offer are set forth in the table below:

<u>Securities</u>	<u>CUSIP/ISIN Numbers</u>	<u>Principal Amount Outstanding</u>	<u>Purchase Price(1)</u>	<u>Consent Payment</u>	<u>Total Consideration(1)</u>
9 <sup>7</sup> / <sub>8</sub> % Senior Subordinated Notes due 2012	896215AC4 896215AB6 USU89616AA18	\$ 256,537,000	\$ 970.25	\$ 50.00	\$ 1,020.25

(1) Does not include accrued and unpaid interest, which will be paid on Notes accepted for purchase.

The tender offer and consent solicitation are being made on the terms and subject to the conditions set forth in an Offer to Purchase and Consent Solicitation Statement dated December 14, 2009 and the related Consent and Letter of Transmittal (together, the "Tender Offer Documents"). The total consideration (the "Total Consideration") for the Notes tendered and accepted for purchase pursuant to the tender offer will be \$1,020.25 for each \$1,000 principal amount of Notes tendered, as specified in the Tender Offer Documents and composed of a Consent Payment and a Purchase Price (as described below). The Company will pay accrued and unpaid interest up to, but not including, the applicable payment date. Each holder who validly tenders its Notes and delivers consents to the Proposed Amendments (as defined below) prior to 5:00 p.m., New York City time, on December 28, 2009 (the "Consent Date") shall be entitled to a consent payment (the "Consent Payment"), which is included in the Total Consideration, of \$50.00 for each \$1,000 principal amount of Notes tendered by such holder if such Notes are accepted for purchase pursuant to the tender offer. Each holder who tenders Notes after the Consent Date shall be entitled to receive \$970.25 for each \$1,000 principal amount of Notes tendered by such holder (the "Purchase Price") and will not be entitled to receive the Consent Payment.

The tender offer will expire at 11:59 p.m., New York City time, on January 12, 2010, unless extended or earlier terminated. Tendered Notes may be withdrawn at any time on or prior to 5:00 p.m., New York City time, on December 28, 2009, unless extended by the Company (the "Withdrawal Deadline"). Payments of the tender consideration for the Notes validly tendered and not validly withdrawn on or prior to the expiration date and accepted for purchase will be made pursuant to the

Tender Offer Documents. Holders may not tender their Notes without delivering their consents to the Proposed Amendments and holders may not deliver their consents without tendering their Notes pursuant to the tender offer. Any tender of Notes prior to the Withdrawal Deadline may be validly withdrawn and the corresponding consents may be revoked at any time prior to the Withdrawal Deadline, but not thereafter except to the extent the Company is required by law to provide additional withdrawal rights. After the Consent Date, and subject to the conditions described below, the Company may accept for purchase Notes validly tendered on or prior to the Consent Date (the "Initial Payment Date," which is currently expected to be December 29, 2009, unless the Consent Date is extended). In connection with the tender offer, the Company is soliciting the consents of the holders of the Notes to proposed amendments to the indenture governing the Notes (the "Proposed Amendments"). The primary purpose of the consent solicitation and Proposed Amendments is to eliminate substantially all of the material restrictive covenants and certain events of default and related provisions in the indenture governing the Notes. In order for the Proposed Amendments to be effective, holders of a majority in aggregate principal amount of the Notes must consent to the Proposed Amendments. Holders of the Notes may not tender their Notes without delivering the related consents.

The consummation of the tender offer is conditioned upon, among other things, (i) the Company having available proceeds from new debt financing and from cash on hand sufficient to pay the aggregate Total Consideration; (ii) the tender of Notes representing a majority of the principal amount of Notes outstanding on or prior to the Consent Date; (iii) the execution of a supplemental indenture implementing the Proposed Amendments; and (iv) satisfaction of the General Conditions (as defined in the Tender Offer Documents). If any of the conditions are not satisfied, the Company may terminate the tender offer and return tendered Notes, may waive unsatisfied conditions and accept for payment and purchase all validly tendered Notes that are not validly withdrawn prior to expiration, may extend the tender offer or may amend the tender offer. Full details of the terms and conditions of the tender offer are included in the Tender Offer Documents.

Credit Suisse Securities (USA), LLC will act as Dealer Manager and Solicitation Agent for the tender offer and consent solicitation. Questions regarding the tender offer or consent solicitation may be directed to Credit Suisse at (212) 538-1862 (collect) or (800) 820-1653 (toll free). Requests for copies of the Tender Offer Documents may be directed to MacKenzie Partners, Inc. at (212) 929-5500 (collect) or (800) 322-2885 (toll free). Beneficial owners also may contact their broker, dealer, commercial bank, trust company or other nominee for assistance concerning the Tender Offer and the Consent Solicitation.

Neither TriMas, the Dealer Manager, nor any other person makes any recommendation as to whether holders of Notes should tender their Notes or provide the related consents, and no one has been authorized to make such a recommendation. Holders of Notes must make their own decisions as to whether to tender their Notes and provide the related consents, and if they decide to do so, the principal amount of the Notes to tender.

This announcement shall not constitute an offer to purchase or a solicitation of an offer to sell any securities. The tender offer and consent solicitation are being made only through and subject to the terms and conditions set forth in the Tender Offer Documents and related materials. Holders of the Notes should read carefully the Tender Offer Documents and related materials before any decision is made with respect to the tender offer and consent solicitation.

#### **Cautionary Notice Regarding Forward-looking Statements**

Any "forward-looking" statements contained herein, including those relating to market conditions or the Company's financial condition and results, expense reductions, liquidity expectations, business goals and sales growth, involve risks and uncertainties, including, but not limited to, risks and uncertainties with respect to general economic and currency conditions, various conditions specific to the Company's business and industry, the Company's substantial leverage, liabilities imposed by the Company's debt instruments, market demand, competitive factors, the Company's ability to maintain compliance with the listing requirements of NASDAQ, supply constraints, material and energy costs,

---

technology factors, litigation, government and regulatory actions, the Company's accounting policies, future trends, and other risks which are detailed in the Company's Annual Report on Form 10-K for the fiscal year ending December 31, 2008, and in the Company's Quarterly Reports on Form 10-Q. These risks and uncertainties may cause actual results to differ materially from those indicated by the forward-looking statements. All forward-looking statements made herein are based on information currently available, and the Company assumes no obligation to update any forward-looking statements.

#### **About TriMas**

Headquartered in Bloomfield Hills, Michigan, TriMas Corporation (NASDAQ: TRS) provides engineered and applied products for growing markets worldwide. TriMas Corporation is organized into five strategic business segments: Packaging, Energy, Aerospace & Defense, Engineered Components and Cequent. TriMas Corporation has approximately 3,800 employees at 70 different facilities in 11 countries. We can be found on the internet at [www.trimascorp.com](http://www.trimascorp.com).

###

---

## QuickLinks

[Exhibit 99.1](#)



FOR IMMEDIATE RELEASE

**CONTACT:** Sherry Lauderback  
Vice President, Investor Relations  
& Communications  
(248) 631-5506  
[sherrylauderback@trimascorp.com](mailto:sherrylauderback@trimascorp.com)

**TRIMAS CORPORATION ANNOUNCES \$250 MILLION SENIOR SECURED NOTE OFFERING**

**BLOOMFIELD HILLS, Michigan, December 14, 2009**—TriMas Corporation (NASDAQ: TRS) today announced its intent to offer to qualified institutional buyers under Rule 144A and to persons outside the United States under Regulation S, \$250 million aggregate principal amount of senior secured notes due 2017. The proceeds of the proposed offering, together with cash on hand, will be used by TriMas Corporation to purchase, redeem or otherwise retire all of its outstanding 9<sup>7</sup>/<sub>8</sub>% senior subordinated notes due 2012. The offering is subject to market and other customary conditions.

The Notes and the related guarantees have not been, and will not be, registered under the Securities Act of 1933 or the securities laws of any other place and may not be offered or sold in the United States absent registration or an applicable exemption there from. The Notes are being offered and sold only to qualified institutional buyers under Rule 144A and to persons outside the United States under Regulation S.

This press release does not constitute an offer to sell or a solicitation of an offer to buy the Notes, nor shall there be any offer, solicitation or sale of any Notes in any jurisdiction in which such offer, solicitation or sale would be unlawful. This notice is being issued pursuant to and in accordance with Rule 135(c) under the Securities Act.

###

---

QuickLinks

[Exhibit 99.2](#)

[TRIMAS CORPORATION ANNOUNCES \\$250 MILLION SENIOR SECURED NOTE OFFERING](#)

## Preliminary Offering Circular Excerpts

### Recent Developments

#### Amended and Restated Credit Agreement

We are seeking to "amend and extend" the revolving credit facility and term loan facility under our senior secured credit agreement. If the proposed amendments to our senior secured credit agreement are approved, and assuming the consummation of this offering and the use of proceeds therefrom, consenting revolving lenders will have the maturity date of their commitments extended from August 2, 2011 to December 15, 2013 and consenting term lenders will have the maturity date of their term loans extended from August 2, 2013 to December 15, 2015. The proposed amendments to our senior secured credit agreement also include increased applicable margins for approving lenders, increased commitment fees for approving revolving lenders, and various additional modifications to our financial and non-financial covenants that in most cases are designed to provide us with improved operating flexibility. See "Description of Other Indebtedness."

Based on preliminary feedback from lenders, we expect that the amendments will be approved and that we will have between \$60.0 million and \$75.0 million of extended maturity date revolving loan commitments and that between \$200.0 million and \$230.0 million of our term loans will be extended. We expect that in connection with the extension of a portion of our revolving loan commitments, our aggregate revolving loan commitments will be reduced from \$90.0 million to \$80.0 million, although the amended and restated credit agreement is expected to provide us with the ability to increase these commitments by \$10.0 million in the future. The feedback we have received to date is preliminary and is therefore subject to change. The consummation of this offering is conditioned upon formal approval of the proposed amendments to the senior secured credit agreement.

#### New Accounts Receivable Facility

We are currently in negotiations with Wachovia Bank, National Association to provide a new \$75.0 million three-year accounts receivable facility to replace our existing \$55.0 million 364 day accounts receivable securitization facility with J.P. Morgan. We currently estimate that our availability under the new accounts receivable facility as of September 30, 2009 would have been between \$38.0 million and \$41.5 million as compared to availability of \$29.8 million under our existing accounts receivable securitization facility. Because availability under the new accounts receivable facility is expected to vary depending on the value of our eligible accounts receivable and customary reserves, our availability may increase or decrease from time to time relative to the amount that would have been available as of September 30, 2009. We estimate that over the twelve months ended September 30, 2009, our availability under the new accounts receivable facility would have varied between \$38.0 million and \$70.0 million. We expect that the new accounts receivable facility will be accounted for as an off-balance sheet arrangement in 2009, however as a result of certain changes in GAAP to be implemented on January 1, 2010, we expect that the facility will be accounted for as an on-balance sheet arrangement thereafter. We expect that the new accounts receivable facility will be finalized and the existing accounts receivable securitization simultaneously terminated on or before December 31, 2009. However, the terms of the new accounts receivable facility are still being negotiated, and accordingly we cannot assure you that we will be able to enter into the new facility with this level of availability or at all. This offering is not conditioned on the finalization of the new accounts receivable facility.

---

## RISK FACTORS

Investing in the notes involves risk. You should carefully consider each of the risks described below, together with all of the other information contained in this offering circular, before deciding to invest in the notes. The risks and uncertainties described below are those that we have identified as material, but are not the only risks and uncertainties facing us. Our business is also subject to general risks and uncertainties that affect other companies, such as overall U.S. and non-U.S. economic and industry conditions, including global economic events, geopolitical events, changes in laws or accounting rules, fluctuations in interest rates and currency exchange rates, terrorism, other international conflicts, natural disasters or other disruptions or unexpected economic/business conditions. Additional risks and uncertainties not currently known to us or that we currently believe are immaterial may also impact our business operations, financial results and liquidity. As a result of any of the following risks, our business, results of operations or financial condition could be materially adversely affected, the trading price of the notes could decline and you may lose all or part of your investment in the notes.

### **Risks Related to the Business**

***Our businesses depend upon general economic conditions and we serve some customers in highly cyclical industries; as such we are subject to the loss of sales and margins due to an economic downturn or recession.***

Our financial performance depends, in large part, on conditions in the markets that we serve in both the U.S. and global economies. Some of the industries that we serve are highly cyclical, such as the automotive, construction, industrial equipment, energy, aerospace and electrical equipment industries. We may experience a reduction in sales and margins as a result of a downturn in economic conditions or other macroeconomic factors. Lower demand for our products may also negatively affect the capacity utilization of our production facilities, which may further reduce our operating margins.

***Many of the markets we serve are highly competitive, which could limit the volume of products that we sell and reduce our operating margins.***

Many of our products are sold in competitive markets. We believe that the principal points of competition in our markets are product quality and price, design and engineering capabilities, product development, conformity to customer specifications, reliability and timeliness of delivery, customer service and effectiveness of distribution. Maintaining and improving our competitive position will require continued investment by us in manufacturing, engineering, quality standards, marketing, customer service and support of our distribution networks. We may have insufficient resources in the future to continue to make such investments and, even if we make such investments, we may not be able to maintain or improve our competitive position. We also face the risk of lower-cost foreign manufacturers located in China, Southeast Asia and other regions competing in the markets for our products and we may be driven as a consequence of this competition to increase our investment overseas. Making overseas investments can be highly complicated and we may not always realize the advantages we anticipate from any such investments. Competitive pressure may limit the volume of products that we sell and reduce our operating margins.

***Increases in our raw material or energy costs or the loss of critical suppliers could adversely affect our profitability and other financial results.***

We are sensitive to price movements in our raw materials supply base. Our largest material purchases are for steel, copper, aluminum, polyethylene and other resins and energy. Prices for these products fluctuate with market conditions and we have experienced sporadic increases recently. We may be unable to completely offset the impact with price increases on a timely basis due to outstanding commitments to our customers, competitive considerations or our customers' resistance to accepting such price increases and our financial performance may be adversely impacted by further price increases. A failure by our suppliers to continue to supply us with certain raw materials or component parts on commercially reasonable terms, or at all, could have a material adverse effect on us. To the

---

extent there are energy supply disruptions or material fluctuations in energy costs, our margins could be materially adversely impacted.

***We may be unable to successfully implement our business strategies. Our ability to realize our business strategies may be limited.***

Our businesses operate in relatively mature industries and it may be difficult to successfully pursue our growth strategies and realize material benefits therefrom. Even if we are successful, other risks attendant to our businesses and the economy generally may substantially or entirely eliminate the benefits. While we have successfully utilized some of these strategies in the past, our growth has principally come through acquisitions.

***Our products are typically highly engineered or customer-driven and we are subject to risks associated with changing technology and manufacturing techniques that could place us at a competitive disadvantage.***

We believe that our customers rigorously evaluate their suppliers on the basis of product quality, price competitiveness, technical expertise and development capability, new product innovation, reliability and timeliness of delivery, product design capability, manufacturing expertise, operational flexibility, customer service and overall management. Our success depends on our ability to continue to meet our customers' changing expectations with respect to these criteria. We anticipate that we will remain committed to product research and development, advanced manufacturing techniques and service to remain competitive, which entails significant costs. We may be unable to address technological advances, implement new and more cost-effective manufacturing techniques, or introduce new or improved products, whether in existing or new markets, so as to maintain our businesses' competitive positions or to grow our businesses as desired.

***We depend on the services of key individuals and relationships, the loss of which could materially harm us.***

Our success will depend, in part, on the efforts of our senior management, including our chief executive officer. Our future success will also depend on, among other factors, our ability to attract and retain other qualified personnel. The loss of the services of any of our key employees or the failure to attract or retain employees could have a material adverse effect on us.

***We have significant goodwill and intangible assets, and future impairment of our goodwill and intangible assets could have a material negative impact on our financial results.***

We test goodwill and indefinite-lived intangible assets for impairment on an annual basis by comparing the estimated fair value of each of our reporting units to their respective carrying values on our balance sheet. More frequent evaluations could become required if we experience changes in our business conditions. In assessing the recoverability of goodwill and indefinite-lived intangible assets, we estimate the fair value of each of our reporting units by calculating the present value of their expected future cash flows and using other valuation measures. We then compare the estimates of fair value with the reporting unit's net asset carrying value on our balance sheet. If carrying value exceeds fair value, then a possible impairment of goodwill exists and further evaluation is performed. Goodwill is evaluated for impairment annually as of October 1 using management's operating budget and internal five-year forecast to estimate expected future cash flows. Projecting discounted future cash flows requires us to make significant estimates regarding future revenues and expenses, projected capital expenditures, changes in working capital and the appropriate discount rate. The projections also take into account several factors including current and estimated economic trends and outlook, costs of raw materials, consideration of our market capitalization in comparison to the estimated fair values of our reporting units determined using discounted cash flow analyses and other factors which are beyond our control.

At September 30, 2009, our goodwill and intangible assets were approximately \$365.2 million and represented approximately 43.3% of our total assets. Our net income of \$11.1 million and \$25.6 million in the nine months ended September 2009 and September 2008, respectively, included no charges for

---

impairment of goodwill and indefinite-lived intangible assets. If we experience declines in sales and operating profit or do not meet our current and forecasted operating budget, we may be subject to future goodwill impairments. In addition, while the fair value of our remaining goodwill exceeds its carrying value, significantly different assumptions regarding future performance of our businesses or significant declines in our stock price could result in additional impairment losses. Because of the significance of our goodwill and intangible assets, any future impairment of these assets could have a material adverse effect on our financial results.

***We may face liability associated with the use of products for which patent ownership or other intellectual property rights are claimed.***

We may be subject to claims or inquiries regarding alleged unauthorized use of a third party's intellectual property. An adverse outcome in any intellectual property litigation could subject us to significant liabilities to third parties, require us to license technology or other intellectual property rights from others, require us to comply with injunctions to cease marketing or using certain products or brands, or require us to redesign, reengineer, or rebrand certain products or packaging, any of which could affect our business, financial condition and operating results. If we are required to seek licenses under patents or other intellectual property rights of others, we may not be able to acquire these licenses on acceptable terms, if at all. In addition, the cost of responding to an intellectual property infringement claim, in terms of legal fees and expenses and the diversion of management resources, whether or not the claim is valid, could have a material adverse effect on our business, results of operations and financial condition.

***We may be unable to adequately protect our intellectual property.***

While we believe that our patents, trademarks and other intellectual property have significant value, it is uncertain that this intellectual property or any intellectual property acquired or developed by us in the future, will provide a meaningful competitive advantage. Our patents or pending applications may be challenged, invalidated or circumvented by competitors or rights granted thereunder may not provide meaningful proprietary protection. Moreover, competitors may infringe on our patents or successfully avoid them through design innovation. Policing unauthorized use of our intellectual property is difficult and expensive, and we may not be able to, or have the resources to, prevent misappropriation of our proprietary rights, particularly in countries where the laws may not protect such rights as fully as in the U.S. The cost of protecting our intellectual property may be significant and have a material adverse effect on our financial condition and future results of operations.

***We may incur material losses and costs as a result of product liability, recall and warranty claims that may be brought against us.***

We are subject to a variety of litigation incidental to our businesses, including claims for damages arising out of use of our products, claims relating to intellectual property matters and claims involving employment matters and commercial disputes.

We currently carry insurance and maintain reserves for potential product liability claims. However, our insurance coverage may be inadequate if such claims do arise and any liability not covered by insurance could have a material adverse effect on our business. Although, we have been able to obtain insurance in amounts we believe to be appropriate to cover such liability to date, our insurance premiums may increase in the future as a consequence of conditions in the insurance business generally or our situation in particular. Any such increase could result in lower net income or cause the need to reduce our insurance coverage. In addition, a future claim may be brought against us that could have a material adverse effect on us. Any product liability claim may also include the imposition of punitive damages, the award of which, pursuant to certain state laws, may not be covered by insurance. Our product liability insurance policies have limits that, if exceeded, may result in material costs that could have an adverse effect on our future profitability. In addition, warranty claims are generally not covered by our product liability insurance. Further, any product liability or warranty issues may adversely affect

---

our reputation as a manufacturer of high-quality, safe products, divert management's attention, and could have a material adverse effect on our business.

In addition, one of our Energy segment subsidiaries is a party to lawsuits related to asbestos contained in gaskets formerly manufactured by it or its predecessors. Some of this litigation includes claims for punitive and consequential as well as compensatory damages. We are not able to predict the outcome of these matters given that, among other things, claims may be initially made in jurisdictions without specifying the amount sought or by simply stating the minimum or maximum permissible monetary relief, and may be amended to alter the amount sought. Of the 7,584 claims pending at September 30, 2009, 103 set forth specific amounts of damages (other than those stating the statutory minimum or maximum). 77 of the 103 claims sought between \$1.0 million and \$5.0 million in total damages (which includes compensatory and punitive damages), 21 sought between \$5.0 million and \$10.0 million in total damages (which includes compensatory and punitive damages) and 5 sought over \$10.0 million (which includes compensatory and punitive damages). Solely with respect to compensatory damages, 80 of the 103 claims sought between \$250,000 and \$600,000, 19 sought between \$1.0 million and \$5.0 million and 4 sought over \$5.0 million. Solely with respect to punitive damages, 77 of the 103 claims sought between \$1.0 million and \$2.5 million, 21 sought between \$2.5 million and \$5.0 million and 5 sought over \$5.0 million. Total defense costs from January 1, 2009 to September 30, 2009 were approximately \$2.0 million and total settlement costs (exclusive of defense costs) for all asbestos cases since inception have been approximately \$5.4 million through September 30, 2009. To date, approximately 50% of our costs related to defense and settlement of asbestos litigation have been covered by our primary insurance. Effective February 14, 2006, we entered into a coverage-in-place agreement with our first level excess carriers regarding the coverage to be provided to us for asbestos-related claims when our primary insurance is exhausted. The coverage-in-place agreement makes asbestos defense costs and indemnity insurance coverage available to us that might otherwise be disputed by the carriers and provides a methodology for the administration of such expenses. Nonetheless, there may be a period prior to the commencement of coverage under this agreement and following exhaustion of our primary insurance coverage during which we would be solely responsible for defense costs and indemnity payments, the duration of which would be subject to the scope of damage awards and settlements paid. We also may incur significant litigation costs in defending these matters in the future. We may be required to incur additional defense costs and pay damage awards or settlements or become subject to equitable remedies that could adversely affect our businesses.

***Our business may be materially and adversely affected by compliance obligations and liabilities under environmental laws and regulations.***

We are subject to federal, state, local and foreign environmental laws and regulations which impose limitations on the discharge of pollutants into the ground, air and water and establish standards for the generation, treatment, use, storage and disposal of solid and hazardous wastes, and remediation of contaminated sites. We may be legally or contractually responsible or alleged to be responsible for the investigation and remediation of contamination at various sites, and for personal injury or property damages, if any, associated with such contamination. We have been named as potentially responsible parties under CERCLA (the federal Superfund law) or similar state laws in several sites requiring clean-up related to disposal of wastes we generated. These laws generally impose liability for costs to investigate and remediate contamination without regard to fault and under certain circumstances liability may be joint and several resulting in one responsible party being held responsible for the entire obligation. Liability may also include damages to natural resources. We have entered into consent decrees relating to two sites in California along with the many other co-defendants in these matters. We have incurred substantial expenses for each of these sites over a number of years, a portion of which has been covered by insurance. In addition to the foregoing, our businesses have incurred and likely will continue to incur expenses to investigate and clean up existing and former company-owned or leased property, including those properties made the subject of sale-leaseback transactions for which we have provided environmental indemnities to the lessors. Additional sites may be identified at which we are a potentially responsible party under the federal Superfund law or similar state laws. We must

---

also comply with various health and safety regulations in the U.S. and abroad in connection with our operations.

We believe that our business, operations and facilities are being operated in compliance in all material respects with applicable environmental and health and safety laws and regulations, many of which provide for substantial fines and criminal sanctions for violations. Based on information presently known to us and accrued environmental reserves, we do not expect environmental costs or contingencies to have a material adverse effect on us. The operation of manufacturing plants entails risks in these areas, however, and we may incur material costs or liabilities in the future that could adversely affect us. There can be no assurance that we have been or will be at all times in substantial compliance with environmental health and safety laws. Failure to comply with any of these laws could result in civil, criminal, monetary and non-monetary penalties and damage to our reputation. In addition, potentially material expenditures could be required in the future. For example, we may be required to comply with evolving environmental and health and safety laws, regulations or requirements that may be adopted or imposed in the future or to address newly discovered information or conditions that require a response.

***Our growth strategy includes the impact of acquisitions. If we are unable to identify attractive acquisition candidates, successfully integrate acquired operations or realize the intended benefits of our acquisitions, we may be adversely affected.***

One of our principal growth strategies is to pursue strategic acquisition opportunities. Since our separation from Metaldyne in June 2002, we have completed eleven acquisitions. Each of these acquisitions required integration expense and actions that negatively impacted our results of operations and that could not have been fully anticipated beforehand. In addition, attractive acquisition candidates may not be identified and acquired in the future, financing for acquisitions may be unavailable on satisfactory terms and we may be unable to accomplish our strategic objectives in effecting a particular acquisition. We may encounter various risks in acquiring other companies, including the possible inability to integrate an acquired business into our operations, diversion of management's attention and unanticipated problems or liabilities, some or all of which could materially and adversely affect our business strategy and financial condition and results of operations.

***We have significant operating lease obligations and our failure to meet those obligations could adversely affect our financial condition.***

We lease many of our manufacturing facilities and certain capital equipment. Our annualized rental expense in 2008 under these operating leases was approximately \$15.7 million. A failure to pay our rental obligations would constitute a default allowing the applicable landlord to pursue any remedy available to it under applicable law, which would include taking possession of our property and, in the case of real property, evicting us. These leases are categorized as operating leases and are not considered indebtedness for purposes of our debt instruments.

***We may be subject to further unionization and work stoppages at our facilities or our customers may be subject to work stoppages, which could seriously impact the profitability of our business.***

As of September 30, 2009, approximately 22% of our work force in our continuing operations was unionized under several different unions and bargaining agreements. If our unionized workers were to engage in a strike, work stoppage or other slowdown in the future, we could experience a significant disruption of our operations. In addition, if a greater percentage of our work force becomes unionized, our labor costs and risks associated with strikes, work stoppages or other slowdowns may increase.

On July 19, 2006, approximately 150 workers at our Monogram™ Aerospace Fasteners business unit commenced a strike, which lasted until July 27, 2006.

On July 10, 2009, we reached a mutually agreeable settlement with the United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union ("Union") regarding the duration of a neutrality agreement we have with the Union. The agreement

---

commits us to remain generally neutral in Union organizing drives through the duration of the agreement. On August 17, 2009, the Union began an organizing drive under the terms of the neutrality agreement at our facility located in Houston, Texas, which is included in our Energy segment. Since the Union obtained a simple majority of authorization cards during the organizing drive, on November 4, 2009 we recognized the Union at this facility. The recognition requires us and the Union to negotiate a first collective bargaining agreement within 180 days from the date of recognition. Under the neutrality agreement, there is no threat of strike or work slowdown during the first collective bargaining agreement.

On December 4, 2009, we received a notice of filing petition for union representation election filed by the International Association of Machinists and Aerospace workers with regard to our Engineered Components facility located in Plymouth, Massachusetts. We have agreed with the union that a secret ballot election will be held on January 15, 2010.

On December 10, 2009, we received a notice of filing petition for union decertification at the Houston, Texas facility. The hearing on the petition is scheduled for December 21, 2009.

Other than as described above, we are not aware of any present active union organizing drives at any of our other facilities. We cannot predict the impact of any further unionization of our workplace.

Many of our direct or indirect customers have unionized work forces. Strikes, work stoppages or slowdowns experienced by these customers or their suppliers could result in slowdowns or closures of assembly plants where our products are included. In addition, organizations responsible for shipping our customers' products may be impacted by occasional strikes or other activity. Any interruption in the delivery of our customers' products could reduce demand for our products and could have a material adverse effect on us.

***Our healthcare costs for active employees and future retirees may exceed our projections and may negatively affect our financial results.***

We maintain a range of healthcare benefits for our active employees and a limited number of retired employees pursuant to labor contracts and otherwise. Healthcare benefits for active employees and certain retirees are provided through comprehensive hospital, surgical and major medical benefit provisions or through health maintenance organizations, all of which are subject to various cost-sharing features. Some of these benefits are provided for in fixed amounts negotiated in labor contracts with the respective unions. If our costs under our benefit programs for active employees and retirees exceed our projections, our business and financial results could be materially adversely affected. Additionally, foreign competitors and many domestic competitors provide fewer benefits to their employees and retirees, and this difference in cost could adversely impact our competitive position.

***A growing portion of our sales may be derived from international sources, which exposes us to certain risks which may adversely affect our financial results and impact our ability to service debt.***

Approximately 16.2% of our net sales for the nine months ended September 30, 2009 were derived from sales by our subsidiaries located outside of the U.S. We may significantly expand our international operations through internal growth and acquisitions. Sales outside of the U.S., particularly sales to emerging markets, and manufacturing in non-US countries are subject to various other risks which are not present within U.S. markets, including governmental embargoes or foreign trade restrictions such as antidumping duties, changes in U.S. and foreign governmental regulations, tariffs and other trade barriers, the potential for nationalization of enterprises, foreign exchange risk and other political, economic and social instability. In addition, there are tax inefficiencies in repatriating cash flow from non-U.S. subsidiaries that could affect our financial results and reduce our ability to service debt.

***Heartland owns 44.4% of our voting common equity.***

Heartland beneficially owns approximately 44.4% of our outstanding voting common equity. As a result, Heartland has the power to substantially influence all matters submitted to our stockholders,

---

exercise significant influence over our decisions to enter into any corporate transaction and any transaction that requires the approval of stockholders regardless of whether other stockholders believe that any such transactions are in their own best interests. For example, Heartland could cause us to make acquisitions that increase the amount of our indebtedness, sell revenue-generating assets or cause us to undergo a "going private" transaction with it or one of its affiliates based on its ownership without a legal requirement of unaffiliated shareholder approval. In addition, as a result of our Shareholders Agreement, Heartland has the power to control the election of a majority of our directors. So long as Heartland continues to own a significant amount of the outstanding shares of our common stock, it will continue to be able to strongly influence or effectively control our decisions. Its interests may differ from yours and it may vote in a way with which you disagree. In addition, this concentration of ownership may have the effect of preventing, discouraging or deterring a change of control. One of our directors is the Managing Member of Heartland's general partner. Heartland also has the right to require us to file a registration statement with the SEC for purposes of registering for sale to the public some or all of the common stock of ours that it owns. Any sale of a significant number of shares of our common stock by Heartland could have an adverse impact on the value of the notes. See "Certain Relationships and Related Party Transactions."

---

## CAPITALIZATION

The following table sets forth cash and cash equivalents and capitalization as of September 30, 2009 on an actual basis and on an as adjusted basis to give effect to (i) the amendment and restatement of our senior secured credit facilities assuming that \$67.5 million of revolving credit commitments and \$215.0 million of Tranche B term loans are extended (which amounts represent the mid-point of the ranges of our expectations based on preliminary feedback from lenders), (ii) the termination of our old accounts receivable securitization facility and the entry into our new accounts receivable facility and (iii) the consummation of this offering and the application of proceeds therefrom, as if they had occurred on September 30, 2009. The information should be read in conjunction with the condensed consolidated financial statements and accompanying notes thereto appearing in this offering circular.

(in thousands)	As of September 30, 2009	
	Actual	As adjusted (unaudited)
Cash and cash equivalents(1)	\$ 24,770	\$ 4,500
Long term debt (including current maturities):		
Senior secured credit facilities:		
Revolving credit facility(2)	—	8,000
Extended revolving credit facility(2)	—	—
Deposit linked letter of credit facility(3)	—	—
Tranche B term loan due 2013	252,200	37,200
Extended Tranche B term loan due 2015	—	215,000
Senior second priority notes offered hereby(4)	—	250,000
9 <sup>7</sup> / <sub>8</sub> % senior subordinated notes due 2012	256,140	—
Other debt(5)	17,040	17,040
Total debt(6)	525,380	527,240
Accounts receivable facility(7)	—	—
Total shareholder equity(1)	73,740	59,030
Total capitalization (including receivables facility)	\$ 599,120	\$ 586,270

- (1) Considers the impact of estimated fees and expenses related to this offering, including legal and accounting fees, discounts, commissions, previous deferred financing fees and other expenses related to the notes, as well as fees and expenses related to the amendment and restatement of the senior secured credit facilities and refinancing of the accounts receivable facility.
- (2) The existing revolving credit facility consists of \$90.0 million of commitments, of which \$0 was outstanding on September 30, 2009. Existing revolving credit facility commitments will expire on August 2, 2011 and any extended revolving credit facility commitments will expire on December 15, 2013. We expect that in connection with the extension of a portion of our revolving loan commitments, our aggregate revolving loan commitments will be reduced to \$80.0 million. We had \$30.0 million outstanding on November 30, 2009.
- (3) Consists of a \$60.0 million deposit-linked supplemental revolving credit facility of which \$0 was outstanding on September 30, 2009 and November 30, 2009. We had approximately \$31.2 million of letters of credit outstanding under this facility on September 30, 2009 and November 30, 2009. This facility matures on August 2, 2011.
- (4) Excludes any original issue discount on the notes offered hereby.
- (5) Consists of a revolving credit facility in the United Kingdom (\$0.7 million), a term loan in Italy (\$1.9 million), a debt agreement in Australia (\$14.1 million) and various capital leases (\$0.3 million) as of September 30, 2009.
- (6) On an as adjusted basis, cash interest expense for the twelve months ended September 30, 2009 would have been \$48.0 million as compared to actual cash interest cost for this period of \$45.9 million. For each additional \$10.0 million of Tranche B term loans that are extended, the foregoing as adjusted amount would increase by approximately \$0.3 million.
- (7) Consists of a \$55.0 million 364 day facility under which \$0 was outstanding on September 30, 2009 and November 30, 2009. Our new accounts receivable facility is expected to be a \$75.0 million three-year facility. After January 1, 2010, we expect that this facility will be accounted for as an on-balance sheet arrangement.

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion and analysis of our financial condition contains forward-looking statements regarding industry outlook and our expectations regarding the performance of our business. These forward-looking statements are subject to numerous risks and uncertainties, including, but not limited to, the risks and uncertainties described under the heading "Note Regarding Forward-Looking Statements" at the beginning of this offering circular. The following discussion reflects the realignment of our reportable segments effective April 1, 2009. Our actual results may differ materially from those contained in or implied by any forward-looking statements. You should read the following discussion together with the sections entitled "Risk Factors," "Selected Historical Financial Data," and our historical consolidated financial statements included in this offering circular.

### Introduction

We are a global manufacturer and distributor of products for commercial, industrial and consumer markets. We are principally engaged in five reportable segments: Packaging, Energy, Aerospace & Defense, Engineered Components and Cequent. In reviewing our financial results, consideration should be given to certain critical events, particularly our initial public offering in May 2007 and expenses related thereto, acquisitions and consolidation, integration and restructuring efforts in several of our business operations. Effective April 1, 2009, we realigned our reportable segments as a result of our recent management reporting and business consolidation changes. We previously reported under five segments: Packaging Systems, Energy Products, Industrial Specialties, RV & Trailer Products and Recreational Accessories. Following the realignment, we report the following five segments: Packaging, Energy, Aerospace & Defense, Engineered Components and Cequent. All information included in this "Management's Discussion and Analysis of Financial Condition and Results of Operations" reflects this realignment.

**Key Factors and Risks Affecting Our Reported Results.** Our businesses and results of operations depend upon general economic conditions and we serve some customers in cyclical industries that are highly competitive and themselves adversely impacted by unfavorable economic conditions. During the fourth quarter of 2008, worldwide credit markets and global economic conditions deteriorated significantly, resulting in declines in demand for our products and services. These conditions have persisted during the first nine months of 2009, resulting in reductions in sales and earnings from comparable prior periods across all of our reportable segments. We expect that revenue and earnings will continue to trend below historical levels until the current unfavorable economic conditions improve.

Critical factors affecting our ability to succeed include: our ability to successfully pursue organic growth through product development, cross selling and extending product-line offerings, and our ability to quickly and cost-effectively introduce new products; our ability to acquire and integrate companies or products that will supplement existing product lines, add new distribution channels, expand our geographic coverage or enable us to better absorb overhead costs; our ability to manage our cost structure more efficiently through improved supply base management, internal sourcing and/or purchasing of materials, selective outsourcing and/or purchasing of support functions, working capital management, and greater leverage of our administrative and overhead functions. If we are unable to do any of the foregoing successfully, our financial condition and results of operations could be materially and adversely impacted.

There is some seasonality in the businesses within our Cequent reportable segment, where sales of towing and trailering products are generally stronger in the second and third quarters, as trailer original equipment manufacturers ("OEMs"), distributors and retailers acquire product for the spring and summer selling seasons. No other reportable segment experiences significant seasonal fluctuation in its businesses. We do not consider sales order backlog to be a material factor in our business. A growing portion of our sales may be derived from international sources, which exposes us to certain risks, including currency risks.

---

The demand for some of our products, particularly in the Cequent segment, is heavily influenced by consumer sentiment. We experienced decreases in sales and earnings in 2008 as a result of an uncertain credit market and interest rate environment and rising energy costs, among other things. Sales and earnings have declined further as a result of the worsening of the global economic conditions in 2009. We expect the current end market conditions in the Cequent segment will continue to remain weak and/or decline until the U.S. economy recovers from existing recessionary forces, employment levels increase and consumer credit availability improves, thereby increasing consumer discretionary spending.

We are sensitive to price movements in our raw materials supply base. Our largest material purchases are for steel, copper, aluminum, polyethylene and other resins and energy. Historically, we have experienced increasing costs of steel and resin and have worked with our suppliers to manage cost pressures and disruptions in supply. We have also initiated pricing programs to pass increased steel, copper, aluminum and resin costs to customers. Although we may experience delays in our ability to implement price increases, we generally are able to recover such increased costs. Although there have been no significant disruptions in the supply of steel since 2005, we may experience disruptions in supply in the future and we may not be able to pass along higher costs associated with such disruptions to our customers in the form of price increases. We will continue to take actions as necessary to manage risks associated with increasing steel or other raw material costs. However, such increased costs may adversely impact our earnings.

We report shipping and handling expenses, associated with certain businesses within our Cequent segment, for its sales distribution network, as an element of selling, general and administrative expenses in our consolidated statement of operations. As such, gross margins for the Cequent segment may not be comparable to other companies which include all costs related to their distribution network in cost of sales.

We have substantial debt, interest and lease payment requirements that may restrict our future operations and impair our ability to meet our obligations and, in a rising interest rate environment, our performance may be adversely affected by our degree of leverage.

**Recent Consolidation, Integration and Restructuring Activities.** During the past several years, we have undertaken significant consolidation, integration and other cost-savings programs to enhance our efficiency and achieve cost reduction opportunities which exist in our businesses. In addition to major consolidation projects, there have also been a series of ongoing initiatives to eliminate duplicative and excess manufacturing and distribution facilities, sales forces, and back office and other support functions in order to continue to optimize our cost structure in response to competitor actions and market conditions.

In the fourth quarter of 2008, in response to the deteriorating recent economic conditions, we accelerated our Profit Improvement Plan, which included further consolidation of distribution and manufacturing activities, continued integration of certain business activities, movement of production to lower-cost environments and expansion of strategic sourcing initiatives. We have also implemented reductions in salaried headcount and in fixed and variable spending to better align the fixed cost structure of these operating segments with the reality of our current market environment and to maintain or improve operating margins. We have implemented commercial actions to protect and gain market share through continued introduction of new and innovative products and by providing superior delivery and service to our customers. Further, we also have pricing initiatives in place to recover inflationary cost increases and we are continuing actions to leverage our businesses' strong brand names.

The key element of our Profit Improvement Plan implemented during the first nine months of 2009 is the restructuring of our legacy towing, trailering and electrical businesses within our Cequent reportable segment into one business, rationalizing facilities and the management team. This restructuring plan includes the previously announced closure of the Mosinee, WI manufacturing facility by the end of 2009, with the production and distribution functions previously located in Mosinee being relocated to lower-cost manufacturing facilities or to third party sourcing partners.

---

During the first nine months of 2008, we restructured our organizational structure within our corporate office. These actions comprised the majority of the restructuring charges incurred during the first nine months of 2008.

**Key Indicators of Performance.** In evaluating our business, our management considers Adjusted EBITDA as a key indicator of financial operating performance and as a measure of cash generating capability. We define Adjusted EBITDA as net income (loss) before cumulative effect of accounting change, interest, taxes, depreciation, amortization, non-cash asset and goodwill impairment charges and write-offs and non-cash losses on sale-leaseback of property and equipment. Adjusted EBITDA in this "Management's Discussion and Analysis of Financial Conditions and Results of Operations" includes discontinued operations whereas Adjusted EBITDA, continuing operations presented elsewhere in this offering circular does not. In evaluating Adjusted EBITDA, our management deems it important to consider the quality of our underlying earnings by separately identifying certain costs undertaken to improve our results, such as costs related to consolidating facilities and businesses in an effort to eliminate duplicative costs or achieve efficiencies, costs related to integrating acquisitions and restructuring costs related to expense reduction efforts. Although we may undertake new consolidation, restructuring and integration efforts in the future as a result of our acquisition activity, our management separately considers these costs in evaluating underlying business performance. Caution must be exercised in considering these items as they include substantially (but not necessarily entirely) cash costs and there can be no assurance that we will ultimately realize the benefits of these efforts. Moreover, even if the anticipated benefits are realized, they may be offset by other business performance or general economic issues.

Management believes that consideration of Adjusted EBITDA together with a careful review of our results reported under GAAP is the best way to analyze our ability to service and/or incur indebtedness, as we are a highly leveraged company. We use Adjusted EBITDA as a key performance measure because we believe it facilitates operating performance comparisons from period to period and company to company by excluding potential differences caused by variations in capital structures (affecting interest expense), tax positions (such as the impact on periods or companies of changes in effective tax rates or net operating losses), and the impact of purchase accounting as well as depreciation and amortization expense. Because Adjusted EBITDA facilitates internal comparisons of our historical operating performance on a more consistent basis, we also use Adjusted EBITDA for business planning purposes, in measuring our performance relative to that of our competitors and in evaluating acquisition opportunities.

In addition, we believe Adjusted EBITDA and similar measures are widely used by investors, securities analysts, ratings agencies and other interested parties as a measure of financial performance and debt-service capabilities. Our use of Adjusted EBITDA has limitations as an analytical tool, and you should not consider it in isolation or as a substitute for analysis of our results as reported under GAAP. Some of these limitations are:

- it does not reflect our cash expenditures for capital equipment or other contractual commitments;
  - although depreciation, amortization and asset impairment charges and write-offs are non-cash charges, the assets being depreciated, amortized or written off may have to be replaced in the future, and Adjusted EBITDA does not reflect cash capital expenditure requirements for such replacements;
  - it does not reflect changes in, or cash requirements for, our working capital needs;
  - it does not reflect the significant interest expense or the cash requirements necessary to service interest or principal payments on our indebtedness;
  - it does not reflect certain tax payments that may represent a reduction in cash available to us;
  - it includes amounts resulting from matters we consider not to be indicative of underlying performance of our fundamental business operations, as discussed in this offering circular; and
-

- other companies, including companies in our industry, may calculate these measures differently and as the number of differences in the way two different companies calculate these measures increases, the degree of their usefulness as a comparative measure correspondingly decreases.

Because of these limitations, Adjusted EBITDA should not be considered as a measure of discretionary cash available to us to invest in our growth. We compensate for these limitations by relying primarily on our GAAP results and using Adjusted EBITDA only supplementally. We carefully review our operating profit margins (operating profit as a percentage of net sales) at a segment level, which are discussed in detail in our year-to-year comparison of operating results.

The following is a reconciliation of our net income (loss) to Adjusted EBITDA and cash flows from operating activities for the years ended December 31, 2006, 2007 and 2008 and the nine months ended September 30, 2008 and 2009:

	Year ended December 31,			Nine months ended September 30,	
	2006	2007	2008	2008	2009
	(in thousands)				
<b>Net income (loss)</b>	\$ (128,910)	\$ (158,430)	\$ (136,190)	\$ 25,640	\$ 11,140
Income tax expense (benefit)(a)	(6,520)	(10,410)	(12,610)	15,310	6,650
Interest expense(b)	78,510	68,310	55,920	42,320	35,050
Debt extinguishment costs	8,610	7,440	140	—	1,140
Impairment of property and equipment(c)	15,760	3,370	500	—	—
Impairment of goodwill and indefinite-lived assets(d)	116,500	171,210	184,530	—	—
Depreciation and amortization(e)	38,740	41,350	44,070	32,440	33,410
<b>Adjusted EBITDA</b>	<b>122,690</b>	<b>122,840</b>	<b>136,360</b>	<b>115,710</b>	<b>87,390</b>
Interest paid	(69,880)	(63,690)	(52,660)	(32,240)	(25,460)
Taxes paid	(14,050)	(8,660)	(8,060)	(6,460)	(6,730)
Gain (loss) on dispositions of property and equipment	3,530	(630)	70	40	(180)
Gain on extinguishment of debt	—	—	(3,880)	—	(29,390)
Receivables sales and securitization, net	(14,120)	25,980	(18,310)	(26,730)	(15,690)
Net change in assets and liabilities and other	(12,290)	(10,870)	(22,350)	(27,530)	57,700
<b>Cash flows provided by operating activities</b>	<b>\$ 15,880</b>	<b>\$ 64,970</b>	<b>\$ 31,170</b>	<b>\$ 22,790</b>	<b>\$ 67,640</b>

- (a) Includes addback of income tax benefit (expense) of approximately \$7.3 million, (\$2.7) million and \$10.5 million recorded in 2006, 2007 and 2008, respectively, related to discontinued operations. See Note 5, "Discontinued Operations and Assets Held for Sale" to the financial statements included in this offering circular for further information.
- (b) Includes interest expense related to discontinued operations in the amount of \$0.2 million in 2008 and \$0.5 million reduction in interest expense in the fourth quarter of 2006 related to asset retirement obligations of discontinued operations.
- (c) Includes asset impairments related to continuing operations of approximately \$0.5 million, \$3.4 million and \$0.5 million in 2006, 2007 and 2008, respectively. Also includes impairment charges of \$15.3 million in 2006 related to our industrial fastening business which is reported as discontinued operations.
- (d) Includes goodwill and indefinite-lived intangible asset impairment charges of \$172.2 million in our Packaging, Aerospace & Defense, Engineered Components and Cequent segments and \$12.3 million in discontinued operations in 2008 and \$116.5 million and \$171.2 million in our Cequent segment in 2006 and 2007.

- (e) Includes depreciation and amortization related to discontinued operations in the amounts of \$2.8 million, \$2.3 million and \$5.4 million in 2006, 2007 and 2008, respectively.

The following details certain items relating to our consolidation, restructuring and integration efforts, the use of proceeds from our initial public offering of common stock, gain on extinguishment of debt and other one-time charges that are included in the determination of net income (loss) under GAAP and are not added back to net income (loss) in determining Adjusted EBITDA, but that we separately consider in evaluating our Adjusted EBITDA:

	Year ended December 31,			Nine months ended September 30,	
	2006	2007	2008	2008	2009
	(in thousands)				
Facility and business consolidation costs(a)	\$ (200)	\$ (7,390)	\$ (1,120)	\$ (720)	\$ (120)
Business unit restructuring costs(b)	(430)	—	(4,580)	(2,970)	(6,590)
Acquisition integration costs(c)	(970)	—	—	—	—
Advisory services agreement termination fee(d)	—	(10,000)	—	—	—
Costs for early termination of operating leases(e)	—	(4,230)	—	—	—
Settlement of Canadian benefit plan liability(f)	—	(3,870)	—	—	—
Gross gain on extinguishment of debt(g)	—	—	3,880	—	29,390
	<u>\$ (1,600)</u>	<u>\$ (25,490)</u>	<u>\$ (1,820)</u>	<u>\$ (3,690)</u>	<u>\$ 22,680</u>

- (a) Includes employee training, severance and relocation costs, equipment move and plant rearrangement costs associated with facility and business consolidations.
- (b) Principally employee severance costs associated with business unit restructuring and other cost reduction activities.
- (c) Includes equipment move and other facility closure costs, excess and obsolete inventory reserve charges related to brand rationalization, employee training, and other organization costs associated with the integration of acquired operations.
- (d) Expenses associated with the termination of our advisory services agreement with Heartland.
- (e) Costs associated with the early termination of operating leases and purchase of underlying machinery and equipment assets.
- (f) Non-cash expense associated with a settlement of our Canadian defined benefit pension plan liability, resulting from the closure of a distribution facility in 1997, for which the ultimate resolution and related accounting for distribution of surplus assets of the plan was not approved by Canadian authorities until 2007.
- (g) Gains recognized in connection with the extinguishment of \$81.2 million of our senior subordinated notes due 2012, excluding debt extinguishment costs.

## Segment Information and Supplemental Analysis

The following table summarizes unaudited financial information for our five current reportable segments for the nine months ended September 30, 2008 and 2009:

	Nine months ended September 30,			
	2008	As a Percentage of Net Sales	2009	As a Percentage of Net Sales
	(in thousands)			
<b>Net Sales:</b>				
Packaging	\$ 128,910	16.0%	\$ 106,130	17.3%
Energy	157,390	19.5	111,260	18.1
Aerospace & Defense	65,770	8.1	56,530	9.2
Engineered Components	103,160	12.8	51,100	8.3
Cequent	352,930	43.7	290,070	47.2
<b>Total</b>	<b>\$ 808,160</b>	<b>100.0%</b>	<b>\$ 615,090</b>	<b>100.0%</b>
<b>Gross Profit:</b>				
Packaging	\$ 43,710	33.9%	\$ 37,680	35.5%
Energy	44,710	28.4	27,330	24.6
Aerospace & Defense	29,400	44.7	24,870	44.0
Engineered Components	19,620	19.0	4,340	8.5
Cequent	77,140	21.9	58,660	20.2
<b>Total</b>	<b>\$ 214,580</b>	<b>26.6%</b>	<b>\$ 152,880</b>	<b>24.9%</b>
<b>Selling, General and Administrative:</b>				
Packaging	\$ 17,470	13.6%	\$ 14,490	13.7%
Energy	20,030	12.7	17,880	16.1
Aerospace & Defense	7,150	10.9	6,450	11.4
Engineered Components	6,890	6.7	5,240	10.3
Cequent	59,000	16.7	52,070	18.0
Corporate expenses	18,200	N/A	16,800	N/A
<b>Total</b>	<b>\$ 128,740</b>	<b>15.9%</b>	<b>\$ 112,930</b>	<b>18.4%</b>
<b>Operating Profit (Loss):</b>				
Packaging	\$ 26,530	20.6%	\$ 23,390	22.0%
Energy	24,670	15.7	9,380	8.4
Aerospace & Defense	22,230	33.8	18,410	32.6
Engineered Components	12,520	12.1	(1,010)	(2.0)
Cequent	17,930	5.1	6,760	2.3
Corporate expenses	(18,200)	N/A	(16,800)	N/A
<b>Total</b>	<b>\$ 85,680</b>	<b>10.6%</b>	<b>\$ 40,130</b>	<b>6.5%</b>
<b>Adjusted EBITDA:</b>				
Packaging	\$ 36,420	28.3%	\$ 32,760	30.9%
Energy	26,670	16.9	11,730	10.5
Aerospace & Defense	23,560	35.8	20,180	35.7
Engineered Components	15,630	15.2	2,150	4.2
Cequent	30,940	8.8	21,700	7.5
Corporate expenses	(19,910)	N/A	11,360	N/A
Subtotal from continuing operations	\$ 113,310	14.0%	\$ 99,880	16.2%
Discontinued operations	2,400	N/A	(12,490)	N/A
<b>Total company</b>	<b>\$ 115,710</b>	<b>14.3%</b>	<b>\$ 87,390</b>	<b>14.2%</b>

The following table summarizes financial information for our five current reportable segments for the years ended December 31, 2006, 2007 and 2008:

	Year ended December 31,		
	2006	2007	2008
	(in thousands)		
<b>Net Sales</b>			
Packaging	\$ 143,780	\$ 151,950	\$ 161,330
Energy	156,990	163,470	213,750
Aerospace & Defense	65,540	79,550	95,300
Engineered Components	109,870	125,080	126,530
Cequent	472,160	483,020	424,390
Total	<u>\$ 948,340</u>	<u>\$ 1,003,070</u>	<u>\$ 1,021,300</u>
<b>Impairment Charges</b>			
Packaging	—	—	62,490
Energy	—	—	—
Aerospace & Defense	—	—	—
Engineered Components	—	—	24,790
Cequent	117,010	174,580	85,440
Total	<u>\$ 117,010</u>	<u>\$ 174,580</u>	<u>\$ 172,720</u>
<b>Operating Profit (Loss)</b>			
Packaging	31,220	26,880	(31,200)
Energy	22,790	22,860	32,740
Aerospace & Defense	19,380	23,190	31,850
Engineered Components	16,820	18,580	(12,180)
Cequent	(84,560)	(145,430)	(75,430)
Corporate expenses and management fees	(24,450)	(40,730)	(22,160)
Total	<u>\$ (18,800)</u>	<u>\$ (94,650)</u>	<u>\$ (76,380)</u>
<b>Capital Expenditures</b>			
Packaging	\$ 7,670	\$ 14,340	\$ 5,890
Energy	3,380	5,590	5,100
Aerospace & Defense	1,490	6,110	5,720
Engineered Components	2,680	10,000	6,870
Cequent	6,520	11,450	5,010
Corporate	80	120	100
Total	<u>\$ 21,820</u>	<u>\$ 47,610</u>	<u>\$ 28,690</u>
<b>Depreciation and Amortization</b>			
Packaging	\$ 10,590	\$ 11,840	\$ 13,780
Energy	2,290	2,470	2,790
Aerospace & Defense	1,500	1,530	1,960
Engineered Components	2,970	3,520	4,040
Cequent	18,090	19,530	18,410
Corporate	330	170	100
Total	<u>\$ 35,770</u>	<u>\$ 39,060</u>	<u>\$ 41,080</u>

	Year ended December 31,		
	2006	2007	2008
	(in thousands)		
<b>Operating Net Assets at Period End</b>			
Packaging	\$ 361,230	\$ 355,460	\$ 271,780
Energy	90,340	100,880	118,440
Aerospace & Defense	72,920	76,910	77,880
Engineered Components	41,190	64,580	50,750
Cequent	505,040	329,110	224,940
Corporate	(14,900)	(42,480)	(28,280)
Subtotal from continuing operations	1,055,820	884,460	715,510
Discontinued operations	24,580	40,000	24,860
Total operating net assets	1,080,400	924,460	740,370
Current liabilities	205,660	203,530	189,850
Consolidated assets	\$ 1,286,060	\$ 1,127,990	\$ 930,220
<b>Adjusted EBITDA</b>			
Packaging	\$ 41,600	\$ 38,840	\$ 45,030
Energy	25,070	25,430	35,430
Aerospace & Defense	20,890	24,790	33,810
Engineered Components	19,800	22,080	16,720
Cequent	50,590	47,960	28,310
Corporate expenses and management fees	(28,110)	(43,980)	(20,280)
Subtotal from continuing operations	129,840	115,120	139,020
Discontinued operations	(7,150)	7,720	(2,660)

## Results of Operations

### Nine Months Ended September 30, 2009 Compared with Nine Months Ended September 30, 2008

The principal factors impacting us during the nine months ended September 30, 2009 compared with the nine months ended September 30, 2008, were:

- the continued impact of the current global economic recession, resulting in lower sales volumes and reduced earnings across all of our reportable segments;
- costs incurred and savings realized related to our Profit Improvement Plan, primarily in our Cequent segment;
- compression of gross profit margins in certain of our segments due to lower absorption of fixed costs and, during the first quarter of 2009, sales of higher-cost inventory; and
- increases in the value of the U.S. dollar as compared to the currencies in other countries where we operate.

Overall, net sales decreased approximately \$193.1 million, or approximately 23.9%, for the nine months ended September 30, 2009, as compared with the nine months ended September 30, 2008. Although a few of our businesses benefited from new product introductions during the first three quarters of 2009, net sales declined in each of our five reportable segments, generally due to lower sales volumes resulting from the continued global economic recession. In addition, net sales were unfavorably impacted by approximately \$16.8 million as a result of currency exchange, as our reported results in U.S. dollars were negatively impacted by weaker foreign currencies.

Gross profit margin (gross profit as a percentage of sales) approximated 24.9% and 26.6% for the nine months ended September 30, 2009 and 2008, respectively, declining primarily as a result of the lower sales volumes and lower absorption of fixed costs associated with lower production and/or sales levels. In addition, gross profit was negatively impacted by approximately \$4.8 million as a result of currency exchange, as our reported results in U.S. dollars were negatively impacted by weaker foreign currencies.

Operating profit margin (operating profit as a percentage of sales) approximated 6.5% and 10.6% for the nine months ended September 30, 2009 and 2008, respectively. Operating profit decreased approximately \$45.6 million, or 53.3%, to \$40.1 million for the nine months ended September 30, 2009, from \$85.7 million for the nine months ended September 30, 2008. Consistent with the decrease in gross profit, operating profit also declined primarily as a result of the lower sales volumes and lower absorption of fixed costs associated with lower production and/or sales levels. However, we did reduce our selling, general and administrative expenses by approximately \$15.8 million in the first three quarters of 2009 compared to the first three quarters of 2008, primarily as a result of realization of savings associated with our Profit Improvement Plan in the third quarter of 2009 and concerted efforts to reduce discretionary spending in response to the current economic conditions.

Adjusted EBITDA margin (Adjusted EBITDA as a percentage of sales) approximated 16.2% and 14.0% for the nine months ended September 30, 2009 and 2008, respectively. Adjusted EBITDA decreased approximately \$13.4 million for the nine months ended September 30, 2009, as compared to the nine months ended September 30, 2008. After consideration of the \$29.4 million gross gain on extinguishment of debt, an increase in year-over-year depreciation expense of approximately \$1.4 million, gains on transactions denominated in foreign currencies in the nine months ended September 30, 2009 of approximately \$0.4 million as compared to losses on transactions denominated in foreign currencies in the nine months ended September 30, 2008 of approximately \$0.4 million, and \$0.6 million lower year-over-year expense for receivables sales and securitization, the change in Adjusted EBITDA is consistent with the change in operating profit between years.

See below for a discussion of operating results by segment.

**Packaging.** Net sales decreased approximately \$22.8 million, or 17.7%, to \$106.1 million in the nine months ended September 30, 2009, as compared to \$128.9 million in the nine months ended September 30, 2008. Overall, sales decreased approximately \$7.9 million due to currency exchange, as our reported results in U.S. dollars were negatively impacted as a result of the stronger U.S. dollar relative to foreign currencies. Sales of our specialty dispensing products and new product introductions increased by approximately \$9.9 million in the nine months ended September 30, 2009 compared to the nine months ended September 30, 2008, due primarily to increased sales into the personal care markets, pharmaceuticals, and the food industries. Sales of our industrial closures, rings and levers decreased by approximately \$24.8 million in the nine months ended September 30, 2009 compared to the nine months ended September 30, 2008, primarily as a result of the continued general economic slowdown.

Packaging's gross profit decreased approximately \$6.0 million to \$37.7 million, or 35.5% of sales, in the nine months ended September 30, 2009, as compared to \$43.7 million, or 33.9% of sales, in the nine months ended September 30, 2008. The decrease in gross profit between years is primarily attributed to lower sales volumes of our industrial products and unfavorable currency exchange, the impact of which was partially offset by lower steel and resin costs year-over-year.

Packaging's selling, general and administrative expenses decreased approximately \$3.0 million to \$14.5 million, or 13.7% of sales, in the nine months ended September 30, 2009, as compared to \$17.5 million, or 13.6% of sales, in the nine months ended September 30, 2008. Discretionary spending has been reduced from 2008 levels, and additional selling, and general and administrative cost reduction plans have been implemented to better align the fixed cost structure with current business requirements resulting from the general economic decline.

---

Packaging's operating profit decreased approximately \$3.1 million to \$23.4 million, or 22.0% of sales, in the nine months ended September 30, 2009, as compared to \$26.5 million, or 20.6% of sales, in nine months ended September 30, 2008. The decrease in operating profit between years is primarily attributed to lower sales volumes of our industrial products and unfavorable currency exchange, which were partially offset by lower steel and resin costs, and reduced selling, general and administrative costs as a result of our cost reduction plans.

Packaging's Adjusted EBITDA decreased approximately \$3.6 million to \$32.8 million, or 30.9% of sales, in the nine months ended September 30, 2009, as compared to \$36.4 million, or 28.3% of sales, in the nine months ended September 30, 2008, consistent with the change in operating profit between years after consideration of increased foreign currency transaction losses of approximately \$0.2 million during the nine months ended September 30, 2009 as compared to the nine months ended September 30, 2008 and \$0.4 million reduced depreciation expense in the nine months ended September 30, 2009 as compared to the nine months ended September 30, 2008.

**Energy.** Net sales for the nine months ended September 30, 2009 decreased approximately \$46.1 million, or 29.3%, to \$111.3 million, as compared to \$157.4 million in the nine months ended September 30, 2008. Sales of specialty gaskets and related fastening hardware decreased approximately \$16.3 million as a result of reduced levels of turn-around activity at petrochemical refineries and decreased sales demand from the chemical industry, as customers continue to defer maintenance and new programs that require our replacement and specialty gaskets and hardware. Sales of slow speed and compressor engines and related products decreased by approximately \$29.8 million, due to a reduction of drilling activity in North America and customers deferring completion of previously drilled wells. Sales of compressor products increased slightly, as the Company continues to develop new products to add to its well-site content.

Gross profit within Energy decreased approximately \$17.4 million to \$27.3 million, or 24.6% of sales, in the nine months ended September 30, 2009, as compared to \$44.7 million, or 28.4% of sales, in the nine months ended September 30, 2008. Gross profit decreased approximately \$13.1 million as a result of the reduction in sales levels between years. The remaining decrease in gross profit is primarily attributable to lower absorption of fixed costs as a result of the lower sales volumes.

Selling, general and administrative expenses within Energy decreased approximately \$2.1 million to \$17.9 million, or 16.1% of net sales, in the nine months ended September 30, 2009, as compared to \$20.0 million or 12.7% of net sales, in the nine months ended September 30, 2008. This decrease was primarily due to reduced sales commissions, compensation and other administrative costs in an effort to match spending and headcount to current production volumes. These decreases were partially offset by the opening of two new branches within our specialty gasket business, one in Salt Lake City, Utah, and one in Rotterdam, Netherlands, in 2009, which has increased selling, general and administrative expenses in the first three quarters of 2009 by approximately \$0.7 million.

Overall, operating profit within Energy decreased approximately \$15.3 million to \$9.4 million, or 8.4% of sales, in the nine months ended September 30, 2009, as compared to \$24.7 million, or 15.7% of sales, in the nine months ended September 30, 2008, due principally to lower sales volumes and lower absorption of fixed costs, which were partially offset by reductions in commissions, salaries and other administrative costs in light of lower sales volumes.

Energy's Adjusted EBITDA decreased \$15.0 million to \$11.7 million, or 10.5% of sales, in the nine months ended September 30, 2009, as compared to \$26.7 million, or 16.9% of sales, in the nine months ended September 30, 2008, consistent with the decrease in operating profit between years.

**Aerospace & Defense.** Net sales for the nine months ended September 30, 2009 decreased approximately \$9.3 million, or 14.0%, to \$56.5 million, as compared to \$65.8 million in the nine months ended September 30, 2008. Sales in our aerospace business decreased approximately \$8.9 million, primarily due to lower blind-bolt fastener sales resulting from program delays beginning in the first quarter of 2009 at commercial airframe manufacturers and inventory reductions by our distribution customers, who are adjusting inventory levels in response to the delayed programs and the current

---

economic uncertainty. This decrease was partially offset by sales of new products, primarily titanium screws, of approximately \$4.4 million during the first three quarters of 2009, which increased our content on certain aircraft. Sales in our defense business decreased approximately \$0.4 million. Revenue associated with managing the relocation and closure of the defense facility increased \$2.7 million in the nine months ended September 30, 2009 compared to the nine months ended September 30, 2008. In addition, we had approximately \$1.9 million of new product sales during the nine months ended September 30, 2009. These increases in revenue were more than offset by a decrease in cartridge sales of approximately \$5.0 million in the nine months ended September 30, 2009 compared with the nine months ended September 30, 2008, as our customer had been building its inventory throughout 2008 in advance of the relocation of the facility, which began in late second quarter 2009.

Gross profit within Aerospace & Defense decreased approximately \$4.5 million to \$24.9 million, or 44.0% of sales, in the nine months ended September 30, 2009, from \$29.4 million, or 44.7% of sales, in the nine months ended September 30, 2008. Gross profit decreased approximately \$4.1 million as a result of the decline in sales levels between years. This decrease in gross profit was also impacted by lower absorption of fixed costs as a result of lower production and/or sales levels, primarily within our aerospace business.

Selling, general and administrative expenses decreased approximately \$0.7 million to \$6.5 million, or 11.4% of sales, in the nine months ended September 30, 2009, as compared to \$7.2 million, or 10.9% of sales, in the nine months ended September 30, 2008 due primarily to reduced sales commissions and expenses and discretionary spending in light of the decrease in sales levels between years.

Operating profit within Aerospace & Defense decreased approximately \$3.8 million to \$18.4 million, or 32.6% of sales, in the nine months ended September 30, 2009, as compared to \$22.2 million, or 33.8% of sales, in the nine months ended September 30, 2008, primarily due to lower sales volumes and lower absorption of fixed costs, which were partially offset by reduced selling, general and administrative expenses.

Aerospace & Defense's Adjusted EBITDA decreased \$3.4 million to \$20.2 million, or 35.7% of sales, in the nine months ended September 30, 2009, as compared to \$23.6 million, or 35.8% of sales, in the nine months ended September 30, 2008, consistent with the decrease in operating profit between years after consideration of approximately \$0.4 million of higher depreciation expense in the first nine months of 2009 compared to the first nine months of 2008 resulting from the full-run-rate impact of procurement of additional machinery and equipment in our aerospace business during mid-2008.

**Engineered Components.** Net sales for the nine months ended September 30, 2009 decreased approximately \$52.1 million, or 50.5%, to \$51.1 million, as compared to \$103.2 million in the nine months ended September 30, 2008. Sales within our specialty fittings business declined \$3.1 million due to lower sales of our core tube nut products which have been significantly impacted by the continued weak domestic automotive market demand, this decrease was partially offset by new product offerings for automotive fuel systems. Sales in our industrial cylinder and precision tool cutting businesses decreased \$40.7 million and \$4.3 million, respectively, due primarily to the global economic recession, which has significantly impacted industrial applications and products. Finally, sales in our medical device business decreased \$4.0 million due to certain contract manufacturing awards that did not recur in the first nine months of 2009.

Gross profit within Engineered Components decreased approximately \$15.3 million to \$4.3 million, or 8.5% of sales, in the nine months ended September 30, 2009, from \$19.6 million, or 19.0% of sales, in the nine months ended September 30, 2008. Gross profit decreased approximately \$9.9 million as a result of the decline in sales levels between years. This decrease in gross profit was also impacted by sales of higher-cost inventory, primarily related to steel, in excess of the businesses' ability to secure price increases and lower absorption of fixed costs as a result of lower production and/or sales levels.

---

Selling, general and administrative expenses decreased approximately \$1.7 million to \$5.2 million, or 10.3% of sales, in the nine months ended September 30, 2009, as compared to \$6.9 million, or 6.7% of sales, in the nine months ended September 30, 2008 due primarily to lower sales commissions and reduced discretionary spending in light of the decrease in sales levels between years.

Operating profit within Engineered Components decreased approximately \$13.5 million to a loss of \$1.0 million, or (2.0%) of sales, in the nine months ended September 30, 2009, as compared to \$12.5 million, or 12.1% of sales, in the nine months ended September 30, 2008, primarily due to lower sales volumes and lower absorption of fixed costs, which were partially offset by reduced sales commissions and discretionary spending within selling, general and administrative expenses.

Engineered Components' Adjusted EBITDA decreased approximately \$13.5 million to \$2.1 million, or 4.2% of sales, in the nine months ended September 30, 2009, as compared to \$15.6 million, or 15.2% of sales, in the nine months ended September 30, 2008, consistent with the decrease in operating profit between years.

**Cequent.** Net sales decreased approximately \$62.9 million to \$290.1 million in the nine months ended September 30, 2009, as compared to \$352.9 million in the nine months ended September 30, 2008. Net sales were unfavorably impacted by approximately \$8.1 million of currency exchange, as our reported results in U.S. dollars were negatively impacted as a result of the stronger U.S. dollar relative to foreign currencies. Sales in our retail business decreased \$0.4 million, due to reduced sales volumes to existing retail customers due to the economic uncertainty, which was mostly offset by considerable additional business at a few large customers and the addition of several new customers during 2009. Sales within our performance products business (includes the legacy towing, trailering and electrical businesses) decreased by \$50.5 million, due to the continued soft demand in the majority of the end markets we serve due to the current uncertain economic conditions. Sales in our Australia/Asia Pacific business decreased approximately \$3.9 million, due primarily to decreases in certain original equipment manufacturer revenue and the overall global economic recession, which improved in the third quarter of 2009 due to the government incentive stimulus, which bolstered revenues during the quarter.

Cequent's gross profit decreased approximately \$18.4 million to \$58.7 million, or 20.2% of sales, in the nine months ended September 30, 2009, from approximately \$77.1 million, or 21.9% of sales, in the nine months ended September 30, 2008. Of the decline in gross profit between years, approximately \$13.7 million is attributed to the decline in sales between periods and \$1.5 million is attributed to unfavorable currency exchange. The remaining decrease in gross profit was due to sales of higher-cost inventory in excess of the businesses' ability to secure sales price increases during the first two quarters of 2009, lower absorption of fixed costs as a result of lower production and/or sales levels and accelerated depreciation expense related to machinery and equipment in our Mosinee, WI manufacturing facility that will no longer be utilized following the closure of the facility during the fourth quarter of 2009.

Selling, general and administrative expenses decreased approximately \$6.9 million to \$52.1 million, or 18.0% of sales, in the nine months ended September 30, 2009, as compared to \$59.0 million, or 16.7% of sales, in the nine months ended September 30, 2008, due primarily to reductions in salaries, sales promotions, sales commissions and other discretionary spending, all as a part of our Profit Improvement Plan to better align the spending and cost structure with the current demand and production levels. These decreases were partially offset by severance charges of approximately \$1.6 million incurred in the first quarter of 2009 associated with the involuntary termination of employees located at our Mosinee, WI manufacturing facility, which is scheduled to be closed during the fourth quarter of 2009.

Cequent's operating profit declined approximately \$11.1 million to \$6.8 million, or 2.3% of sales, in the nine months ended September 30, 2009, from \$17.9 million, or 5.1% of net sales, in the nine months ended September 30, 2008. The decline in operating profit between years was primarily due to lower sales volumes, unfavorable foreign currency exchange, sales of higher-cost inventory, lower absorption of fixed costs and costs associated with the closure of the Mosinee, WI manufacturing facility, which were partially offset by cost reductions as part of the Profit Improvement Plan.

---

Cequent's Adjusted EBITDA decreased approximately \$9.2 million to \$21.7 million, or 7.5% of sales, for the nine months ended September 30, 2009, from \$30.9 million, or 8.8% of sales, for the nine months ended September 30, 2008. In the nine months ended September 30, 2009, Cequent recognized gains of approximately \$0.5 million on transactions denominated in foreign currencies, as compared to losses of \$0.4 million in the nine months ended September 30, 2008. In addition, depreciation expense was approximately \$1.1 million higher in the nine months ended September 30, 2009 compared to the nine months ended September 30, 2008, primarily as a result of accelerated depreciation incurred in the first nine months of 2009 in connection with certain machinery and equipment that will no longer be utilized following the closure of the Mosinee facility. After consideration of these two items, the change in Adjusted EBITDA is consistent with the decline in operating profit between years.

**Corporate Expenses (Income).** Corporate expenses (income) included in operating profit and Adjusted EBITDA consist of the following:

	Nine months ended September 30,	
	2008	2009
	(in millions)	
Corporate operating expenses	\$ 8.8	\$ 7.4
Employee costs and related benefits	9.4	9.4
Corporate expenses—operating profit	\$ 18.2	\$ 16.8
Receivables sales and securitization expenses	2.2	1.6
Gain on extinguishment of debt	—	(29.4)
Depreciation	(0.1)	(0.1)
Other, net	(0.4)	(0.3)
Corporate expenses (income)—Adjusted EBITDA	<u>\$ 19.9</u>	<u>\$ (11.4)</u>

Corporate expenses included in operating profit decreased approximately \$1.4 million to \$16.8 million for the nine months ended September 30, 2009, from \$18.2 million for the nine months ended September 30, 2008. During the first nine months of 2009, we recorded a charge of approximately \$2.9 million associated with the termination of our former chief executive officer. During the first nine months of 2008, we recorded a charge of approximately \$1.6 million related to severance under our corporate office restructuring. This net increase in employee costs and related benefits of approximately \$1.3 million was more than offset by \$0.8 million of reduced non-cash equity compensation expense, and significant reductions in discretionary and overall spending levels due to the reduction in corporate office headcount and in response to the general economic conditions in the nine months ended September 30, 2009 compared to the nine months ended September 30, 2008. In addition, during the first nine months of 2009, we retired approximately \$73.2 million face value of our senior subordinated notes, resulting in a net gain of approximately \$28.3 million after considering non-cash debt extinguishment costs of \$1.1 million.

**Interest Expense.** Interest expense decreased approximately \$7.6 million, to \$34.6 million, for the nine months ended September 30, 2009, as compared to \$42.2 million for the nine months ended September 30, 2008. The decrease in interest expense is primarily the result of a decrease in our effective weighted average interest rate on variable rate U.S. borrowings to approximately 3.9% during the nine months ended September 30, 2009, from approximately 5.4% during the nine months ended September 30, 2008. Partially offsetting this reduction in interest rates was an increase in our weighted average U.S. borrowings from approximately \$297.8 million in the nine months ended September 30, 2008 to approximately \$315.7 million in the nine months ended September 30, 2009, as we utilized our revolving credit facility as our primary source to fund operations in the first nine months of 2009 (as it was our lowest cost source of borrowings), as compared to utilizing our securitization facility as the primary source of operational funding in the first nine months of 2008 when it was the more cost-effective alternative. In addition, we recorded approximately \$2.0 million lower interest expense related to our senior subordinated notes in the first nine months of 2009 compared to the first nine

months of 2008, as we retired approximately \$81.2 million between December 2008 and the third quarter of 2009.

**Other Expense, Net.** Other expense, net decreased approximately \$1.3 million, to \$1.7 million for the nine months ended September 30, 2009. In the first nine months of 2009, we incurred approximately \$1.6 million of expenses in connection with the use of our accounts receivable securitization facility and sales of receivables to fund working capital needs and recorded approximately \$0.3 million of gains on transactions denominated in foreign currencies. In the first nine months of 2008, we incurred approximately \$2.2 million of expenses in connection with the use of our accounts receivable securitization facility and sales of receivables to fund working capital needs and recorded approximately \$0.4 million of losses on transactions denominated in foreign currencies. There were no other individually significant amounts incurred or changes in amounts incurred in either of the nine month periods ended September 30, 2009 and 2008.

**Income Taxes.** The effective income tax rates for the nine months ended September 30, 2009 and 2008 were 38% and 37%, respectively. The increase in the effective tax rate in the nine months ended September 30, 2009 compared to the same period a year ago is primarily due to recording a valuation allowance against a loss carry-forward of approximately \$1.0 million and \$0.6 million of expense related to a deferred tax correction. These increases were mostly offset by a shift in pre-tax income from higher-taxed jurisdictions to lower-taxed jurisdictions. In the nine months ended September 30, 2009, the Company reported domestic and foreign pre-tax income of approximately \$17.5 million and \$14.6 million, respectively. In the nine months ended September 30, 2008, the Company reported domestic and foreign pre-tax income of approximately \$24.4 million and \$16.1 million, respectively.

**Discontinued Operations.** The results of discontinued operations consist of our N.I. Industries property management line of business, which is currently held for sale, and our specialty tapes and laminates business, which was sold in February 2009. Loss from discontinued operations, net of income tax benefit, was \$8.7 million for the nine months ended September 30, 2009, as compared to income from discontinued operations, net of income tax expense, of \$0.3 million for the nine months ended September 30, 2008. See Note 2, "Discontinued Operations and Assets Held for Sale," to our consolidated financial statements included in this offering circular.

### **Year Ended December 31, 2008 Compared with Year Ended December 31, 2007**

The principal factors impacting us during the year ended December 31, 2008 compared with the year ended December 31, 2007 were:

- strong demand in certain industrial sectors during the first three quarters of 2008, most notably energy and aerospace, positively impacting our specialty gasket and engine businesses in the Energy operating segment and the aerospace fastener business in our Aerospace & Defense operating segment;
  - continued declines in end-market demand across most market channels in our Cequent operating segments as a result of reduced consumer discretionary spending in response to unfavorable economic conditions including higher fuel prices, uncertain credit market and interest rate environment and diminished consumer confidence;
  - non-cash goodwill and indefinite-lived intangible asset impairment charges of \$172.2 million and \$171.2 million in the fourth quarter of 2008 and 2007, respectively, as a result of declining market capitalization, the impact of weakening demand and order intake for the Company's products due to recessionary forces in the US and globally, the significant decline in the financial markets and continued uncertainty and lack of availability in the credit markets;
-

- inflationary increases in raw material prices, most notably for steel and resin, and increases in costs and freight related to foreign-sourced products, which impacted our businesses most significantly in the second and third quarters of 2008; and
- completion of our initial public offering of our common stock in May 2007, the use of proceeds therefrom to retire \$100.0 million face value of senior subordinated notes, to effect early termination of operating leases and acquire underlying machinery and equipment assets and to terminate an advisory services agreement, and the related cost savings from such retirements/terminations;

Overall, net sales increased \$18.2 million, or approximately 1.8%, in 2008 as compared with 2007. Of this increase, approximately \$5.6 million is due to currency exchange as our reported results in U.S. dollars benefited from stronger foreign currencies. Packaging's net sales increased \$9.4 million, or approximately 6.2%, in 2008 as compared with 2007 due to increases in our specialty dispensing products and new product introductions and the favorable effects of currency exchange. Net sales within Energy increased \$50.3 million, or 30.8%, in 2008 as compared with 2007, due to continued high levels of turnaround activity at petroleum refineries and petrochemical facilities and increases in sales of engines and engine-related products. Net sales within our Aerospace & Defense segment increased \$15.8 million, or 19.8%, in 2008 as compared with 2007, due to improved demand in our aerospace fastener and defense businesses. Engineered Components' net sales increased \$1.5 million, or approximately 1.2%, in 2008 as compared with 2007, due to increased sales in our industrial cylinder business and a full year sales associated with a medical device manufacturer acquired in August 2007, which were partially offset by sales declines in our specialty fittings business due to the severe decline in domestic automotive end market. Cequent's net sales decreased \$58.6 million, or approximately 12.1%, in 2008 as compared with 2007, due to continued weak end-market demand and a result of retail promotional programs in 2007 that did not recur in 2008.

Gross profit margin (gross profit as a percentage of sales) approximated 25.8% and 27.3% for 2008 and 2007, respectively. Packaging's gross profit margin decreased to approximately 33.2% in 2008, from 33.8% in 2007, primarily due to increases in raw material and commodity costs that, while recovered, were not recovered at cost plus a normal gross profit margin. Energy's gross profit margin decreased to approximately 27.7% in 2008, from 29.1% in 2007, due to the opening of a gasket branch in the Netherlands, increased costs of imported materials and a less favorable product sales mix. Gross profit margin within our Aerospace & Defense segment increased to approximately 42.7% in 2008, from 42.4% in 2007, due to higher sales and improved leverage and efficiencies. Engineered Components' gross profit margin decreased to 16.9% in 2008, from 21.2% in 2007, primarily to commodity price increases not fully recovered and lower absorption of fixed costs due to reducing scheduled production as a result of the significant decline in industrial demand at the end of 2008. Cequent's gross profit margin decreased to 20.8% in 2008, from 23.7% in 2007, due primarily to increasing commodity and freight costs and higher costs of promotional programs, operating inefficiencies and lower absorption of fixed costs resulting from reduced manufacturing activity in response to the decrease in demand and a less favorable product mix, which were partially offset by savings as a result of the closure of the Huntsville, Ontario, Canada facility in the fourth quarter of 2007.

Operating profit (loss) margin (operating profit (loss) as a percentage of sales) approximated (7.5)% and (9.4)% in 2008 and 2007, respectively. Operating profit increased approximately \$18.3 million, to an operating loss of \$76.4 million in 2008, compared to an operating loss of \$94.7 million in 2007. In 2008, we recorded a non-cash goodwill and indefinite-lived intangible asset impairment charge of \$172.2 million in our Packaging, Engineered Components, and Cequent segments. In 2007, we recorded a non-cash goodwill and indefinite-lived intangible asset impairment charge of \$171.2 million in our Cequent segment. In addition to these impairment charges, during 2007, we utilized proceeds from our IPO to fund a \$10.0 million fee to Heartland for agreeing to a contractual settlement of its right to receive a \$4.0 million annual fee under its advisory services agreement and \$4.2 million of costs and expenses related to the early termination of operating leases. In 2007, we also recorded approximately \$9.0 million related to the closure of our Huntsville, Ontario,

---

Canada facility within our Cequent segment and a non-cash settlement of a benefit plan liability of approximately \$3.9 million in our Packaging segment.

Packaging's operating profit margin was (19.3)% and 17.7% in 2008 and 2007, respectively. Operating profit decreased \$58.1 million in 2008 as compared with 2007, due primarily to a non-cash goodwill and intangible asset impairment charge of approximately \$62.5 million. Energy's operating profit margin was 15.3% and 14.0% in 2008 and 2007, respectively. Operating profit improved \$9.9 million in 2008 compared to 2007 due to higher sales levels, partially offset by increased costs for imported materials and components. Aerospace & Defenses' operating profit margin was 33.4% and 29.2% in 2008 and 2007, respectively. Operating profit increased \$8.7 million in 2008 compared to 2007 primarily due to higher sales volumes. Engineered Components' operating profit margin was (9.6)% and 14.9% in 2008 and 2007, respectively. Operating profit decreased \$30.8 million in 2008 compared to 2007 primarily due to a non-cash goodwill impairment charge of approximately \$24.8 million in addition to higher commodity costs not fully recovered and declines in industry demand. Cequent's operating profit increased \$70.0 million in 2008, from an operating loss of \$145.4 million in 2007 to an operating loss of \$75.4 million in 2008, principally due to the difference between years in impairment charges of \$89.2 million, which was partially offset by declines in operating profit due to reduced sales, lower absorption of fixed costs and a less favorable product sales mix.

Adjusted EBITDA margin (Adjusted EBITDA as a percentage of sales) approximated 13.6% and 11.5% in 2008 and 2007, respectively. The increase in Adjusted EBITDA in our Energy and Aerospace & Defense segments was consistent with the increase in operating profit. The Adjusted EBITDA margins in our Packaging and Engineered Components segments were significantly higher than the operating profit margins in 2008 due to the add-back of the non-cash goodwill and intangible asset impairment charges of \$62.5 million and \$24.8 million, respectively. After consideration of these charges and increases in depreciation expense in 2008 of approximately \$1.8 million and \$1.0 million in Packaging and Engineered Components, respectively, the increase (decrease) in Adjusted EBITDA between 2008 and 2007 of \$6.2 million and (\$5.4) million in Packaging and Engineered Components, respectively, was consistent with the change in operating profit between years. The Adjusted EBITDA margins in our Cequent segment was significantly higher than the operating profit margins in 2008 and 2007 due to the add-back of the non-cash goodwill, intangible asset and Huntsville facility impairment charges of \$85.4 million, in 2008, and \$174.6 million, in 2007. After consideration of the goodwill, intangible asset and Huntsville impairment charges, the change in Adjusted EBITDA was consistent with the change in operating profit for Cequent.

---

**Packaging.** Net sales increased \$9.4 million, or approximately 6.2%, to \$161.3 million in 2008, as compared to \$151.9 million in 2007. Overall, approximately \$2.1 million of the increase in sales was due to favorable currency exchange, as our reported results in U.S. dollars were positively impacted as a result of stronger foreign currencies. In addition, sales of our specialty dispensing products and new product introductions increased approximately \$7.3 million and sales of our industrial closures remained relatively flat year over year.

Packaging's gross profit increased approximately \$2.1 million to \$53.5 million, or 33.2% of sales, in 2008, as compared to \$51.4 million, or 33.8% of sales, in 2007. The increase in gross profit between years was primarily attributed to higher sales levels, but was partially offset by increased raw material and commodity costs which, while recovered, were not recovered at cost plus a normal gross profit margin.

Packaging's selling, general and administrative costs increased approximately \$0.9 million to \$22.4 million, or 13.9% of sales, in 2008, as compared to \$21.5 million, or 14.1% of sales, in 2007. The increase in selling, general and administrative expenses was primarily due to increased spending to support sales growth initiatives.

Packaging's operating profit (loss) decreased \$58.1 million to \$(31.2) million, or (19.3)% of sales, in 2008, as compared to \$26.9 million, or 17.7% of sales, in 2007. The decrease in operating profit was due primarily to the recognition of a \$62.5 million non-cash goodwill and indefinite-lived intangible asset impairment in 2008, which was partially offset by a non-cash charge in 2007 that did not recur in 2008 of \$3.9 million related to settlement of a defined benefit plan liability resulting from the closure of a distribution facility. The remaining change between years was due to increased profit due to higher sales levels, which was partially offset by increased selling, general and administrative costs incurred to support sales growth initiatives.

Packaging's Adjusted EBITDA increased \$6.2 million to \$45.0 million, or 27.9% of sales, in 2008, as compared to \$38.8 million, or 25.6% of sales, in 2007. After consideration of the \$62.5 million non-cash goodwill and indefinite-lived intangible asset impairment charge in 2008 and an increase in depreciation expense of \$1.8 million in 2008 as compared to 2007, the change in Adjusted EBITDA was consistent with the change in operating profit (loss).

**Energy.** Net sales for 2008 increased \$50.3 million, or 30.8%, to \$213.8 million, as compared to \$163.5 million in 2007. Sales of specialty gaskets and related fastening hardware increased approximately \$15.5 million as compared to 2007 as a result of increased demand from customers with whom we have global supply agreements, continued penetration in our fastening hardware product line and increased demand for replacement parts as refineries continued to operate at capacity for most of the year. Sales of slow speed and compressor engines and related products increased approximately \$34.8 million in 2008 as compared to 2007, as higher commodity prices drove a robust drilling and completion market. Our engine business also benefited from investments made in prior years to develop compression and gas production equipment products, which contributed about 10% of the year-on-year growth.

Gross profit within Energy increased \$11.6 million to \$59.2 million, or 27.7% of sales, in 2008, as compared to \$47.6 million, or 29.1% of sales in 2007. While the increase in sales volume contributed \$4.8 million to gross profit in our specialty gasket business, this increase was partially offset by a combined approximately \$2.8 million of increased costs related to imported materials, an unfavorable product sales mix and the launch of a new branch in the Netherlands. Gross profit increased by \$9.6 million in our engine business in 2008 as compared to 2007, approximately \$8.6 million of which was driven by the increase in sales volumes year over year. The remainder of the increase resulted from production efficiencies realized with higher, predictable volumes in 2008 as compared to 2007, which was partially offset by higher costs of imported components.

Selling, general and administrative expenses within Energy increased \$1.9 million to \$26.5 million, or 12.4% of net sales, in 2008, as compared to \$24.6 million, or 15.0% of net sales, in 2007. This change is comprised of an increase of approximately \$3.0 million in compensation and commission

---

expenses in support of increased sales in both businesses in this group and severance and other charges associated with the separation of the former Energy, Aerospace & Defense and Engineered Components Group President in the second quarter of 2008, which were partially offset by lower legal costs associated with the defense of asbestos claims.

Overall, operating profit within Energy increased \$9.8 million to \$32.7 million, or 15.3% of sales, in 2008, as compared to \$22.9 million, or 14.0% of sales, in 2007. This increase is due principally to higher sales volumes and other operational improvements, which were partially offset by increases in the costs of imported materials and components and compensation expenses.

Energy's Adjusted EBITDA increased \$10.0 million to \$35.4 million, or 16.6% of sales, in 2008, as compared to \$25.4 million, or 15.6% of sales, in 2007, consistent with the improvement in operating profit between years.

**Aerospace & Defense.** Net sales in 2008 increased \$15.8 million, or approximately 19.8%, to \$95.3 million, from \$79.6 million in 2007. Net sales in 2008 increased 16.9% in our aerospace fastener business as compared to 2007, as we continued to benefit from share gains as well as strong market demand. Net sales grew 29.8% in our defense business, primarily as our customers continued to build-up their inventory of cartridge cases in advance of the closure of the army munitions plant.

Gross profit within Aerospace & Defense increased \$7.0 million to \$40.7 million, or 42.7% of sales, in 2008, from \$33.7 million, or 42.4% of sales, in 2007. Gross profit increased approximately \$6.2 million at our aerospace fastener business, approximately \$4.6 million of which was attributable to higher sales in 2008 and \$1.6 million from improved operating leverage and efficiencies. Gross profit also increased at our defense business by \$0.8 million, primarily as a result of incremental sales volume.

Selling, general and administrative expenses decreased \$1.4 million to \$8.8 million, or 9.2% of sales, in 2008, as compared to \$10.2 million, or 12.8% of sales, in 2007. The businesses in this segment largely held their investment in sales resources and product development flat in the current year, and benefited by approximately \$0.9 million from the curtailment of a postretirement benefit pension plan.

Overall, operating profit within Aerospace & Defense increased \$8.7 million to \$31.9 million, or 33.4% of sales, in 2008, as compared to \$23.2 million, or 29.2% of sales, in 2007, primarily due to higher sales levels in our aerospace and defense businesses.

Aerospace & Defenses' Adjusted EBITDA increased \$9.0 million to \$33.8 million, or 35.5% of sales, in 2008, as compared to \$24.8 million, or 31.2% of sales, in 2007. The change in Adjusted EBITDA was consistent with the change in operating profit.

**Engineered Components.** Net sales in 2008 increased \$1.5 million, or approximately 1.2%, to \$126.5 million, from \$125.1 million in 2007. Sales within our industrial gas cylinders and specialty cutting tools remained essentially flat year over year. Sales within our specialty fittings business declined approximately 16.8% in 2008 as compared to 2007 due to the severe decline in the domestic automotive end market. Finally, this segment benefited from the full year sales associated with a medical device manufacturer acquired in August 2007.

Gross profit within Engineered Components decreased \$5.1 million to \$21.4 million, or 16.9% of sales, in 2008, from \$26.5 million, or 21.2% of sales, in 2007. Gross profit was flat to lower across the businesses in this segment, which were unfavorably impacted by 2008 material cost increases in excess of the businesses' ability to secure price increases and a significant decline in industrial demand in the fourth quarter of 2008, most notably in our specialty fittings business.

Selling, general and administrative expenses increased \$0.7 million to \$8.6 million, or 6.8% of sales, in 2008, as compared to \$7.9 million, or 6.3% of sales, in 2007. The businesses in this segment largely held their investment in sales resources and product development flat in the current year, with the increase primarily attributable to the full-year impact of the medical device manufacturer acquired in August 2007.

---

Overall, operating profit within Engineered Components decreased \$30.8 million to (\$12.2) million, in 2008, as compared to \$18.6 million, or 14.9% of sales, in 2007, primarily due to the \$24.8 million non-cash goodwill and indefinite-lived intangible asset impairment charge in 2008, in addition to higher commodity costs not fully recovered and declines in industrial demand, most notably within our specialty fittings business.

Engineered Components' Adjusted EBITDA decreased \$5.4 million to \$16.7 million, or 13.2% of sales, in 2008, as compared to \$22.1 million, or 17.7% of sales, in 2007. After consideration of the \$24.8 million non-cash goodwill and indefinite-lived intangible asset impairment charge in 2008, the change in Adjusted EBITDA was consistent with the change in operating profit.

**Cequent.** Net sales decreased \$58.6 million, or 12.1%, to \$424.4 million in 2008, from \$483.0 million in 2007. Net sales were favorably impacted by approximately \$3.5 million of currency exchange, as our reported results in U.S. dollars were positively impacted as a result of stronger foreign currencies. In addition, this segment benefited from \$4.7 million in higher sales in 2008 in our Australian legacy business and from the acquisition of Parkside Towbars, which was completed in the first quarter of 2008. However, these amounts were more than offset by the decrease in sales within our performance products business of approximately \$45.1 million in 2008 as compared to 2007, as increases in sales of new products were more than offset by declines in sales to the installer, distributor and original equipment channels due to continued weak end-market demand and low consumer confidence resulting from uncertain economic conditions. Sales in our retail business declined \$19.9 million in 2008 as compared 2007 due to the combination of lower sales volumes as a result of the current economic uncertainty and changes in certain customer promotional programs and one-time product pipeline fills that did not recur in 2008.

Cequent's gross profit decreased \$26.0 million to \$88.4 million, or 20.8% of net sales in 2008, from \$114.4 million, or 23.7% of net sales, in 2007. Of the decrease in gross profit between years, approximately \$13.9 million was attributed to the decline in sales volumes between periods. Gross profit between years further decreased by approximately \$12.1 million of operating inefficiencies and lower absorption of fixed costs resulting from reduced manufacturing activity in response to lower demand and a less favorable product sales mix. The impact of increasing commodity and higher freight costs was largely offset by pricing initiatives and cost savings realized as a result of the closure of our Huntsville, Ontario, Canada facility, which was closed in the fourth quarter of 2007.

Cequent's selling, general and administrative expenses decreased \$6.3 million to \$78.1 million, or 18.4% of sales in 2008, from \$84.4 million, or 17.5% of sales in 2007. The decrease between years was due primarily to reductions in selling and distribution expenses in our performance products business as a result of further consolidation of our warehouse and distribution network. In addition, our discretionary spending was reduced in 2008 commensurate with the decline in sales in our installer and distributor channels and we lowered our promotional spending in our retail business. This decrease was partially offset by \$1.6 million in higher spending within our Australian business, including spending within our recently acquired Parkside Towbars business, and to support growth initiatives in Thailand.

Cequent's operating loss was \$75.4 million in 2008, compared to an operating loss of \$145.4 million in 2007. In 2008, we recognized a non-cash goodwill and indefinite-lived intangible asset impairment charge of \$85.4 million due to continued declines in the fair value of this business, compared to a non-cash goodwill and indefinite-lived intangible asset impairment charge in 2007 of \$174.6 million. The remaining incremental operating loss of \$19.2 million is primarily the result of the decline in sales between years, operating inefficiencies from reduced manufacturing activity in response to the lower demand, and a less favorable sales mix.

Cequent's Adjusted EBITDA decreased \$19.7 million to \$28.3 million, or 6.7% of net sales in 2008, from \$48.0 million, or 9.9% of net sales in 2007 which, after considering the impact of the goodwill and indefinite-lived intangible asset impairment charges in 2008 and 2007, is consistent with the decline in operating profit between years.

---

**Corporate Expenses and Management Fees.** Corporate expenses and management fees included in operating profit and Adjusted EBITDA consist of the following:

	Year ended December 31,	
	2007	2008
	(in millions)	
Corporate operating expenses	\$ 14.8	\$ 11.6
Employee costs and related benefits	9.6	10.4
Costs for early termination of operating leases	4.2	—
Management fees and expenses	12.1	0.2
Corporate expenses and management fees—operating profit	\$ 40.7	\$ 22.2
Receivables sales and securitization expenses	4.4	2.6
Gain on repurchase of bonds	—	(3.7)
Depreciation	(0.1)	(0.1)
Other, net	(1.0)	(0.7)
Corporate expenses and management fees—Adjusted EBITDA	<u>\$ 44.0</u>	<u>\$ 20.3</u>

Corporate expenses and management fees decreased by approximately \$18.5 million to \$22.2 million in 2008, from \$40.7 million in 2007, primarily due to the impact of the use of IPO proceeds in 2007, including payment of a \$10.0 million termination fee to Heartland for agreeing to a contractual settlement of its right to receive a \$4.0 million annual fee under its advisory services agreement and \$4.2 million of costs and expenses related to the early termination of operating leases. Additionally, we incurred higher-than-normal professional fees expense in 2007 in support of our efforts to fully document and complete initial testing associated with the requirements of Sarbanes-Oxley. Employee costs and related benefits increased by approximately \$0.8 million to \$10.4 million in 2008, from \$9.6 million in 2007, primarily due to approximately \$1.6 million of severance charges incurred in connection with our corporate office restructuring during the second quarter of 2008, which were partially offset by the benefit of having fewer employees during the second half of 2008. Receivables sales and securitization expenses decreased approximately \$1.8 million in 2008 as compared to 2007, due primarily to an approximate 2.4% decrease in the weighted average securitization rate from 2007 to 2008. In addition, during the fourth quarter of 2008, we repurchased \$8.0 million face value of our senior subordinated notes, resulting in a \$3.7 million gain.

**Interest Expense.** Interest expense, including gain (loss) on debt extinguishments, decreased approximately \$23.8 million to \$52.0 million in 2008, from \$75.8 million in 2007. In 2008, we recognized a \$3.7 million gain on the repurchase of \$8.0 million face value of senior subordinated notes, less \$0.2 million in debt extinguishment costs, while in 2007 we incurred approximately \$7.4 million of debt extinguishment costs in connection with the retirement of \$100.0 million senior subordinated notes in June 2007 with our IPO proceeds. In addition, approximately \$5.0 million of the reduction in interest expense is a result of the aforementioned retirement of \$100.0 million senior subordinated notes in June 2007. The decrease is also a result of a decrease in our weighted-average U.S. variable-rate on U.S. borrowings of 5.4% in 2008, from 7.8% in 2007. Weighted-average borrowings on U.S. variable-rate debt were approximately flat year-over-year.

**Other Expense, Net.** Other expense, net decreased approximately \$1.6 million to \$2.3 million in 2008, from \$3.9 million in 2007. The decrease is principally due a \$1.8 million decrease in costs related to receivable sales and securitization expenses resulting from an approximate 2.4% decrease in the weighted average securitization rate from 2007 to 2008.

**Income Taxes.** The effective income tax rate for 2008 was 1.6%, compared with 7.5% for 2007. In 2008, we reported domestic and foreign pretax loss of approximately \$98.6 million and \$32.1 million,

respectively. The loss in 2008 is primarily the result of a goodwill and indefinite-lived intangible asset impairment charge of \$172.2 million, for which we received an income tax benefit of approximately \$17.2 million. In 2008, we recorded a \$2.8 million tax benefit associated with the release of valuation allowances. The release of valuation allowances is related to our change in judgments about the effects of tax restrictions on utilizing certain deferred tax assets, primarily a capital loss carryforward. The loss in 2007 is primarily the result of a goodwill and indefinite-lived intangible asset impairment charge of \$171.2 million, for which we received an income tax benefit of approximately \$11.3 million. In 2007, we also recorded a \$1.4 million tax benefit associated with changes in statutory tax rates and tax law. The Company reduced its net deferred income tax liabilities for the tax law changes that were signed into effect during 2007. In addition, the Company recorded a valuation allowance of \$1.0 million against certain state NOL's during 2007.

**Discontinued Operations.** The results of discontinued operations consist of our industrial fastening business through February 2007, when the sale of the business was completed, our N.I. Industries rocket launcher line of business through December 2007, when the sale of the business was completed, our N.I. Industries property management line of business and our specialty tapes and laminates business, currently held for sale, through December 31, 2008. The results of operations also include certain non-operating charges related to our industrial fastening businesses post-sale. Loss from discontinued operations, net of income tax benefit, was \$7.6 million in 2008, as compared to income from discontinued operations, net of income tax expense, of \$2.8 million in 2007. See Note 5, "Discontinued Operations and Assets Held for Sale," to the financial statements included in this offering circular.

#### **Year Ended December 31, 2007 Compared with Year Ended December 31, 2006**

The principal factors impacting us during the year ended December 31, 2007 compared with the year ended December 31, 2006 were:

- continued economic expansion and a strong industrial economy which impacted end user demand in our specialty gasket business in our Energy business segment and across our Aerospace & Defense and Engineered Components business segments;
  - the continued impact of soft end-market demand and significant competitive pricing pressures within certain sales channels in our Cequent segment, which, in conjunction with a cyclical market decline, resulted in a non-cash goodwill and indefinite-lived intangible asset impairment charge of \$174.6 million and \$117.0 million in 2007 and 2006, respectively;
  - the impact of economic weakness in the paint and chemical industries, resulting in pricing pressure and flat end-market demand for our industrial closure, ring and lever products in our Packaging segment;
  - completion of our initial public offering of our common stock ("IPO") and use of proceeds therefrom to retire \$100.0 million face value of senior subordinated notes, to effect early termination of operating leases and acquire underlying machinery and equipment assets and to terminate an advisory services agreement;
-

Overall, net sales increased \$54.7 million, or approximately 5.8%, in 2007 as compared with 2006. Of this increase, approximately \$13.8 million is due to currency exchange as our reported results in U.S. dollars benefited from stronger foreign currencies. Packaging's net sales increased \$8.2 million, or approximately 5.7%, in 2007 as compared with 2006 due to increases in our specialty dispensing products and new product introductions and the favorable effects of currency exchange. Net sales within Energy increased \$6.5 million, or 4.1%, in 2007 as compared with 2006, due to continued high levels of turnaround activity at petroleum refineries and petrochemical facilities, partially offset by decreased sales of slow speed and compressor engines and related parts. Net sales within our Aerospace & Defense segment increased \$14.0 million, or 21.4%, in 2007 as compared with 2006, due to improved demand in our aerospace fastener and defense businesses. Engineered Components' net sales increased \$15.2 million, or approximately 13.8%, in 2007 as compared with 2006, due primarily to the increased demand in our industrial cylinder business, and the benefit of sales associated with the purchase of our medical device business during the third quarter of 2007. Cequent's net sales increased \$10.9 million, or approximately 2.3%, in 2007 as compared with 2006, due to sales resulting from new programs in our retail business and the favorable effects of currency exchange, partially offset by reduced sales activity in our performance products business due to continued softness of its end-customer market.

Gross profit margin (gross profit as a percentage of sales) approximated 27.3% and 27.0% for 2007 and 2006, respectively. Packaging's gross profit margin decreased to approximately 33.8% in 2007, from 35.0% in 2006, primarily due a less favorable product sales mix. Energy's gross profit margin remained flat at 29.1% in 2007 and 2006, as increases in sales volumes and improved material margins in our specialty gasket business were offset by decreased sales volumes and a less favorable product sales mix in our engine business. Gross profit margin within our Aerospace & Defense segment increased to 42.4% in 2007, from 41.8% in 2006, primarily due to the sales level increase between years. Engineered Components' gross profit margin decreased to 21.2% in 2007, from 22.1% in 2006, as the higher sales volumes and related margins in our industrial cylinder, medical device, and precision tool cutting businesses were more than offset by declines in sales and gross margin within our specialty fitting business. Cequent's gross profit margin increased to 23.7% in 2007, from 22.9% in 2006, due primarily to increased sales and a more favorable product sales mix and material margin improvements in our performance products business, improved material margins within our Australian and retail businesses, purchasing savings initiatives, additional manufacturing efficiencies and material management improvement initiatives, partially offset by continued pricing pressure in our performance products business and duplicative costs in our Australian operations corresponding with start-up costs of new programs in our Thailand facility.

Operating profit margin (operating profit as a percentage of sales) decreased from negative 2.0% in 2006 to negative 9.4% in 2007. Operating profit decreased approximately \$75.9 million, to an operating loss of \$94.7 million in 2007, compared to an operating loss of \$18.8 million in 2006. In 2007, we recorded a non-cash goodwill and indefinite-lived intangible asset impairment charge of \$171.2 million in our Cequent segment. In 2006, we recorded a non-cash goodwill impairment charge of \$116.5 million in this segment. In addition to the increase in impairment charges, during 2007, we utilized proceeds from our IPO to fund a \$10.0 million fee to Heartland for agreeing to a contractual settlement of its right to receive a \$4.0 million annual fee under its advisory services agreement and \$4.2 million of costs and expenses related to the early termination of operating leases. In 2007, we also recorded approximately \$9.0 million related to the closure of our Huntsville, Ontario, Canada facility within our Cequent segment and a non-cash settlement of a benefit plan liability of approximately \$3.9 million in our Packaging segment. Packaging's operating profit margin was 17.7% and 21.7% in 2007 and 2006, respectively. Operating profit decreased \$4.3 million in 2007 as compared with 2006, due primarily to the aforementioned non-cash charge for settlement of a defined benefit pension plan settlement liability of \$3.9 million. Energy's operating profit margin was 14.0% and 14.5% in 2007 and 2006, respectively. Operating profit improved \$0.1 million in 2007 compared to 2006 as increases in margin earned due to higher sales levels and margin improvement in our specialty gasket business were mostly offset by reductions in operating profit in our engine business due to lower sales volumes and costs incurred to introduce new programs. Aerospace & Defenses' operating profit margin was 29.2% and 29.6% in 2007

---

and 2006, respectively. Operating profit increased \$3.8 million in 2007 compared to 2006 due to increased sales levels in the businesses in this segment, partially offset by higher selling, general and administrative expenses as a result of increased investment in sales resources and product development. Engineered Components' operating profit margin was 14.9% and 15.3% in 2007 and 2006, respectively. Operating profit increased \$1.8 million in 2007 compared to 2006 due to increased sales levels in the majority of the businesses in this segment, which were partially offset by higher selling, general and administrative expenses as a result of increased investment in sales resources and product development. Cequent's operating profit decreased \$60.9 million in 2007, from an operating loss of \$84.6 million in 2006 to an operating loss of \$145.4 million in 2007, principally due to a non-cash goodwill and indefinite-lived intangible asset impairment charge of \$171.2 million in 2007, as compared to a goodwill impairment charge of \$116.5 million in 2006. In addition, we recorded charges of approximately \$9.0 million related to the closure of the Huntsville, Ontario, Canada facility in the fourth quarter of 2007. These increases in charges were partially offset by higher sales volumes resulting from new program introductions and savings resulting from continued operational improvements and our Asian sourcing initiatives.

Adjusted EBITDA margin (Adjusted EBITDA as a percentage of sales) approximated 11.5% and 13.7% in 2007 and 2006, respectively. The increase in Adjusted EBITDA margin in our Energy and Aerospace & Defense segments was consistent with the increase in operating profit margin. After consideration of increases in depreciation expense from 2006 to 2007, the Adjusted EBITDA margin for Packaging and Engineered Components was consistent with the decrease in operating profit margin. The Adjusted EBITDA margin in our Cequent segment was significantly higher than the operating profit margin in 2007 and 2006 due to the add-back of the non-cash goodwill and indefinite-lived intangible asset impairment charges of \$171.2 million and \$116.5 million in 2007 and 2006, respectively. In addition, we recorded a \$3.4 million fixed asset impairment charge in 2007 related to the closure of the Huntsville facility. After consideration of the goodwill, intangible asset and Huntsville charges, the remaining change in Adjusted EBITDA was consistent with the change in operating profit margin for Cequent.

**Packaging.** Net sales increased \$8.2 million, or approximately 5.7%, to \$152.0 million in 2007, as compared to \$143.8 million in 2006. Overall, approximately \$5.6 million of the increase in sales is due to favorable currency exchange as our reported results in U.S. dollars were positively impacted as a result of stronger foreign currencies. In addition, approximately \$2.6 million of the increase is due to continued strong demand for our specialty dispensing products and new product introductions. Sales of our industrial closures, rings and levers were essentially flat year-over-year.

Packaging's gross profit increased approximately \$1.0 million to \$51.4 million, or 33.8% of sales, in 2007, as compared to \$50.4 million, or 35.0% of sales, in 2006. The increase in gross profit between years is primarily attributed to favorable currency exchange, as incremental margin from increased sales levels was substantially offset by a less favorable product sales mix and general economic increases.

Packaging's selling, general and administrative costs increased approximately \$2.4 million to \$21.5 million, or 14.1% of sales, in 2007, as compared to \$19.1 million, or 13.3% of sales, in 2006. The increase in selling, general and administrative expenses is a result of increased spending related to sales growth initiatives and realigning of certain manufacturing equipment between our facilities.

Packaging's operating profit decreased \$4.3 million to \$26.9 million, or 17.7% of sales, in 2007, as compared to \$31.2 million, or 21.7% of sales, in 2006. The decrease in operating profit is due primarily recognition of a \$3.9 million non-cash charge related to settlement of a defined benefit plan liability resulting from the closure of a distribution facility in 1997, for which the ultimate resolution and related accounting for distribution of surplus assets of the plan was not approved by Canadian authorities until 2007. The other components of the change were an increase in operating profit due to favorable currency exchange, offset by a less favorable product sales mix, increased selling costs in support of our sales growth initiatives and the realignment of certain manufacturing equipment between our facilities.

---

Packaging's Adjusted EBITDA decreased \$2.8 million to \$38.8 million, or 25.6% of sales, in 2007, as compared to \$41.6 million, or 28.9% of sales, in 2006. In 2007, Packaging had an increased depreciation expense add-back of approximately \$1.2 million, primarily due to the acquisition of previously leased assets with the use of proceeds from our initial public offering in May 2007. The remaining change is consistent with the decrease in operating profit.

**Energy.** Net sales for 2007 increased \$6.5 million, or 4.1%, to \$163.5 million, as compared to \$157.0 million in 2006. Sales of specialty gaskets and related fastening hardware increased approximately \$14.6 million as compared to 2006 as a result of increased demand from existing customers due to continued high levels of turn-around activity at petrochemical refineries and increased demand for replacement parts as refineries continue to operate at capacity. Sales of slow speed and compressor engines and related products decreased approximately \$9.4 million in 2007 as compared to 2006 due to lower gas commodity prices persisting for most of 2007 and the impact of lower rig count activity in the Canadian natural gas market.

Gross profit within Energy increased \$1.9 million to \$47.6 million, or 29.1% of sales in 2007, as compared to \$45.7 million, or 29.1% of sales in 2006. Gross profit increased approximately \$6.4 million in our specialty gasket business in 2007 as compared to 2006, approximately \$4.2 million of which resulted from increased sales volumes. The remainder of the increase in gross profit compared to 2006 was due to improved material margins and a more favorable product sales mix. Gross profit decreased by \$4.5 million in our engine business in 2007 as compared to 2006, approximately \$2.7 million of which was driven by the decrease in sales volumes year over year. The remainder of the decrease was due to lower margins resulting from a less favorable mix of engine sales, increased labor and overhead spending associated with investments in developing infrastructure for its new compressor products and the loss of operating leverage due to lower sales volumes compared to 2006.

Selling, general and administrative expenses within Energy increased \$1.8 million to \$24.5 million, or 15.0% of net sales in 2007, as compared to \$22.7 million, or 14.5% of net sales in 2006. Of this increase, approximately \$1.7 million was due to increased compensation, commission and launch expenses in support of increased sales in our specialty gasket business and new product introduction in our engine business.

Overall, operating profit within Energy increased \$0.1 million to \$22.9 million, or 14.0% of sales in 2007, as compared to \$22.8 million, or 14.5% of sales, in 2006. Overall, increases in operating profit in our specialty gasket business due to higher sales volumes and other operational improvements were mostly offset by reductions in operating profit in our engine business due to lower sales volumes resulting from lower gas commodity prices, lower rig count activity in the Canadian natural gas market and increased spending in support of new product development.

Energy's Adjusted EBITDA increased \$0.4 million to \$25.4 million, or 15.6% of sales, in 2007, as compared to \$25.0 million, or 16.0% of sales, in 2006, consistent with the improvement in operating profit between years.

**Aerospace & Defense.** Net sales in 2007 increased \$14.0 million, or approximately 21.4%, to \$79.6 million, from \$65.5 million in 2006. Net sales in 2007 increased 20.8% in our aerospace fastener business as compared to 2006, as we continued to benefit from share gains as well as strong market demand. Net sales in our defense business increased 23.3% as compared to 2006, as our customers built-up their inventory of cartridge cases.

---

Gross profit within Aerospace & Defense increased \$6.3 million to \$33.7 million, or 42.4% of sales, in 2007, from \$27.4 million, or 41.8% of sales, in 2006. The increase in gross profit is primarily attributed to the sales level increase between years.

Selling, general and administrative expenses increased \$2.5 million to \$10.2 million, or 12.8% of sales, in 2007, as compared to \$7.8 million, or 11.8% of sales, in 2006, as this segment increased its investment in sales resources and product development, primarily in our aerospace business.

Operating profit increased \$3.8 million to \$23.2 million, or 29.2% of sales, in 2007, as compared to \$19.4 million, or 29.6% of sales, in 2006, due primarily to higher sales levels between years, partially offset by our increased investment in sales resources and product development.

Aerospace & Defense's Adjusted EBITDA increased \$3.9 million to \$24.8 million, or 31.2% of sales, in 2007, as compared to \$20.9 million, or 31.9% of sales, in 2006, consistent with the change in operating profit.

**Engineered Components.** Net sales in 2007 increased \$15.2 million, or approximately 13.8%, to \$125.1 million, from \$109.9 million in 2006. Net sales in 2007 increased 17.3% in our industrial cylinders business, due to higher demand for our new ISO cylinder. Net sales increased 4.3% in our precision cutting tools business in 2007 as compared to 2006 due to increased sales of medical and special products to new customers and markets. Sales within our specialty fittings business declined approximately 11.2% in 2007 as compared to 2006 due to continued softness in domestic automotive market demand. Finally, this segment benefited from the acquisition of a medical device manufacturer in August 2007.

Gross profit within Engineered Components increased \$2.2 million to \$26.5 million, or 21.2% of sales, in 2007, from \$24.3 million, or 22.1% of sales, in 2006. The increase in gross profit is primarily attributed to the sales level increase between years and the acquisition of the medical device manufacturer.

Selling, general and administrative expenses increased \$0.6 million to \$7.9 million, or 6.3% of sales, in 2007, as compared to \$7.4 million, or 6.7% of sales, in 2006, as this segment increased its investment in sales resources and product development.

Operating profit increased \$1.8 million to \$18.6 million, or 14.9% of sales, in 2007, as compared to \$16.8 million, or 15.3% of sales, in 2006, due primarily to higher sales levels between years, partially offset by our increased investment in sales resources and product development.

Engineered Components' Adjusted EBITDA increased \$2.3 million to \$22.1 million, or 17.7% of sales, in 2007, as compared to \$19.8 million, or 18.0% of sales, in 2006. In 2007, Engineered Components had increased depreciation expense of approximately \$0.5 million, primarily as the result of the acquisition of previously leased assets with the use of proceeds from our initial public offering in May 2007. The remaining change is consistent with the change in operating profit.

**Cequent.** Net sales increased \$10.9 million, or 2.3%, to \$483.0 million in 2007, from \$472.2 million in 2006. Net sales were favorably impacted by approximately \$7.5 million of currency exchange, as our reported results in U.S. dollars were positively impacted as a result of a stronger foreign currencies. In addition, sales in our retail business increased approximately \$13.0 million in 2007 compared to 2006 due to increased sales to existing customers and new product sales. Net sales in our performance products business decreased approximately \$9.0 million in 2007 as compared to 2006, due to continued soft demand in certain end-markets, particularly in the horse/livestock market and to our installer and original equipment customer groups, and, more generally, pricing pressure across all market channels, partially offset by sales of new brake controller products. In addition, our Australian business' sales declined approximately \$0.6 million in 2007 primarily due to slow sales of aftermarket products until the second half of the year. While our performance products business has experienced declines in sales, we believe that our rate of decline has been at a lesser rate than the overall market due to certain market share gains made during 2007.

---

Cequent's gross profit increased \$6.3 million to \$114.4 million, or 23.7% of net sales in 2007, from \$108.1 million, or 22.9% of net sales, in 2006. Of the increase in gross profit between years, \$2.4 million is attributed to the higher sales volumes, primarily in our consumer products business, and \$1.3 million is attributed to the aforementioned currency exchange impact. The remaining increase in gross profit is due to the impact of improved operating margins within our Australian business, primarily due to improved material margins. These increases in gross profit were partially offset by continued weak demand and pricing pressures in our performance products business, and inefficiencies and duplication of labor and overhead costs in our Australian operations associated with the closure of one Australian facility and a corresponding start-up of new programs in our Thailand facility. The closing of our Australian facility was completed in the third quarter of 2007.

Cequent's selling, general and administrative expenses increased \$8.8 million to \$84.4 million, or 17.5% of sales in 2007, from \$75.6 million, or 16.0% of sales in 2006. This increase was due to approximately \$4.8 million of expense related to severance and other costs associated with the aforementioned closure of our Huntsville facility and higher sales-related support activities associated with the start-up of our new Thailand facility, increased promotional expenses in attempts to boost sales volumes and increased litigation defense costs. In addition, we experienced additional selling and promotional spending in our retail channel in connection with the new business awarded during 2007. These increases were partially offset by continued reductions in selling and distribution expenses in our performance products business as a result of further consolidation of warehouses and lower discretionary spending corresponding with the decline in sales to our installer and original equipment customer groups.

Cequent's operating loss increased \$60.8 million to \$145.4 million in 2007, compared to an operating loss of \$84.6 million in 2006. In 2007, we recognized a non-cash goodwill and indefinite-lived intangible asset impairment charge of \$171.2 million due to continued declines in the fair value of the business, compared to a non-cash goodwill impairment charge in 2006 of \$116.5 million. The remainder of the increase in operating loss resulted from continued weak demand and closure of the Huntsville facility, both within our performance products business, and inefficiencies within our Australian business as a result of the closure of the facility and startup of the Thailand facility, which were partially offset by higher sales volumes, favorable currency exchange and continued reductions in our selling and distribution expenses as we consolidated our warehouses in response to the decline in sales in our installer and original equipment customer groups.

Cequent's Adjusted EBITDA decreased \$2.6 million to \$48.0 million, or 9.9% of sales in 2007, from \$50.6 million, or 10.7% of sales, in 2006. After considering the effect of the goodwill and indefinite-lived intangible asset impairment charges in 2007 and 2006, the effect of approximately \$2.9 million incremental asset impairments in 2007 compared with 2006, primarily related to the Huntsville facility, consideration of year over year increased depreciation expense of approximately \$1.4 million and foreign currency transaction losses of approximately \$0.4 million in 2007 compared to foreign currency transaction gains of approximately \$0.1 million in 2006, the change in Adjusted EBITDA is consistent with the change in operating profit between years.

---

**Corporate Expenses and Management Fees.** Corporate expenses and management fees included in operating profit and Adjusted EBITDA consist of the following:

	Year ended December 31,	
	2006	2007
	(in millions)	
Corporate operating expenses	\$ 11.4	\$ 14.8
Employee costs and related benefits	8.9	9.6
Costs for early termination of operating leases	—	4.2
Management fees and expenses	4.1	12.1
Corporate expenses and management fees—operating profit	\$ 24.4	\$ 40.7
Receivables sales and securitization expenses	4.6	4.4
Depreciation	(0.1)	(0.1)
Other, net	(0.8)	(1.0)
Corporate expenses and management fees—Adjusted EBITDA	<u>\$ 28.1</u>	<u>\$ 44.0</u>

Corporate operating expenses increased by approximately \$3.4 million to \$14.8 million in 2007, from \$11.4 million in 2006, due to increased professional fees expense related to our ongoing efforts to comply with the requirements of Sarbanes-Oxley, increased costs for directors and officers insurance as a result of completing our IPO and higher operating expenses associated with our Asian sourcing office. Employee costs and related benefits increased by approximately \$0.7 million to \$9.6 million in 2007, from \$8.9 million in 2006, primarily due to higher incentive compensation costs. The remaining increase between years is attributed to the impact of the use of IPO proceeds, including payment of a \$10.0 million termination fee to Heartland for agreeing to a contractual settlement of its right to receive a \$4.0 million annual fee under its advisory services agreement and \$4.2 million of costs and expenses related to the early termination of operating leases.

**Interest Expense.** Interest expense, including debt extinguishment costs of approximately \$7.4 million and \$8.6 million in 2007 and 2006, respectively, decreased approximately \$11.9 million to \$75.8 million in 2007, from \$87.7 million in 2006. Of the decrease, approximately \$4.9 million is due to lower borrowings in the second half of 2007 as compared to the second half of 2006 resulting from the retirement of \$100.0 million senior subordinated notes in June 2007 with our IPO proceeds. The decrease is also a result of a decrease in our weighted-average U.S. variable-rate on U.S. borrowings of 7.8% in 2007, from 8.5% in 2006. Weighted-average borrowings on U.S. variable-rate debt were approximately flat year-over-year.

**Other Expense, Net.** Other expense, net decreased approximately \$0.3 million to \$3.9 million in 2007, from \$4.2 million in 2006. The decrease is principally due to income in 2007 of approximately \$0.6 million as a result of investing \$100.0 million of IPO proceeds prior to retirement of the senior subordinated notes, partially offset by a change in gains and losses on transactions denominated in foreign currencies, from a gain of \$0.1 million in 2006 to a loss of \$0.2 million in 2007.

**Income Taxes.** The effective income tax rate for 2007 was 7.5% compared with (0.7)% for 2006. In 2007, we reported foreign pre-tax income of approximately \$6.6 million and a domestic pre-tax loss of approximately \$180.9 million. The loss in 2007 is primarily the result of a goodwill and indefinite-lived intangible asset impairment charge of \$171.2 million, for which we received an income tax benefit of approximately \$11.3 million. In 2007, we recorded a \$1.4 million tax benefit associated with changes in statutory tax rates and tax law. The Company reduced its net deferred income tax liabilities for the tax law changes that were signed into effect during 2007. In addition, the Company recorded a valuation allowance of \$1.0 million against certain state NOL's. The loss in 2006 is primarily the result of a goodwill impairment charge of \$116.5 million, for which we received an income tax benefit of only \$1.2 million. In 2006, we also recorded a tax benefit of approximately \$0.5 million due to the change in

Texas tax law signed into effect on May 19, 2006, recorded a valuation allowance of \$1.7 million against certain deferred tax assets associated with a dual consolidated tax loss, certain state NOL's and a foreign tax credit carryforward, and recorded a tax benefit of \$0.6 million related to extraterritorial income exclusions ("ETI"). The ETI tax deduction is based on the amount of export sales by domestic entities and has minimal relationship to net income (loss).

**Discontinued Operations.** The results of discontinued operations consist of our industrial fastening business through February 2007, when the sale of the business was completed, our asphalt-coated paper business through June 2006, when the sale of that business was completed, our N.I. Industries rocket launcher and property management lines of business through December 2007, when the sale of the rocket launcher business was completed and our specialty tapes and laminates business through December 2007. The results of operations also include a charge in 2007 related to our Wood Dale leased manufacturing facility, which was part of our industrial fastening business, for the estimated unrecoverable future minimum lease obligations. Income from discontinued operations, net of income tax expense, was \$2.8 million in 2007, as compared to a loss from discontinued operations, net of income tax benefit, of \$17.5 million in 2006. See Note 5, "Discontinued Operations and Assets Held for Sale," to the financial statements included in this offering circular.

## Liquidity and Capital Resources

### Cash Flows

Cash provided by operating activities for the nine months ended September 30, 2009 was approximately \$67.6 million, as compared to \$22.8 million for the nine months ended September 30, 2008. Significant changes in cash flows provided by operating activities and the reasons for such changes are as follows:

- For the nine months ended September 30, 2009, we generated \$23.6 million of cash, based on the reported net income from operations of \$11.1 million and after considering the effects of non-cash items related to gains/losses on dispositions of property and equipment, depreciation and amortization, changes in deferred taxes, debt extinguishments, stock compensation and other non-cash items. For the nine months ended September 30, 2008, we generated \$67.4 million in cash flows based on the reported net income from operations of \$25.6 million and after considering the effects of non-cash impacts related to depreciation, amortization and other non-cash items.
  - For the nine months ended September 30, 2009, activity related to the sale of receivables and use of our accounts receivable securitization facility resulted in a net cash use of approximately \$15.7 million, as we reduced amounts outstanding under the facility relative to December 31, 2008. During the first nine months of 2009, we relied on our revolving credit facility as the principal source of funding our working capital requirements and ordinary course needs, as it was our lowest cost source of borrowings. For the nine months ended September 30, 2008, activity related to the sale of receivables and use of our accounts receivable securitization facility resulted in a net cash use of approximately \$26.7 million. Although we relied on our accounts receivable securitization facility as the primary source of funding working capital requirements and ordinary course needs during the first nine months of 2008, as it was our lowest cost source of borrowings, we lowered our borrowings outstanding from December 31, 2007 to September 30, 2008, as we generated sufficient cash to lower the borrowing requirements.
  - Reductions in receivables resulted in a source of cash of approximately \$24.6 million for the nine months ended September 30, 2009, while increases in receivables resulted in a use of cash of approximately \$19.3 million for the nine months ended September 30, 2008. As compared to first nine months of 2008, sales in the first nine months of 2009 decreased approximately 24%, and the gross level of accounts receivable at September 30, 2009 declined a comparable amount.
  - For the nine months ended September 30, 2009, we reduced our investment in inventory consistent with our management strategy to improve inventory turns and to better align
-

inventory levels with end market demand, which resulted in a cash source of approximately \$51.7 million. For the nine months ended September 30, 2008, we used approximately \$7.6 million of cash relative to our investment in inventory.

- For the nine months ended September 30, 2009, accounts payable and accrued liabilities resulted in a net use of cash of approximately \$18.4 million, as compared to a net source of cash of \$4.7 million for the nine months ended September 30, 2008. The reduction in accounts payable and accrued liabilities is a result of lowering our purchases in the process of aligning our inventory levels with end market demand.
- Management of prepaid expenses and other assets resulted in a source of cash of approximately \$1.9 million and \$4.4 million for the nine months ended September 30, 2009 and 2008, respectively, primarily as a result of ongoing initiatives to reduce the relative level of investment in manufacturing supplies, spare parts and tooling assets.

Cash provided by operating activities in 2008 was approximately \$31.2 million, as compared to \$65.0 million in 2007. Significant changes in cash flows provided by operating activities and the reasons for such changes are as follows:

In 2008, we generated \$73.0 million in cash flows, based on the reported net loss from operations and after considering the effects of non-cash items related to asset impairments, depreciation and amortization, changes in deferred taxes, debt extinguishments and stock compensation. In 2007, we generated \$53.1 million based on the reported net loss from operations and after considering the effects of comparable non-cash items.

In 2008, activity related to the sale of receivables and use of our accounts receivable securitization facility resulted in a net cash use of approximately \$18.3 million, whereas in 2007, activity related to the sale of receivables and use of our accounts receivable securitization facility resulted in a net cash source of approximately \$26.0 million. During the last three months of 2008, we shifted the primary source of funding our working capital requirements and ordinary course needs from the accounts receivable securitization facility to our revolving credit facility in response to credit market uncertainties and because the relative cost of the facilities was comparable. In 2007, we used the accounts receivable securitization facility as the primary source of funding working capital requirements and ordinary course needs because it was more cost-effective.

In 2008, we used approximately \$8.7 million of cash relative to our investment in inventory primarily as reductions in inventory levels were more than offset by significantly higher commodity costs experienced during the second half of the year. In 2007, we used approximately \$25.1 million of cash relative to our investment in inventory in order to fund sales growth initiatives and as a result of longer lead times associated with sourcing products from Asia.

In 2008, accounts payable and accrued liabilities represented a net use of cash of \$13.9 million, as compared to being a net a source of cash of approximately \$13.7 million in 2007. As of December 31, 2008, the relative level of accounts payables and accrued liabilities declined as we reduced levels of manufacturing and purchasing activity in response to an abrupt slowdown in order activity experienced during the fourth quarter of 2008. In 2007, we increased our days purchases in accounts payable to a level closer to our inventory turnover and consistent with the increased investment in inventory.

Management of prepaid expenses and other assets resulted in a source of cash of approximately \$3.5 million and \$12.5 million in 2008 and 2007, respectively, primarily as a result of ongoing initiatives to reduce the relative level of investment in manufacturing supplies, spare parts and tooling assets.

Increases in receivables resulted in a use of cash of approximately \$0.5 million and \$15.7 million in 2008 and 2007, respectively. Relative to 2007, fourth quarter 2008 sales declined approximately 4%, while fourth quarter 2007 increased approximately 7% versus fourth quarter 2006.

Net cash provided by investing activities for the nine months ended September 30, 2009 was approximately \$12.3 million, as compared to net cash used of \$24.2 million for the nine months ended September 30, 2008. During the first nine months of 2009, we generated approximately \$23.1 million of

---

cash from business and asset dispositions, primarily related to the sale of our specialty laminates business. We also incurred approximately \$10.9 million in capital expenditures to support our growth initiatives, which we decreased from 2008 levels in response to the current economic recession. During the first nine months of 2008, our investing activities used cash of approximately \$24.2 million. We paid approximately \$2.8 million for the acquisition of Parkside Towbars, net of cash acquired, and paid approximately \$3.4 million of additional purchase price for the medical device company acquired in the third quarter of 2007. We received approximately \$2.3 million in cash related to asset dispositions. In addition, we incurred approximately \$20.1 million in capital expenditures to support our growth initiatives.

Net cash used for investing activities in 2008 was approximately \$33.4 million, as compared to \$68.9 million in 2007. In 2008, we incurred \$29.2 million in capital expenditures to support our growth initiatives. We also paid approximately \$3.2 million for the acquisition of Parkside Towbars, net of cash acquired, and approximately \$3.5 million in additional purchase price in connection with earn-out clauses related to prior year acquisitions. In 2008, net proceeds from various asset dispositions were \$2.4 million. In 2007, we incurred \$34.7 million in capital expenditures to support our growth initiatives. Also, during 2007, we used proceeds from our IPO to purchase approximately \$17.1 million of machinery and equipment subject to operating leases, and also paid approximately \$12.9 million for certain machinery and equipment subject to operating leases in connection with the disposition of our Frankfort, Indiana industrial fastening business, which was sold in February 2007. In addition, during 2007, we paid approximately \$13.5 million to acquire certain assets from Quest Technologies, Inc., expanding fifth-wheel product offerings in our Cequent segment, and all of the capital stock of DEW Technologies, Inc., a medical device manufacturer, which is reported in our Engineered Components segment. We also generated cash proceeds in 2007 of approximately \$9.3 million on the disposition of businesses and other assets, the main components of which include \$4.0 million related to the sale of the Frankfort, Indiana industrial fastening business in February 2007, and \$3.1 million related to the sale of our rocket launcher business in December 2007.

Net cash used by financing activities for the nine months ended September 30, 2009 was approximately \$59.0 million, as compared to net cash provided by financing activities of approximately \$1.3 million for the nine months ended September 30, 2008. During the first three quarters of 2009, we used approximately \$43.8 million of available cash to retire \$73.2 million face value of our 9<sup>7</sup>/<sub>8</sub>% senior subordinated notes due 2012 via open market purchases. As previously noted, during the first three quarters of 2009, we significantly increased the use of our revolving credit facility as the primary source of funding our working capital requirements, as it was our lowest cost source of borrowing, as compared to the first nine months of 2008, when we relied more heavily on our accounts receivable securitization facility. However, on a net basis, we reduced amounts outstanding on our revolving credit facilities at September 30, 2009 by approximately \$12.8 million from December 31, 2008. In contrast, we increased amounts outstanding on our revolving credit facilities during the first nine months of 2008 by approximately \$5.0 million.

Net cash provided by financing activities in 2008 was approximately \$1.3 million, as compared to cash provided by financing activities of approximately \$5.1 million in 2007. During the fourth quarter of 2008, we used \$4.1 million of cash from operating activities to retire \$8.0 million face value of our 9<sup>7</sup>/<sub>8</sub>% senior subordinated notes due in 2012 via open market purchases. We also increased our net borrowings on revolving credit facilities by \$10.0 million during 2008 to fund our normal operations. In both 2008 and 2007, we repaid approximately \$5.0 million of borrowings on senior credit facilities. During 2007, we received net proceeds from the initial public offering of our common stock of approximately \$126.5 million, which we used to retire \$100.0 million of senior subordinated notes and to pay the associated call premium. In addition, we reduced our net borrowings under our revolving credit facilities by approximately \$16.4 million.

#### ***Our Debt and Other Commitments***

Our senior secured credit facility is comprised of a \$90.0 million revolving credit facility, a \$60.0 million deposit-linked supplemental revolving credit facility and a \$260.0 million term loan

---

facility. At September 30, 2009, approximately \$252.2 million was outstanding on the term loan and \$0 was outstanding on the revolving credit facilities. Under the senior secured credit facility, up to \$90.0 million in the aggregate of our revolving credit facility is available to be used for one or more permitted acquisitions subject to certain conditions and other outstanding borrowings and issued letters of credit. Our senior secured credit facility also provides for an uncommitted \$100.0 million incremental term loan facility that, subject to certain conditions, is available to fund one or more permitted acquisitions or to repay a portion of our senior subordinated notes.

Amounts drawn under our revolving credit facilities fluctuate daily based upon our working capital and other ordinary course needs. Availability under our revolving credit facilities depends upon, among other things, compliance with our credit agreement's financial covenants. Our credit facilities contain negative and affirmative covenants and other requirements affecting us and our subsidiaries, including among others: restrictions on incurrence of debt (except for permitted acquisitions and subordinated indebtedness), liens, mergers, investments, loans, advances, guarantee obligations, acquisitions, asset dispositions, sale-leaseback transactions, hedging agreements, dividends and other restricted junior payments, stock repurchases, transactions with affiliates, restrictive agreements and amendments to charters, by-laws, and other material documents. The terms of our credit agreement require us and our subsidiaries to meet certain restrictive financial covenants and ratios computed quarterly, including a leverage ratio (total consolidated indebtedness plus outstanding amounts under the accounts receivable securitization facility over consolidated EBITDA, as defined), interest expense ratio (consolidated EBITDA, as defined, over cash interest expense, as defined) and a capital expenditures covenant. The most restrictive of these financial covenants and ratios are the leverage ratio and interest expense ratio. Our permitted leverage ratio under our amended and restated credit agreement is 4.75 to 1.00 for July 1, 2009 to September 30, 2009, 4.50 to 1.00 for October 1, 2009 to September 30, 2010, 4.25 to 1.00 for July 1, 2010 to September 30, 2011 and 4.00 to 1.00 from October 1, 2011 and thereafter. Our actual leverage ratio was 3.80 to 1.00 at September 30, 2009. Our permitted interest expense ratio under our amended and restated credit agreement is 2.20 to 1.00 for July 1, 2009 to December 31, 2009, 2.30 to 1.00 for January 1, 2010 to December 31, 2010, 2.40 to 1.00 for January 1, 2011 to September 30, 2011 and 2.50 to 1.00 for October 1, 2011 and thereafter. Our actual interest expense ratio was 3.00 to 1.00 at September 30, 2009. At September 30, 2009, we were in compliance with our financial covenants.

We are seeking to "amend and extend" the revolving credit facility and term loan facility under our senior secured credit agreement. If the proposed amendments to our senior secured credit agreement are approved, and assuming the consummation of this offering and the use of proceeds therefrom, consenting revolving lenders will have the maturity date of their commitments extended from August 2, 2011 to December 15, 2013 and consenting term lenders will have the maturity date of their term loans extended from August 2, 2013 to December 15, 2015. The proposed amendments to our senior secured credit agreement also include increased applicable margins for approving lenders, increased commitment fees for approving revolving lenders, and various additional modifications to our financial and non-financial covenants that in most cases are designed to provide us with improved operating flexibility. See "Description of Other Indebtedness."

Based on preliminary feedback from lenders, we expect that the amendments will be approved and that we will have between \$60.0 million and \$75.0 million of extended maturity date revolving loan commitments and that between \$200.0 million and \$230.0 million of our term loans will be extended. We expect that in connection with the extension of a portion of our revolving loan commitments, our aggregate revolving loan commitments will be reduced from \$90.0 million to \$80.0 million, although the amended and restated credit agreement is expected to provide us with the ability to increase these commitments by \$10.0 million in the future. The feedback we have received to date is preliminary and is therefore subject to change. The consummation of this offering is conditioned upon formal approval of the proposed amendments to the senior secured credit agreement.

The following are the reconciliations of net income (loss), which is a GAAP measure of our operating results, to Consolidated Bank EBITDA, and interest expense, as reported, to Consolidated

---

Cash Interest Expense, both as defined in our credit agreement as in effect on September 30, 2009, for the twelve month period ended September 30, 2009.

	Year Ended December 31, 2008	Less: Nine Months Ended September 30, 2008	Add: Nine Months Ended September 30, 2009	Twelve Months Ended September 30, 2009
	(dollars in thousands)			
Net income (loss), as reported	\$ (136,190)	\$ 25,640	\$ 11,140	\$ (150,690)
Bank stipulated adjustments:				
Interest expense, net (as defined)	55,920	42,300	35,040	48,660
Income tax expense (benefit)(1)	(12,610)	15,310	6,650	(21,270)
Depreciation and amortization	44,070	32,440	33,410	45,040
Interest equivalent costs(2)	2,610	2,210	1,220	1,620
Non-cash expenses related to stock option grants(3)	1,030	1,160	340	210
Other non-cash expenses or losses(4)	188,340	2,440	2,290	188,190
Non-recurring expenses or costs for cost savings projects(5)	4,250	2,860	5,420	6,810
Debt extinguishment costs(6)	140	—	1,140	1,280
Negative EBITDA from discontinued operations(7)	3,950	210	850	4,590
Permitted dispositions(8)	(100)	(1,810)	12,020	13,730
Permitted acquisitions(9)	40	40	—	—
Consolidated Bank EBITDA, as defined	<u>\$ 151,450</u>	<u>\$ 122,800</u>	<u>\$ 109,520</u>	<u>\$ 138,170</u>

	September 30, 2009 (dollars in thousands)
Total long-term debt	\$ 525,380
Aggregate funding under the receivables securitization facility	—
Total Consolidated Indebtedness, as defined	<u>\$ 525,380</u>
Consolidated Bank EBITDA, as defined	<u>\$ 138,170</u>
Actual leverage ratio	<u>3.80x</u>
Maximum covenant requirement	<u>4.75x</u>

	Year Ended December 31, 2008	Less: Nine Months Ended September 30, 2008	Add: Nine Months Ended September 30, 2009	Twelve Months Ended September 30, 2009
	(dollars in thousands)			
Interest expense, as reported	\$ 55,920	\$ 42,300	\$ 35,040	\$ 48,660
Bank stipulated adjustments:				
Interest equivalent costs(2)	2,610	2,210	1,220	1,620
Interest income	(720)	(520)	(210)	(410)
Non-cash amounts attributable to amortization of financing costs	(2,630)	(1,870)	(2,830)	(3,590)
Pro forma adjustment for dispositions	(1,120)	(850)	—	(270)
Total Consolidated Cash Interest Expense, as defined	<u>\$ 54,060</u>	<u>\$ 41,270</u>	<u>\$ 33,220</u>	<u>\$ 46,010</u>

	September 30, 2009
	(dollars in thousands)
Consolidated Bank EBITDA, as defined	\$ 138,170
Total Consolidated Cash Interest Expense, as defined	\$ 46,010
Actual interest expense ratio	3.00x
Minimum covenant requirement	2.20x

- 
- (1) Amount includes tax (expense) benefits associated with discontinued operations.
  - (2) Interest equivalent costs associated with our accounts receivable securitization facility.
  - (3) Non-cash expenses resulting from the grant of restricted shares of common stock and common stock options.
  - (4) Principally, non-cash charges associated with tangible and intangible asset impairments, including goodwill.
  - (5) Non-recurring costs and expenses relating to cost savings projects, including restructuring and severance expenses, not to exceed \$50.0 million in the aggregate.
  - (6) Costs incurred in connection with the retirement of \$73.2 million face value of our senior subordinated notes during the nine months ended September 30, 2009.
  - (7) Not to exceed \$10.0 million in any fiscal year; actual amount reported for the nine month period ended September 30, 2009 was \$0.9 million
  - (8) EBITDA from permitted dispositions, as defined.
  - (9) EBITDA from permitted acquisitions, as defined.
-

Three of our international businesses are also parties to loan agreements with banks, denominated in their local currencies. In the United Kingdom, we are party to a revolving debt agreement with a bank in the amount of £1.0 million (approximately \$0.7 million outstanding at September 30, 2009) which is secured by a letter of credit under our credit facilities. In Italy, we are party to a €5.0 million note agreement with a bank (approximately \$1.9 million outstanding at September 30, 2009) with a term of seven years, which expires December 12, 2012 and is secured by land and buildings of our local business unit. In Australia, we are party to a debt agreement with a bank in the amount of \$23.0 million Australian dollars (approximately \$14.1 million outstanding at September 30, 2009) for a term of five years which expires December 31, 2010. Borrowings under this arrangement are secured by substantially all the assets of the local business which is also subject to financial ratio and reporting covenants. Financial ratio covenants include: capital adequacy ratio (tangible net worth over total tangible assets), interest coverage ratio (EBIT over gross interest cost) and we are in compliance with such covenants at September 30, 2009. In addition to the financial ratio covenants there are other financial restrictions such as: restrictions on dividend payments, U.S. parent loan repayments, negative pledge and undertakings with respect to related entities. As of September 30, 2009, total borrowings in the amount of \$16.7 million were outstanding under these arrangements.

Another important source of liquidity is our \$55.0 million 364 day accounts receivable securitization facility, under which we have the ability to sell eligible accounts receivable to a third party multi seller receivables funding company. At September 30, 2009, we had \$0 utilized under our accounts receivable facility and available funding of \$29.8 million based on eligible receivables.

We are currently in negotiations with Wachovia Bank, National Association to provide a new \$75.0 million three-year accounts receivable facility to replace our existing \$55.0 million 364 day accounts receivable securitization facility with J.P. Morgan. We currently estimate that our availability under the new accounts receivable facility as of September 30, 2009 would have been between \$38.0 million and \$41.5 million as compared to availability of \$29.8 million under our existing accounts receivable securitization facility. Because availability under the new accounts receivable facility is expected to vary depending on the value of our eligible accounts receivable and customary reserves, our availability may increase or decrease from time to time relative to the amount that would have been available as of September 30, 2009. We estimate that during the twelve months ended September 30, 2009, our availability under the new accounts receivable facility would have varied between \$38.0 million and \$70.0 million. We expect that the new accounts receivable facility will be accounted for as an off-balance sheet arrangement in 2009, however as a result of certain changes in GAAP to be implemented on January 1, 2010, we expect that the facility will be accounted for as an on-balance sheet arrangement thereafter. We expect that the new accounts receivable facility will be finalized and the existing accounts receivable securitization simultaneously terminated on or before December 31, 2009. However, the terms of the new accounts receivable facility are still being negotiated, and accordingly we cannot assure you that we will be able to enter into the new facility with this level of availability or at all. This offering is not conditioned on the finalization of the new accounts receivable facility.

At September 30, 2009, our available revolving credit capacity of \$150 million under our senior secured credit facility is reduced by approximately \$31.2 million of letters of credit outstanding as of that date. The letters of credit are used for a variety of purposes, including support of certain operating lease agreements, vendor payment terms and other subsidiary operating activities, and to meet various states' requirements to self-insure workers' compensation claims, including incurred but not reported claims. After consideration of our outstanding letters of credit at September 30, 2009 (as we had no amounts outstanding under our revolving credit facility), we had \$118.8 million of revolving credit capacity available, in addition to \$29.8 million of available liquidity under our accounts receivable securitization facility discussed above. However, after consideration of our leverage covenant, we had an aggregate available funding under our credit and securitization facilities of \$130.9 million at September 30, 2009.

Our available revolving credit capacity under our senior secured credit facility, after consideration of approximately \$31.2 million in letters of credit outstanding related thereto, is approximately

---

\$118.8 million, while our available liquidity under our accounts receivable securitization facility ranges from \$29.8 million to \$49.0 million, depending on the level of our receivables outstanding at a given point in time during the year. We rely upon our cash flow from operations and available liquidity under the credit and securitization facilities to fund our debt service obligations and other contractual commitments, working capital and capital expenditure requirements. Generally, we use available liquidity under these facilities to fund capital expenditures and daily working capital requirements during the first half of the year, as we experience some seasonality in our Cequent reportable segment. Sales of towing and trailering products within this operating segment are generally stronger in the second and third quarters, as trailer original equipment manufacturers (OEMs), distributors and retailers acquire product for the spring and summer selling seasons. None of our other operating segments experience any material seasonal fluctuation in their respective businesses. During the second half of the year, the investment in working capital is reduced and amounts outstanding under our credit and securitization facilities are paid down. At the end of each quarter, we generally use cash on hand to pay down amounts outstanding under our credit and securitization facilities.

On an as adjusted basis as described under the heading "Capitalization," we would have had \$100.8 million of revolving credit capacity available (after taking into consideration \$31.2 million of letters of credit) and between \$38.0 million and \$41.5 million of available liquidity under our new accounts receivable facility. However, after consideration of our leverage covenant, we would have had aggregate available funding of \$129.1 million as of September 30, 2009. We expect that the aggregate loan commitments under our revolving credit facility will initially decrease to \$80.0 million as a result of the amendment and restatement of our credit agreement, but our new accounts receivable facility would have increased by approximately \$8.0 million to \$11.5 million as of September 30, 2009 and between \$8.0 million to \$20.0 million at various times during the nine months ended September 30, 2009, depending on the level of our receivables outstanding at any point in time during that period. Because we expect that our amended and restated credit agreement will provide additional flexibility under our leverage covenant, we anticipate that our combined availability under the revolving credit facilities and new accounts receivable facility will improve.

Cash management related to our credit and securitization facilities is centralized. We monitor our cash position and available liquidity on a daily basis and forecast our cash needs on a weekly basis within the current quarter, and on a monthly basis outside the current quarter over the remainder of the year. Our business and related cash forecasts are updated monthly. Given aggregate available funding under our credit and securitization facilities of \$130.9 million at September 30, 2009, after consideration of the aforementioned leverage restrictions, and based on forecasted cash sources and requirements inherent in our business plans, we believe that our liquidity and capital resources, including anticipated cash flows from operations, will be sufficient to meet our debt service, capital expenditure and other short-term and long-term obligation needs for the foreseeable future.

We also have \$256.5 million (face value) 9<sup>7</sup>/<sub>8</sub>% senior subordinated notes outstanding at September 30, 2009, due in 2012 which we refer to as our existing senior subordinated notes. During the first nine months of 2009, we retired \$73.2 million face value of our existing senior subordinated notes via open market purchases. We launched a tender offer on December 14, 2009, subject to customary terms and conditions, to repurchase all of our existing senior subordinated notes. We will use the net proceeds from this offering together with cash on hand to finance the purchase of our existing senior subordinated notes in the tender offer. This offering circular is not an offer to purchase, a solicitation of an offer to purchase or a solicitation of a consent with respect to the existing senior subordinated notes. The tender offer and related consent solicitation are being made solely by the Offer to Purchase and Consent Solicitation Statement. We currently intend to redeem all of the existing senior subordinated notes that are not tendered, but we are not required to do so under the terms of the indenture governing the existing senior subordinated notes.

Principal payments required under our amended and restated credit facility term loan are: \$0.7 million due each calendar quarter through June 30, 2013, and \$242.5 million due on August 2, 2013 date). On an as adjusted basis as described under the heading "Capitalization," principal payments required under our term loan facilities are expected to be: \$0.7 million due each calendar

---

quarter through June 30, 2013, \$35.8 million due August 2, 2013, \$0.6 million due each calendar quarter from September 30, 2013 through September 30, 2015 and \$201.7 million due on December 15, 2015.

Our senior secured credit facility is guaranteed on a senior secured basis by us and all of our domestic subsidiaries, other than our special purpose receivables subsidiary, on a joint and several basis. In addition, our obligations and the guarantees thereof are secured by substantially all the assets of us and the guarantors.

Our exposure to interest rate risk results from the variable rates under our senior secured credit facility. Borrowings under the senior secured credit facility bear interest, at various rates, as more fully described in Note 8, "Long-term Debt," to the accompanying consolidated financial statements as of September 30, 2009. In April 2008, we entered into an interest rate swap agreement to fix the LIBOR based variable portion of our interest rate on \$125.0 million notional amount of its term loan facility at 2.73%. The swap matured in October 2009. In January 2009, we entered into two new interest rate swap agreements to fix the LIBOR based variable portion of its interest rate on \$75.0 million notional amount of its term loan facility at 1.39% and \$125.0 million notional amount of its term loan facility at 1.91%. The \$75.0 million notional amount interest rate swap commences in January 2009 and extends through January 2011. The \$125.0 million notional amount interest rate swap commenced in October 2009 and extends through July 2011. These interest rate swaps are designated as cash flow hedges whereby the effective portion of the hedge gains and losses are deferred as changes in the cash flows of the interest rate swaps are expected to exactly offset the changes in the cash flows of variable rate debt attributable to fluctuations in the LIBOR. The cumulative fair value of the swaps was a liability of \$2.6 million at September 30, 2009.

Based on variable rate-based borrowings outstanding at September 30, 2009, a 1% increase or decrease in the per annum interest rate for borrowings under our U.S. and foreign revolving credit facilities would change our interest expense by approximately \$0.7 million annually.

We have other cash commitments related to leases. We account for these lease transactions as operating leases and annual rent expense for continuing operations and discontinued operations related thereto approximates \$15.7 million and \$2.4 million, respectively. Of the \$15.7 million annual rent expense for continuing operations, approximately \$0.7 million relates to our Mosinee, WI facility, which we announced our intention to cease production in by the end of 2009. We expect to continue to utilize leasing as a financing strategy in the future to meet capital expenditure needs and to reduce debt levels.

### **Market Risk**

We conduct business in several locations throughout the world and are subject to market risk due to changes in the value of foreign currencies. We do not currently use derivative financial instruments to manage these risks. The functional currencies of our foreign subsidiaries are the local currency in the country of domicile. We manage these operating activities at the local level and revenues and costs are generally denominated in local currencies; however, results of operations and assets and liabilities reported in U.S. dollars will fluctuate with changes in exchange rates between such local currencies and the U.S. dollar.

### **Common Stock**

We voluntarily transferred our stock exchange listing in the U.S. from The New York Stock Exchange to the Nasdaq Global Market<sup>SM</sup> effective August 24, 2009. Our stock continues to trade under the symbol "TRS."

### **Off-Balance Sheet Arrangements**

We are party to an agreement to sell, on an ongoing basis, the trade accounts receivable of certain business operations to a wholly owned, bankruptcy remote, special purpose subsidiary, TSPC, Inc.

---

("TSPC"). On February 13, 2009, we completed the renewal of our accounts receivable securitization facility. Key terms of the renewal include a 364-day term, committed funding of up to \$55.0 million and a cost of funds under the facility equal to a commercial paper based rate plus a usage fee of 4.5%. TSPC, subject to certain conditions, may from time to time sell an undivided fractional ownership interest in the pool of domestic receivables, up to approximately \$55.0 million, to a third party multi seller receivables funding company, or conduit. The proceeds of the sale are less than the face amount of accounts receivable sold by an amount that approximates the purchaser's financing costs. Under the terms of the agreement, new receivables can be added to the pool as collections reduce receivables previously sold. The facility is an important source of liquidity. At September 30, 2009, we had \$0 utilized and \$29.8 million available under this facility based on eligible receivables and before consideration of leverage restrictions.

The facility is subject to customary termination events, including, but not limited to, breach of representations or warranties, the existence of any event that materially adversely affects the collectability of receivables or performance by a seller and certain events of bankruptcy or insolvency. The facility expires in February 2010. In future periods, if we are unable to renew or replace this facility, it could materially and adversely affect our available liquidity capacity.

We are currently in negotiations with Wachovia Bank, National Association to provide a new \$75.0 million three-year accounts receivable facility to replace our existing \$55.0 million 364 day accounts receivable securitization facility with J.P. Morgan. We currently estimate that our availability under the new accounts receivable facility as of September 30, 2009 would have been between \$38.0 million and \$41.5 million as compared to availability of \$29.8 million under our existing accounts receivable securitization facility. Because availability under the new accounts receivable facility is expected to vary depending on the value of our eligible accounts receivable and customary reserves, our availability may increase or decrease from time to time relative to the amount that would have been available as of September 30, 2009. We estimate that during the twelve months ended September 30, 2009, our availability under the new accounts receivable facility would have varied between \$38.0 million and \$70.0 million. We expect that the new accounts receivable facility will be accounted for as an off-balance sheet arrangement in 2009, however as a result of certain changes in GAAP to be implemented on January 1, 2010, we expect that the facility will be accounted for as an on-balance sheet arrangement thereafter. We expect that the new accounts receivable facility will be finalized and the existing accounts receivable securitization simultaneously terminated on or before December 31, 2009. However, the terms of the new accounts receivable facility are still being negotiated, and accordingly we cannot assure you that we will be able to enter into the new facility with this level of availability or at all. This offering is not conditioned on the finalization of the new accounts receivable facility.

### **Commitments and Contingencies**

Under various agreements, we are obligated to make future cash payments in fixed amounts. These include payments under our long-term debt agreements, rent payments required under operating lease agreements for 23 facilities and certain capital equipment, our allocable share of certain compensation and benefit obligations to Metaldyne and principal and interest obligations on our senior secured term loan and senior subordinated notes. Interest on our credit facility term loan is based on LIBOR plus 225 basis points, which equaled 5.0% at December 31, 2008, and this rate was used to estimate our future interest obligations with respect to the term loan included in the table below.

---

The following table summarizes our expected fixed cash obligations over various future periods related to these items as of December 31, 2008.

	Payments Due by Periods (dollars in thousands)				
	Total	Less than One Year	1-3 Years	3-5 Years	More than 5 Years
<b>Contractual cash obligations:</b>					
Long-term debt	\$ 610,560	\$ 10,360	\$ 23,420	\$ 576,780	\$ —
Lease obligations	127,340	14,750	26,680	22,510	63,400
Benefit obligations	5,670	350	710	710	3,900
<b>Interest obligations:</b>					
Term loan	56,290	12,740	25,080	18,470	—
Subordinated notes	119,740	33,290	66,570	19,880	—
Total contractual obligations	<u>\$ 919,600</u>	<u>\$ 71,490</u>	<u>\$ 142,460</u>	<u>\$ 638,350</u>	<u>\$ 67,300</u>

As of September 30, 2009, on an as adjusted basis as described under the heading "Capitalization," our total long-term debt would have been \$527.2 million, including the following amounts payable in the years indicated: \$6.9 million in less than one year, \$17.0 million in years 1-3, \$48.8 million in years 4-5 and \$454.5 million more than 5 years. If a different amount of term loans are extended than assumed on such as adjusted basis, the amounts in years 1-3 and 4-5 will be increased/decreased on a dollar-for-dollar basis.

As of December 31, 2008, we had a \$90.0 million revolving credit facility and a \$90.0 million accounts receivable facility (subsequently decreased to \$55.0 million on February 13, 2009). Throughout the year, outstanding balances under these facilities fluctuate and we incur additional interest (or, in the case of the accounts receivable facility, interest-like charges) obligations on such variable outstanding debt.

As of December 31, 2008, we are contingently liable for standby letters of credit totaling \$34.1 million issued on our behalf by financial institutions under our revolving credit facility. These letters of credit are used for a variety of purposes, including to support certain operating lease agreements, vendor payment terms and other subsidiary operating activities, and to meet various states' requirements to self-insure workers' compensation claims, including incurred but not reported claims.

### Credit Rating

We and certain of our outstanding debt obligations are rated by Standard & Poor's and Moody's. On September 15, 2009, Standard & Poor's reaffirmed its rating on our corporate credit of B+, with a negative outlook. Previously, on March 27, 2009, Standard & Poor's reaffirmed its ratings on our credit facilities and senior subordinated notes of BB and B-, respectively. On August 28, 2009, Moody's affirmed its rating of our senior secured credit at Ba3 but downgraded our corporate family and probability of default ratings to B3 from B2 as well as the rating for our senior subordinated notes to Caa2 from Caa1. The outlook was also revised to negative from stable. If our credit ratings were to decline, our ability to access certain financial markets may become limited, the perception of us in the view of our customers, suppliers and security holders may worsen and as a result, we may be adversely affected.

## Outlook

The global economy continues to be in a state of weak economic activity, led by the recession in the U.S. and followed by declines in other major markets around the world. The financial market crisis in the fourth quarter of 2008 set off a series of events that generated conditions more severe than those experienced in several decades. The characteristics of the financial crisis are unique, given the housing crisis and downward pressures on valuations of mortgage backed and related securities, which have combined to foster a crisis in business and consumer confidence. Although several other factors contributed to current economic and financial conditions, the influence of these financial developments was very prominent. The interrelationships among financial markets worldwide ultimately resulted in a synchronous global economic downturn, the effects of which became evident in the fourth quarter of 2008 as major markets around the world all suffered setbacks.

While we believe that the year-over-year downward trend in economic activity will continue through the end of 2009, with our revenue down an anticipated 20 to 25% compared to 2008, we believe that there will be some stabilization of demand and revenue levels in certain of our businesses in the first half of 2010 as compared with the first half of 2009. However, there are a range of possible outcomes due to the uncertain financial markets environment, and we can offer no assurances that the economy will stabilize or improve. Consumer and business spending remains severely constrained by credit conditions and economic weakness.

Although we anticipate business will continue to be challenging as we move into 2010, we believe that the effect of actions currently in place and those completed within the last 12 months under our Profit Improvement Plan to aggressively restructure certain of our businesses and initiate cost reductions in other businesses will continue to help compensate for lower or flat year-over-year sales due to weak end market demand. In addition to our Performance Improvement Plan, which has focused on reductions in operating costs, we also are focused on liquidity actions to improve our balance sheet and have implemented or may implement the following actions to preserve and/or improve liquidity including:

- Closed on the sale of our specialty tapes and laminates business in February 2009, generating \$21 million cash proceeds;
- Successfully renewed our accounts receivable securitization facility in February 2009, which provides committed funding of up to \$55 million and expect to replace this facility with a new \$75.0 million facility by the end of 2009;
- Reduced our level of investment in inventory and working capital overall, aligning production activities consistent with expectations of significantly reduced end market demand;
- We continue to implement a European holding company structure to use available foreign cash to fund international market growth strategies;
- We may choose to monetize various non-core assets, including completing the sale of the property management business;
- We may choose to transact additional purchases of our existing senior subordinated notes via open market transactions on terms we believe are favorable. We will evaluate any such transaction in light of then prevailing market conditions and our then current and prospective liquidity and capital resources, including projected and potential needs and prospects for access to capital markets; and
- We may choose to explore options to refinance some or all of our existing long-term debt and/or accounts receivable securitization facility prior to their maturity or issue additional equity securities.

Longer-term, we believe these liquidity and other operational actions will position us for future profitable growth by enabling strategies focused on reduced cycle times and securing our position as best cost producer. We will continue to focus on efficient deployment of capital in support of new

---

products in growing end markets, geographic expansion, and product-line and bolt-on acquisitions that we expect will provide further opportunities for growth and enhanced returns.

### **Impact of New Accounting Standards**

In June 2009, the Financial Accounting Standards Board ("FASB") issued Statement of Financial Accounting Standards No. 168, "The FASB Accounting Standards Codification and the Hierarchy of Generally Accepted Accounting Principles—a replacement of FASB Statement No. 162," which superseded the existing accounting principles generally accepted in the United States of America ("U.S. GAAP"), making the FASB Accounting Standards Codification ("ASC") the single official source of authoritative U.S. GAAP (other than rules and interpretive releases issued by the SEC for non-governmental entities). The FASB will no longer issue new standards in the form of Statements, FASB Staff Positions or Emerging Issues Task Force Abstracts; instead, the FASB will issue Accounting Standards Updates, which will serve to update the ASC. The ASC was not intended to change U.S. GAAP, instead simplifying it into one level of authoritative literature in a user-friendly research system, categorized by topic. We adopted the ASC during the third quarter of 2009 by using the new guidelines and numbering system prescribed when referencing U.S. GAAP in this Form 10-Q. Although the ASC adoption changed our references to U.S. GAAP accounting standards, it did not impact our results of operations, financial position or liquidity.

In June 2009, the FASB issued amended guidance related to the transfer of financial assets. The new guidance, listed under ASC 860, "Transfers and Servicing," requires more information about transfers of financial assets, including securitization transactions, and where companies have continuing exposure to the risk related to transferred financial assets. ASC 860 eliminates the concept of a qualifying special purpose entity, changes the requirements for derecognizing financial assets and requires additional disclosure. This standard is effective for interim and annual periods ending after November 15, 2009. We are currently assessing the impact of this standard on our consolidated financial statements.

In June 2009, the FASB issued amended guidance related to consolidation of variable interest entities. The new guidance, listed under ASC 810, "Consolidation," changes how a reporting entity determines when a variable interest entity should be consolidated. It also requires additional disclosures about its involvement with variable interest entities and any significant changes in risk exposure due to that involvement. This standard is effective for interim and annual periods ending after November 15, 2009. We are currently assessing the impact of this standard on our consolidated financial statements.

In August 2009, the FASB issued new guidance related to liabilities measured at fair value. The new guidance, listed under ASC 820, "Fair Value Measurements and Disclosures," provides clarification on how to measure the fair value of a liability in which a quoted price in an active market for an identical liability is not available. This statement is effective for our fourth quarter of 2009. We are currently assessing the impact of this standard on our consolidated financial statements.

In December 2008, the FASB issued amended guidance relating to the disclosure of employers' postretirement benefit plan assets. The new guidance, which is now part of ASC 715, "Compensation—Retirement Benefits," requires more detailed disclosures about employers' pension plan assets. New disclosures will include additional information on investment strategies, major categories of plan assets, concentrations of risk within plan assets and valuation techniques used to measure the fair value of plan assets. This new standard will only affect disclosures and will have no impact on our consolidated financial statements. This statement is effective for fiscal years ending after December 15, 2009.

### **Critical Accounting Policies**

The following discussion of accounting policies is intended to supplement the accounting policies presented in our audited financial statements included elsewhere in this offering circular. Certain of our accounting policies require the application of significant judgment by management in selecting the appropriate assumptions for calculating financial estimates. By their nature, these judgments are subject to an inherent degree of uncertainty. These judgments are based on our historical experience, our

---

evaluation of business and macroeconomic trends, and information from other outside sources, as appropriate.

**Receivables.** Receivables are presented net of allowances for doubtful accounts of approximately \$5.7 million at December 31, 2008. We monitor our exposure for credit losses and maintain adequate allowances for doubtful accounts. We determine these allowances based on our historical write-off experience and/or specific customer circumstances and provide such allowances when amounts are reasonably estimable and it is probable a loss has been incurred. We do not have concentrations of accounts receivable with a single customer or group of customers and do not believe that significant credit risk exists due to our diverse customer base. Trade accounts receivable of substantially all domestic business operations may be sold, on an ongoing basis, to TSPC.

**Depreciation and Amortization.** Depreciation is computed principally using the straight-line method over the estimated useful lives of the assets. Annual depreciation rates are as follows: buildings and buildings/land improvements, 10 to 40 years, and machinery and equipment, 3 to 15 years. Capitalized debt issuance costs are amortized over the underlying terms of the related debt securities. Customer relationship intangibles are amortized over periods ranging from 6 to 25 years, while technology and other intangibles are amortized over periods ranging from 1 to 30 years.

**Impairment of Long-Lived Assets and Definite-Lived Intangible Assets.** We review, on at least a quarterly basis, the financial performance of each business unit for indicators of impairment. In reviewing for impairment indicators, we also consider events or changes in circumstances such as business prospects, customer retention, market trends, potential product obsolescence, competitive activities and other economic factors. An impairment loss is recognized when the carrying value of an asset group exceeds the future net undiscounted cash flows expected to be generated by that asset group. The impairment loss recognized is the amount by which the carrying value of the asset group exceeds its fair value.

**Goodwill and Indefinite-Lived Intangibles.** We test goodwill and indefinite-lived intangible assets for impairment on an annual basis by comparing the estimated fair value of each of our reporting units to its respective carrying value on our balance sheet. More frequent evaluations may be required if we experience changes in our business climate or as a result of other triggering events that take place.

For the purposes of these impairment tests, our Cequent segment is considered a reporting unit because the individual businesses within this segment have similar economic characteristics, including their products, services, customers, and distribution. The nine businesses which comprise our remaining four operating segments are considered separate reporting units. These businesses are less similar in their economic characteristics and have discrete financial information available which management regularly reviews for purposes of evaluating performance.

We estimate the fair value of our reporting units utilizing a combination of three valuation techniques: discounted cash flow (Income Approach), market comparable method (Market Approach) and market capitalization (Direct Market Data Method). For purposes of applying the impairment test, we have historically relied primarily on the Income Approach, because it considers factors unique to each of our businesses and related long-range plans that may not be comparable to other companies and that are not yet publicly available. Management therefore believes that this valuation approach provides the best estimate of fair value of our reporting units. The Market Approach considers potentially comparable companies and transactions within the industries where our reporting units participate, and applies their trading multiples to our reporting units. Management uses this data to assess the reasonableness of the estimate of fair value of our reporting units under the Income Approach due to the difficulty in identifying companies that are specifically comparable to our reporting units, considering the diversity of our businesses, their relative sizes and levels of complexity. We also use the Direct Market Data Method by comparing our book value and the estimates of fair value of the reporting units to our market capitalization as of and at dates near the annual testing date. Management uses this comparison as additional evidence of the fair value of the Company, as our market capitalization may be suppressed by other factors such as the control premium associated with a

---

controlling shareholder, our high degree of leverage, and the limited float of our common stock. In situations where the Market Approach and/or the Direct Market Data Method yield estimated fair values for our reporting units that are significantly different than under the Income Approach, we re-evaluate and adjust, if necessary, the assumptions underlying the Income Approach.

The Income Approach requires us to calculate the present value of estimated future cash flows. In making this calculation, we make significant estimates regarding future revenues and expenses, projected capital expenditures, changes in working capital and the appropriate discount rate. The projections also include significant assumptions related to including current and estimated economic trends and outlook, costs of raw materials, consideration of our market capitalization as compared to the estimated fair values of our reporting units determined using the Income Approach and other factors which are beyond our control. We compare the estimates of fair value of each reporting unit, determined under the Income Approach, with each reporting unit's net asset carrying value. If carrying value exceeds fair value, a possible impairment of goodwill and indefinite-lived intangible assets exists and further evaluation is performed.

Prior to 2008, our accounting policy was to conduct the annual impairment test as of December 31st, with the most recent annual impairment test completed as of December 31, 2007. Effective in the second quarter of 2008, we changed our accounting policy to conduct the annual impairment test as of October 1st, with the testing to be conducted during the fourth quarter of each year. This change is preferable as it provides us additional time to complete the required testing and evaluate the results prior to the year-end closing and reporting activities and better enables us to comply with required reporting dates as an accelerated filer. The change in impairment test dates had no impact on our financial results or financial position for any period presented.

Future declines in sales and/or operating profit, declines in our stock price, or other changes in our business or the markets for our products could result in further impairments of goodwill and other intangible assets.

**Pension and Postretirement Benefits Other than Pensions.** Annual net periodic expense and accrued benefit obligations recorded with respect to our defined benefit plans are determined on an actuarial basis. We determine assumptions used in the actuarial calculations which impact reported plan obligations and expense, considering trends and changes in the current economic environment in determining the most appropriate assumptions to utilize as of our measurement date. Annually, we review the actual experience compared to the most significant assumptions used and make adjustments to the assumptions, if warranted. The healthcare trend rates are reviewed with the actuaries based upon the results of their review of claims experience. Discount rates are based upon an expected benefit payments duration analysis and the equivalent average yield rate for high-quality fixed-income investments. Pension benefits are funded through deposits with trustees and the expected long-term rate of return on fund assets is based upon actual historical returns modified for known changes in the market and any expected change in investment policy. Postretirement benefits are not funded and our policy is to pay these benefits as they become due. Certain accounting guidance, including the guidance applicable to pensions, does not require immediate recognition of the effects of a deviation between actual and assumed experience or the revision of an estimate. This approach allows the favorable and unfavorable effects that fall within an acceptable range to be netted.

**Income Taxes.** We compute income taxes using the asset and liability method, whereby deferred income taxes using current enacted tax rates are provided for the temporary differences between the financial reporting basis and the tax basis of assets and liabilities and for operating loss and tax credit carryforwards. We recognize the effect of income tax positions only if those positions are more likely than not of being sustained. Recognized income tax positions are measured at the largest amount that is greater than 50% likely of being realized. Changes in recognition or measurement are reflected in the period in which the change in judgment occurs. We record interest and penalties related to unrecognized tax benefits in income tax expense.

---

**Derivative Financial Instruments.** Derivatives are recorded at fair value on the balance sheet as either assets or liabilities. The effective portion of changes in the fair value of the derivative is recorded in other comprehensive income and is recognized in the statement of operations when the hedged item affects earnings. The ineffective portion of the change in fair value of a hedge is recognized in income immediately. We have historically entered into interest rate swaps to hedge cash flows associated with variable rate debt.

**Other Loss Reserves.** We have other loss exposures related to environmental claims, asbestos claims and litigation. Establishing loss reserves for these matters requires the use of estimates and judgment in regard to risk exposure and ultimate liability. We are generally self-insured for losses and liabilities related principally to workers' compensation, health and welfare claims and comprehensive general, product and vehicle liability. Generally, we are responsible for up to \$0.5 million per occurrence under our retention program for workers' compensation, between \$0.3 million and \$2.0 million per occurrence under our retention programs for comprehensive general, product and vehicle liability, and have a \$0.3 million per occurrence stop-loss limit with respect to our self-insured group medical plan. We accrue loss reserves up to our retention amounts based upon our estimates of the ultimate liability for claims incurred, including an estimate of related litigation defense costs, and an estimate of claims incurred but not reported using actuarial assumptions about future events. We accrue for such items when such amounts are reasonably estimable and probable. We utilize known facts and historical trends, as well as actuarial valuations in determining estimated required reserves. Changes in assumptions for factors such as medical costs and actual experience could cause these estimates to change significantly.

---

## BUSINESS

We are a global manufacturer and distributor of products for commercial, industrial and consumer markets. Most of our businesses share important characteristics, including leading market shares, strong brand names, broad product offerings, established distribution networks, relatively high operating margins, relatively low capital investment requirements, product growth opportunities and strategic acquisition opportunities. We believe that a majority of our 2008 net sales were in markets in which our products enjoy the number one or number two market position within their respective product categories. In addition, we believe that in many of our businesses, we are one of only a few manufacturers in the geographic markets where we currently compete.

### Our Business Segments

Effective April 1, 2009, we realigned our reportable segments as a result of our recent management reporting and business consolidation changes. We previously reported under the following five segments: Packaging Systems, Energy Products, Industrial Specialties, RV & Trailer Products and Recreational Accessories. Following the realignment, we are principally engaged in five reportable segments: Packaging, Energy, Aerospace & Defense, Engineered Components and Cequent. Our business segments had net sales and operating profit (loss) for the nine months ended September 30, 2009 as follows: Packaging (net sales: \$106.1 million; operating profit: \$23.4 million), Energy (net sales: \$111.3 million; operating profit: \$9.4 million), Aerospace & Defense (net sales: \$56.5 million; operating profit: \$18.4 million), Engineered Components (net sales: \$51.1 million; operating loss: \$1.0 million), and Cequent (net sales: \$290.1 million; operating profit: \$6.7 million).

We recorded pre-tax goodwill and indefinite-lived intangible asset impairment charges in the fourth quarter of 2008 of \$84.9 million, \$62.5 million and \$24.8 million, in our Cequent, Packaging and Engineered Components segments, respectively. During the fourth quarter of 2008, we experienced a significant decline in our stock price and, as a result, our market capitalization fell below the recorded value of our consolidated net assets. The reduced market capitalization reflected, in part, the impact to our businesses of weakening market demand and declining order intake as a result of the economic recession in the US and other major global economies, the significant decline in the financial markets, and the continued uncertainty and lack of availability in the credit markets. The decline in our market capitalization was not isolated to a single reporting unit and was reflective of an overall market view that the value of the total Company had declined significantly. Considering the uncertainty as to how long these end market conditions would persist and the related impacts on our businesses, we reduced the values of our reporting units, consistent with the decline in our market capitalization, resulting in the impairment charges.

In the fourth quarter of 2007, we recorded pre-tax, non-cash goodwill and indefinite-lived intangible asset impairment charges of \$171.2 million in our Cequent segment. In the fourth quarter of 2006, we recorded a pre-tax, non-cash goodwill impairment charges of \$116.5 million in our Cequent segment. The impairment charges in 2007 were primarily the result of continued weak end markets in these businesses, an uncertain economic outlook, declining consumer confidence and declines in our stock price during late 2007. The 2006 impairment charges resulted from declining sales and/or profitability as compared to sales and profitability levels in prior years and our operating plan and changes in their estimated market values. The impairment charges are more fully described in Note 8, "Goodwill and Other Intangible Assets," of the financial statements included in this offering circular.

In addition to our business segments as presented, we have discontinued certain lines of businesses over the past three years as follows, the results of which are presented as discontinued operations for all periods presented in the financial statements attached hereto:

- During the fourth quarter of 2008, we entered into a binding agreement to sell certain assets within our specialty laminates, jacketings and insulation tapes line of business, which was previously included within our Packaging segment. We concluded the sale of these assets in February 2009.
-

- In the fourth quarter of 2007, we reached a decision to sell the N.I. Industries rocket launcher and property management businesses within our Aerospace & Defense segment. We sold the rocket launcher business in December 2007. The property management line of business has not yet been sold.
- In the fourth quarter of 2005, we reached a decision to sell our industrial fastening business. The industrial fastening business consisted of operating locations in Wood Dale, Illinois, Frankfort, Indiana and Lakewood, Ohio. During the fourth quarter of 2006, we sold our Wood Dale, Illinois and Lakewood, Ohio operating locations of the industrial fastening business. We sold the remaining Frankfort, Indiana operating location of the industrial fastening business in February 2007.

Each segment has distinctive products, distribution channels, strengths and strategies, which are described below.

### **Packaging**

We believe Packaging is a leading designer, manufacturer and distributor of specialty, highly engineered closure and dispensing systems for a range of end markets, including steel and plastic industrial and consumer packaging applications. We believe that Packaging is one of the largest manufacturers of steel and plastic industrial container closures and dispensing products in North America and also has a significant presence in Europe and other international markets. Packaging manufactures high performance, value-added products that are designed to enhance its customers' ability to store, ship, process and dispense various products in the industrial, agricultural, consumer, personal care and pharmaceutical markets. Packaging's products include steel and plastic closure caps, drum enclosures, rings and levers, and dispensing systems, such as pumps and specialty sprayers.

Our Packaging brands, which include Rieke®, Englass®, Rieke® Italia and Stolz® are well established and recognized in their respective markets.

- Rieke®, located in Auburn, Indiana, designs and manufactures traditional industrial closures and dispensing products in North America and Asia. We believe Rieke® has significant market share for many of its key products, such as steel drum enclosures, plastic drum closures and plastic pail dispensers and plugs.
- Englass®, located in the United Kingdom, focuses on pharmaceutical and personal care dispensers sold primarily in Europe, but its product and engineering "know-how" is applicable to the consumer dispensing market in North America and other regions, which we believe provides significant opportunities for growth.
- Rieke® Italia, located in Italy, specializes in ring and lever closures that are used in the European industrial market. This specialty closure system is also sold into the North American Free Trade Agreement ("NAFTA") markets.
- We believe that Rieke® Germany, which designs, manufactures and distributes products under our Stolz® brand, is a European leader in plastic enclosures for sub-20 liter sized containers used in automotive and chemical applications.

### **Competitive Strengths**

We believe Packaging benefits from the following competitive strengths:

- **Strong Product Innovation.** We believe that Packaging's research and development capability and new product focus is a competitive advantage. For more than 85 years, Packaging's product development programs have provided innovative and proprietary product solutions, such as the Visegrip® steel flange and plug closure, the Poly-Visegrip™ plastic closure and the all-plastic, environmentally safe, self-venting FlexSpout® flexible pouring spout. Packaging's emphasis upon highly engineered packaging solutions and research and development has yielded numerous issued and enforceable patents, with many other patent applications pending.
-

- *Customized Solutions that Enhance Customer Loyalty and Relationships.* A significant portion of Packaging's products are customized for end-users. Packaging provides extensive in-house design and development technical staff to provide solutions to customer requirements for closures and dispensing applications. For example, the installation in customer drum and pail plants of customized, patent protected, Rieke®-designed insertion equipment and tools that are specially designed for use on Rieke® manufactured closures and dispensers creates substantial switching costs. As a result, and because the equipment is located inside customers' plants, we are able to support favorable pricing and generate a high degree of customer loyalty. Rieke® has also been successful in promoting the sale of complementary products in an effort to create preferred supplier status.
- *Leading Market Positions and Global Presence.* We believe that Packaging is a leading designer and manufacturer of plastic closure caps, drum enclosures, rings and levers and dispensing systems, such as pumps and specialty sprayers. Packaging maintains a global presence, reflecting its global opportunities and customer base. The majority of Rieke®'s manufacturing facilities around the world have technologically advanced injection molding machines required to manufacture industrial container closures and specialty dispensing and packaging products, as well as automated, high-speed assembly equipment for multiple component products.

### Strategies

We believe Packaging has significant opportunities to grow, including:

- *New Product Applications.* Rieke® has focused its research and development capabilities on North American consumer applications requiring special packaging forms, and stylized containers and dispenser applications requiring a high degree of functionality and engineering. We believe that Rieke® Germany, which designs, manufactures and distributes products under our Stolz® brand, is a European leader in plastic enclosures for sub-20 liter sized containers used in automotive and chemical applications. During calendar year 2008, we introduced two major new dispensing products into various markets: an airless dispensing system for dosing hygienic solutions such as lotions, creams and gels, and an airless high viscosity dispensing system ("HVDS").
- *Product Cross-Selling Opportunities.* Recently, Rieke® began to cross-market successful European products, such as rings and levers, to a similar end-user customer base in the North American market utilizing its direct sales force. We believe that, as compared with its competitors, Rieke® is able to offer a wider variety of products to its long-term North American customers at better pricing and with enhanced service and tooling support. Many of these customers have entered into supply agreements with Rieke® on these broader product offerings.
- *Increased International Presence.* Packaging has increased its international manufacturing and sales presence, adding a manufacturing facility in China and increasing capabilities at its locations in Europe. By maintaining a presence in certain foreign locations, Rieke® hopes to continue to discover new markets and new applications in international markets and to capitalize on lower-cost production opportunities.

### Marketing, Customers and Distribution

Packaging employs an internal sales force in the NAFTA and European regions, and uses third-party agents and distributors in key geographic markets, including Europe, South America and Asia. Rieke®'s agents and distributors primarily sell directly to container manufacturers and to users or fillers of containers. While the point of sale may be to a container manufacturer, Rieke®, via a "pull through" strategy, calls on the container user or filler and suggests that it specify that a Rieke® product be used on its container.

To support its "pull-through" strategy, Rieke® offers more attractive pricing on products purchased directly from Rieke® and products where the container users or fillers specify Rieke®.

---

Users or fillers that use or specify Rieke®'s products include industrial chemical, agricultural chemical, petroleum, paint, personal care, pharmaceutical and sanitary supply chemical companies such as BASF, Bayer, Chevron, Dupont, General Electric, ICI Paints, Lucas Oil, Sherwin-Williams, and Warren Oil, among others.

Packaging's primary customers include Berlin Packaging, Boots, Diversey, Ecolab, Lyons Magnus, Pepsi, Pharmacia, Schering Plough, and Wings Foods as well as major container manufacturers around the world. Packaging maintains a customer service center that provides technical support as well as other technical assistance to customers to reduce overall production costs.

### *Competition*

Since Rieke® has a broad range of products in both closures and dispensing products, there are competitors in each of our product offerings. We do not believe that there is a single competitor that matches our entire product offering.

In the industrial steel closure product line, our competitors within the NAFTA market include Greif Closure Systems and Technocraft. In the industrial plastic 55-gallon drum closure line, our primary competitor is Greif Closure Systems. In the 5-gallon container closure market, our primary competitors are Greif Closure Systems, Bericap and APC. Our primary competitors in the ring and lever product line are Self Industries and Technocraft. In the dispensing product lines, our major competitors are Calmar, Aptar, Airspray and Indesco.

In the European market, our industrial steel closure product lines compete with Greif Closure Systems and Technocraft. The industrial plastic 55-gallon drum closure lines compete with Greif Closure Systems and Mauser. The Rieke® 5-gallon container closure products compete with those of Greif Closure Systems and Bericap. Rieke®'s ring and lever products compete with those of Berger and Technocraft. Rieke®'s dispensing products compete with those of Jaycare, Calmar, WIKO and Airspray.

### *Energy*

We believe Energy is a leading designer, manufacturer and distributor of a variety of engines and engine replacement parts and accessory fabricated steel products used at well sites for the oil and gas industry as well as metallic and non-metallic industrial sealant products and fasteners for the petroleum refining, petrochemical and other industrial markets. Our companies and brands which comprise this segment include Lamons® Gasket and Arrow® Engine.

Lamons® manufactures and distributes metallic and nonmetallic industrial gaskets and complementary fasteners for refining, petrochemical and other industrial applications principally in the U.S. and Canada. Lamons® supplies gaskets and complementary fasteners for both industrial original equipment manufacturers and maintenance repair operations.

Arrow® Engine manufactures specialty engines, chemical pumps, compressors, gas production equipment, fabricated steel products used at well sites and engine replacement parts for the oil and natural gas extraction and other industrial engine markets, which are distributed through a worldwide distribution network with a particularly strong presence in the U.S. and Canada.

### *Competitive Strengths*

We believe Energy benefits from the following competitive strengths:

- *Leading Market Positions and Strong Brand Names.* We believe Lamons® is the largest gasket supplier to the domestic petroleum industry, while Arrow® Engine owns the original equipment manufacturing rights to distribute engines and replacement parts for four main engine lines and offers a full range of replacement parts for an additional seven engine lines, which are widely used in the energy industry and other industrial applications.
-

- *Broad Product Portfolio.* Arrow® Engine currently offers a broad range of products within the oil and gas industry and industrial engine markets and is focused on new product development and expanding complementary product offerings to these existing markets, while simultaneously expanding into new energy markets through its distributors. Recent examples of new products include the introduction of a new line of compressors and gas production equipment with complementary meter run capability. In these and other instances, Arrow® Engine expects the expansion of their product offerings to existing customers to fuel future growth.
- *Established and Extensive Distribution Channels.* Our Lamons® business utilizes an established hub-and-spoke distribution system whereby our primary manufacturing facility supplies product to our highly knowledgeable network of worldwide distributors, which are located in close proximity to our primary customers. This established network comprised of both Company-owned and third-party distributors allows us to add new customers in various locations or to increase distribution to existing customers with relatively small increases in incremental costs. Our experienced in-house sales support team works with our network of distributors to create a strong market presence in all aspects of the oil and gas and petrochemical refining industries.

### Strategies

We believe Energy has significant opportunities to grow, including:

- *Strong Product Innovation.* Energy has a history of successfully creating and introducing new products. Arrow® Engine has recently developed a new line of products in the area of industrial engine spare parts for various industrial engines, including selected engines manufactured by Caterpillar, Waukesha, Ajax and Gemini. The company has also launched an offering of customizable compressors and gas production and meter run equipment, which are used by existing end customers in the natural gas extraction market.
- *Entry into New Markets and Development of New Customers.* Energy has significant opportunities to grow its businesses by offering its products to new customers and new markets. Lamons® is presently targeting both additional industries (pulp and paper, power plants, mining) and international expansion, and plans further penetration in Europe, Asia and South America. Arrow® Engine continues to focus on expanding market share in the North America Free Trade region and growing its international presence in markets for oilfield pumping and gas compression engines and related products.
- *Pursue Lower-Cost Manufacturing and Sourcing Initiatives.* As the businesses in Energy expand and develop, we believe that there will be further opportunities to reduce their cost structures through ongoing manufacturing, overhead and administrative productivity initiatives, global sourcing and selectively shifting manufacturing capabilities to countries with lower costs. Lamons® and Arrow® Engine each have advanced domestic manufacturing facilities and sourcing capabilities, most notably in China and India.

### Marketing, Customers and Distribution

Given the focused nature of many of our products, Energy relies upon a combination of direct sales forces and established networks of independent distributors with familiarity of the end users. The narrow end-user base of many of these products makes it possible for Energy to respond to customer-specific engineered applications and provide a high degree of customer service. Gasket sales are made directly from the factory to major customers through Lamons'® sales and service facilities in major regional markets, or through a large network of independent distributors. Lamons'® overseas sales are either through our new sales and service facility in China, Lamons'® licensees or through its many distributors. Arrow® Engine markets product through a network of distributors, many with strong ties to larger energy companies that offer a wide range of products and services in the global oil and gas industry. In many of the markets this segment serves, its companies' brand names are virtually synonymous with product applications. Significant Energy customers include BPAmoco, C.E. Franklin,

---

Chevron, Dow, ExxonMobil, McJunkin Corporation, National Oilwell, Shearer, Weatherford Artificial Lift and Wilson Supply.

### Competition

Energy's primary competitors include Garlock (EnPro), Leader GT and Flexitallic/Siem in gaskets, Waukesha Engine, CAT and Cummins in engines and engine replacement parts, and Texsteam and Williams Pumps in the chemical pump line. Approximately 60% of the products of Energy's companies are highly-engineered, non-commodity, customer-specific products and most have large shares of small markets supplied by a limited number of competitors. In a significant number of areas, value-added design, finishing, warehousing, packaging, distribution and after-sales service have generated strong customer loyalty. This supplements lower cost manufacturing and relevant industry experience in promoting each of our business' competitiveness.

### Aerospace & Defense

We believe Aerospace & Defense is a leading designer, manufacturer and distributor of a diverse range of products for use in focused markets within the aerospace and defense markets. This segment's products include aerospace fasteners, military ordnance components and steel cartridge cases. In general, these products are highly-engineered, customer-specific items that are sold into focused markets with few competitors.

Aerospace & Defense's brands include Monogram™ Aerospace Fasteners which is well established and recognized in its market.

- *Monogram™ Aerospace Fasteners.* We believe Monogram™ Aerospace Fasteners ("Monogram™") is a leading manufacturer of permanent blind bolt and temporary fasteners used in commercial, business and military aircraft construction and assembly. Certain of Monogram™'s products contain patent protection, with additional patents pending. We believe Monogram™ is a leader in the development of blind bolt fastener technology for the aerospace industry. Its Visu-Lok®, Visu-Lok®II and Radial-Lok® blind bolts allow sections of aircraft to be joined together when access is limited to only one side of the airframe, providing certain cost efficiencies over conventional two piece fastening devices. Monogram™'s Composi-Lok®, Composi-Lok®II and Ti-OSI® blind bolts are designed to solve unique fastening problems associated with the assembly of composite aircraft structures, and are therefore particularly well suited to take advantage of the increasing use of composite materials in aircraft construction.
- *NI Industries™.* NI Industries™ manufactures large diameter shell casings provided to the U.S. government. We believe NI Industries™ is a leading manufacturer in its product markets, due to its capabilities in the entire metal-forming process from the acquisition of raw material to the design and fabrication of the final product. Since the Riverbank, California facility of NI Industries™ was included on the final Base Realignment and Closure ("BRAC") list, NI Industries™ is working with military and government personnel to relocate the manufacturing capability from Riverbank to Rock Island Arsenal in Illinois.

### Strategies

We believe the businesses within the Aerospace & Defense segment have significant opportunities to grow, based on the following:

- *Strong Product Innovation.* The Aerospace & Defense segment has a history of successfully creating and introducing new products and there are currently several significant product initiatives underway. Monogram™ has developed the next generation Composi-Lok® offering a flush break upon installation, and is testing an enlarged foot-print version of the Composi-Lok® offering improved clamping force on composite structures. The company is also working on the next generation of temporary fastener which is targeted to have load clamping capabilities in the range of a permanent fastener. We believe the strategy of offering a variety of custom
-

engineered variants has been very well received by Monogram™'s customer base and is increasing our share of custom-engineered purchases.

- *Entry into New Markets and Development of New Customers.* The Aerospace & Defense segment has significant opportunities to grow its businesses by offering its products to new customers and new markets.
- *Expand Product Line Offerings.* Monogram™ is expanding its aerospace fastener product lines to include new bolts, screws and collars and rapidly increasing its application and content on planes.

#### *Marketing, Customers and Distribution*

Aerospace & Defenses' customers operate primarily in the aerospace and defense industries. Given the focused nature of many of our products, the Aerospace & Defense segment relies upon a combination of direct sales forces and established networks of independent distributors with familiarity of the end-users. For example, Monogram™'s aerospace fasteners are sold through internal sales personnel and independent sales representatives. Although the overall market for fasteners and metallurgical services is highly competitive, these businesses provide products and services primarily for specialized markets, and compete principally as quality and service-oriented suppliers in their respective markets. Monogram™'s products are sold to manufacturers and distributors within the commercial, business and military aerospace industry, both domestic and foreign. Monogram™ works directly with aircraft manufacturers to develop and test new products and improve existing products. This close working relationship is a necessity given the critical safety nature and regulatory environment of its customers' products. The narrow end-user base of many of these products makes it possible for this segment to respond to customer-specific engineered applications and provide a high degree of customer service. Aerospace & Defenses' OEM and aftermarket customers include Airbus, Boeing, Peerless, and Wesco.

#### *Competition*

This segment's primary competitors include Cherry (PCC) and Fairchild Fasteners (Alcoa) in aerospace fasteners. We believe that Monogram™ is a leader in the blind bolt market with significant market share in all blind fastener product categories in which they compete. Aerospace & Defenses' companies supply highly engineered, non-commodity, customer-specific products and most have large shares of small markets supplied by a limited number of competitors.

---

## Engineered Components

We believe Engineered Components is a leading designer, manufacturer and distributor of high-pressure and low-pressure cylinders for the transportation, storage and dispensing of compressed gasses, specialty fasteners for the automotive industry, precision cutting drills and tools for the medical industry, and specialty precision tools such as center drills, cutters, end mills, reamers and punches. In general, these products are highly-engineered, customer-specific items that are sold into focused markets with few competitors.

Engineered Components' brands, including Hi-Vol™ Products, Norris Cylinder™, Keo® Cutters and Richards Micro-Tool™, are well established and recognized in their respective markets.

- *Hi-Vol™ Products.* We believe Hi-Vol™ Products ("Hi-Vol™") is a market leading supplier of tube nuts and other cold formed parts to the automotive and industrial markets of North America. Hi-Vol™ recently launched a line of fuel system components for a next generation direct injection engine. Hi-Vol™'s market leading position is attributable to its long standing reputation for quality and innovation in the area of cold-forming hollow components.
- *Norris Cylinder™.* Norris Cylinder™ is one of the few manufacturers in North America that provide a complete line of large and intermediate size, high-pressure and low-pressure steel cylinders for the transportation, storage and dispensing of compressed gases. Norris Cylinder™'s large high-pressure seamless compressed gas cylinders are used principally for shipping, storing and dispensing oxygen, nitrogen, argon, helium and other gases for industrial and health-care markets. In addition, Norris Cylinder™ offers a complete line of low-pressure steel cylinders used to contain and dispense acetylene gas for the welding and cutting industries. Norris Cylinder™ markets cylinders primarily to major industrial gas producers and distributors, welding equipment distributors and buying groups as well as equipment manufacturers.
- *Precision Tool Company™.* Precision Tool Company™ produces a variety of specialty precision tools such as combined drills and countersinks, NC spotting drills, key seat cutters, end mills and reamers. Markets served by these products include the industrial, aerospace, automotive and medical equipment industries. We believe Precision Tool Company™'s Keo® brand is the market share leader in the industrial combined drill and countersink markets, while Richards Micro-Tool™ is a leading supplier of miniature end mills to the tool-making industry. Richards Micro-Tool™ has also been successful in supplying the growing medical device market with bone drills and dental reamers.

## Strategies

We believe the businesses within the Engineered Components segment have significant opportunities to grow, based on the following:

- *Strong Product Innovation.* The Engineered Components segment has a history of successfully creating and introducing new products and there are currently several significant product initiatives underway. Norris Cylinder™ developed a process for manufacturing ISO cylinders capable of holding higher pressure gases, and has been awarded a U.N. certification for its ISO cylinders, making Norris the first manufacturer approved to distribute ISO cylinders domestically. Precision Tool Company™ is developing new products for use in the medical tool market. In recent periods, Hi-Vol™ has had success expanding its product offerings, and has been awarded a contract to produce a line of cold formed, machined fuel system components.
  - *Entry into New Markets and Development of New Customers.* The Engineered Components segment has significant opportunities to grow its businesses by offering its products to new customers and new markets and new geographies. Norris Cylinder™ is expanding international sales of its ISO cylinders to Europe, South Africa and Australia. Hi-Vol™ has recently ramped up production on a contract with a transplant tier 2 supplier for a line of fuel system components that represents a significant expansion from the traditional product line and
-

customers served by this company. Precision Tool Company™ continues to expand its offerings and capabilities in the market for medical and dental equipment tools.

### *Marketing, Customers and Distribution*

Engineered Components' customers operate primarily in the industrial, commercial, and medical equipment and device industries. Given the focused nature of many of our products, the Engineered Components segment relies upon a combination of direct sales forces and established networks of independent distributors with familiarity of the end-users. For example, Hi-Vol™'s automotive fasteners are sold through internal sales personnel and independent sales representatives. Although the overall market for fasteners and metallurgical services is highly competitive, these businesses provide products and services primarily for specialized markets, and compete principally as quality and service-oriented suppliers in their respective markets. Hi-Vol™ sells its products to distributors and manufacturers in automotive markets. In many of the markets this segment serves, its companies' brand names are virtually synonymous with product applications. The narrow end-user base of many of these products makes it possible for this segment to respond to customer-specific engineered applications and provide a high degree of customer service. Engineered Components' OEM and aftermarket customers include Air Liquide, Cooper-Standard Automotive, Honeywell, Kaplan Industries, Martinrea, Medtronic, MSC Industrial, Nuvasive, TI Automotive, Western International and Worthington Cylinders.

### *Competition*

This segment's primary competitors include H&L (Chicago Rivet) and Nagano in tube nuts and fittings. Other competitors include Taylor Wharton and Worthington in cylinders; Lavalin and Chamberlain in shell casings; and Niagara Moon Cutters, Whitney Tool and Magafor in precision tools. Dew Technologies competes in a fragmented market of contract manufacturers serving the orthopedic device industry, although they represent a significant source of supply for the customers they serve. Engineered Components' companies supply highly engineered, non-commodity, customer-specific products and most have large shares of small markets supplied by a limited number of competitors.

### *Cequent*

We believe Cequent is a leading designer, manufacturer and distributor of a wide variety of high-quality, custom-engineered trailer products, lighting accessories and roof racks for the trailer original equipment manufacturer, recreational vehicle, agricultural/utility, marine and industrial trailer markets in addition to a leading designer, manufacturer and distributor of a wide range of aftermarket cargo management products, towing and hitch systems and accessories and vehicle protection products used to outfit and accessorize light trucks, sport utility vehicles and passenger cars. Cequent products offer customers the widest possible range of solutions to efficiently "Get Their Gear on the Road™." We believe that Cequent's brand names and product lines are among the most recognized and extensive in the industry.

Cequent has positioned its market-leading brands to create pricing options for entry-level through premium product offerings across all of our distribution channels. We believe that no other competitor features a comparable array of brand names and products. Our main product categories are sold through a wide range of channels as described below:

- The Fulton® and Bulldog® brands include trailer products and accessories, such as jacks, winches, couplers, trailer wiring, converters, ramps and fenders. These brands are sold through independent installers, trailer OEMs and distributor channels serving the marine, agricultural, industrial and horse/livestock market sectors.
  - The Tekonsha® brand is the most recognized name in brake controls and related brake components. These products are sold through automotive, recreational vehicle and agricultural distributors and OEMs.
-

- The Bargman® and Wesbar® brands are recognized names for recreational vehicle and marine lighting, respectively. Bargman®-branded products include interior and exterior recreational vehicle lighting products and accessories, such as license plate lights and brackets, porch and utility lights, assist bars, door locks and latches, and access doors, while Wesbar®-branded products include submersible and utility trailer lighting. These brands and products are sold through independent installers, trailer and recreational vehicle OEMs and wholesale distributors, and marine retail specialty stores.
- The Hayman-Reese™ brand of towing products has strong brand awareness in the Australian marketplace where it is well established at both the wholesale and retail levels of the aftermarket.
- The Draw-Tite®, Reese® and Hidden Hitch® brands represent towing products and accessories, such as hitches, weight distribution systems, fifth-wheel hitches, ball mounts, draw bars, gooseneck hitches, brake controls, wiring harnesses and T-connectors and are sold to independent installers and distributor channels for automotive, truck and recreational vehicles. Similar towing accessory products are sold to the retail channel under the Reese Towpower™ and Reese Outfitter® brand names.
- Highland "The Pro's Brand®" and ROLA™ comprise our brand presence in the cargo management product category. Cargo management products include bike racks, cargo carriers, luggage boxes, tie-downs and soft travel-cargo carriers which are sold through independent installers, wholesale distributors and retail channels.

### Competitive Strengths

We believe Cequent benefits from the following competitive strengths, including:

- *Diverse Product Portfolio.* As noted, Cequent benefits from a diverse range of product offerings and does not rely upon any single product. By offering a wide range of products, Cequent is able to provide a complete solution to satisfy its customers' needs.
- *Value Engineering.* Cequent has extensive engineering and performance capability, enabling this segment to continue its product innovation, to improve product reliability and to reduce manufacturing costs. The businesses within this segment conduct extensive testing of their products in an effort to assure high quality and reliable product performance. Engineering, product design and fatigue testing are performed utilizing computer-aided design and finite element analysis.
- *Established and Extensive Distribution Channels.* Cequent utilizes several distribution channels for its sales, including specialty retailers, independent wholesale distributors, mass merchants and independent installers. Cequent utilizes a "hub and spoke" distribution system, with capability to meet delivery requirements specified by our customers.
- *Flexibility in Supply.* As a result of significant restructuring activity completed over the last few years, Cequent has reduced its cost structure and improved its supply flexibility, allowing for quicker and more efficient responses to changes in the end market demand. Cequent has the ability to produce low-volume, customized products in-house, quickly and efficiently at its manufacturing facilities while outsourcing high-volume production to lower cost supplier partners in Southeast Asia. We have extensive sourcing arrangements with suppliers in lower-cost environments, enabling the flexibility to choose to manufacture or source products as end-market demand fluctuates.

### Strategies

We believe that Cequent has opportunities to grow, including the following:

- *Provide Trailering and Towing Solutions.* As a result of its broad product portfolio, Cequent is well positioned to provide customers with complete solutions for trailering and towing and cargo
-

management needs. Due to this segment's product breadth and depth, Cequent believes it can provide customers with compelling value propositions with superior features and convenience. In many instances, Cequent can offer more competitive pricing by providing complete sets of products rather than underlying components separately. We believe this merchandising strategy also enhances the segment's ability to better compete in markets where its competitors have narrower product lines and are unable to provide "one stop shopping" to customers.

- *Cross-Selling Products Across Distribution Channels.* We believe that Cequent has significant opportunities to introduce products into new channels of distribution that traditionally concentrated in other products or product lines. For example, Cequent's retail channel now offers a range of trailer products and accessories, including ramps that have traditionally been available only in the trailer distributor and OE channels. Similarly, the group's installer channel is selling Highland "The Pro's Brand®" branded tie-downs, stretch cords, floor mats and splash guards, which were previously only available through the retail channel. Cequent has also developed strategies to introduce its products into new channels, including the Asian automotive manufacturer "port of entry" market, the retail sporting goods market and select international markets.
- *International Expansion.* Cequent has a strong business presence in Australia with its Hayman-Reese™ brand which was further enhanced with the acquisition of Parkside Towbars in 2008, which gave us greater penetration into Western Australia. In addition, we have introduced products into the local market in Thailand after launching our plant there in 2006.
- *Strong Product Innovation.* Cequent has a history of successfully developing and launching new products and presently is developing a range of product innovations. In performance products, newer introductions include F-2 aluminum jack and RV landing gear, brake controls (P3), custom harnesses, LED lighting and electrical accessories, a plug and play brake controller, and a heavy duty towing weight distribution with sway control unit. In addition, it is continually refreshing its existing retail products with new designs and features and innovative packaging and merchandising.

### *Marketing, Customers and Distribution*

The Cequent segment employs a dedicated sales force in each of the primary channels, including the national accounts, automotive and recreational vehicle OEMs, installer, retail and aftermarket/distributor channels (i.e., mass merchants, auto specialty, marine specialty, hardware/home centers, and catalogs). This segment's product offerings are distributed through a variety of channels. These channels include installer/distributor (automotive, recreational vehicle and trailer) and OEMs (automotive, recreational vehicle, and trailer). Cequent's Fulton®, Bulldog® and Wesbar®-branded trailer and related accessory products are sold directly to major trailer OEMs and recreational vehicle distributors. In general, the trailer OEM industry is highly fragmented and specialized, and is generally a low value-added assembly industry. Cequent relies upon strong historical relationships, significant brand heritage and its broad product offerings to bolster its trailer and accessory products sales through the OEM channel and in various aftermarket segments. End-users include owners of personal watercraft and large commercial- industrial trailer users, as well as horse and livestock trailering customers. The towing products business principally distributes to independent distributors installers under the Draw-Tite®, Hidden Hitch® and Reese® brands. We believe that most of these customers position Draw-Tite® and Reese® branded traditional towing products as an exclusive or preferred line, while the Reese® branded heavy-duty towing products are positioned to the heavy-duty professional towing segment. Cequent is well represented in retail stores through mass merchants, such as Wal-Mart, hardware home centers, such as Lowe's and Home Depot, and specialty auto retailers, such as Pep Boys, AutoZone, Advanced Auto and CSK Auto.

---

## Competition

The competitive environment for trailer products is highly fragmented and is characterized by numerous smaller suppliers, even the largest of which tends to focus in narrow product categories. For instance, we believe that, across the various product categories that Cequent offers, only a few competitors provide a similar array of products and services in multiple product categories. By comparison, Cequent competes on the basis of its broader range of products, the strength of its brands and distribution channels, as well as quality and price. This segment's performance products competitors include Dutton-Lainson, Peterson, Atwood and Shelby, Hopkins Manufacturing, Peterson Industries, Optronics, Grote and Hayes-Lemmerz, Thule, Putnam Hitch Products and Curt Manufacturing; each of whom competes within one or at most a few categories of Cequent's broad performance products portfolio. We believe that Cequent is one of the largest North American manufacturers and distributors of towing systems. The retail channel presents a different set of competitors that are typically not seen in our installer and distributor channels, including Masterlock, Buyers, Allied, Keeper, Bell and Axius. As Cequent grows in the cargo management product category, it will face a different set of competitors. These competitors include Thule, Yakima and Sportrack.

## Acquisition Strategy

We believe that our businesses have significant opportunities to grow through disciplined, strategic acquisitions. We typically seek "bolt-on" acquisitions, in which we would acquire another industry participant or product line within our industries and to enhance the strengths of our core businesses. When seeking acquisition targets, we are looking for opportunities to supplement our existing product lines, gain access to additional distribution channels, expand our geographic footprint and achieve scale and cost efficiencies.

## Materials and Supply Arrangements

Our largest raw materials purchases are for steel, copper, aluminum, polyethylene and other resins, and energy. Raw materials and other supplies used in our operations are normally available from a variety of competing suppliers. In addition to raw materials, we purchase a variety of components and finished products from low-cost sources in China, Taiwan and India.

Steel is purchased primarily from steel mills and service centers with pricing contracts principally in the three to six month time frame. Changing global dynamics for steel production and supply will continue to present a challenge to our business. Polyethylene is generally a commodity resin with multiple suppliers capable of providing product. While both steel and polyethylene are readily available from a variety of competing suppliers, our business has experienced, and we believe will continue to experience, volatility in the costs of these raw materials.

## Employees and Labor Relations

As of September 30, 2009, we employed approximately 3,800 people, of which approximately 22% were unionized and approximately 45% were located outside the U.S. We currently have Collective Bargaining Agreements covering eight facilities worldwide for our continuing operations, five of which are in the U.S. In November 2009, we concluded negotiations on two union collective bargaining agreements in our Engineered Components segment that were set to expire in November 2009. Negotiations were concluded prior to the expiration dates of the collective bargaining agreements without work stoppages or strikes. There have been four contracts renegotiated in 2009 without any strikes, work stoppages or slowdowns. There are currently two union contracts that are in negotiations. Employee relations have generally been satisfactory.

## Seasonality and Backlog

There is some seasonality in our Cequent segment. Sales of towing and trailer products within these business segments are generally stronger in the second and third quarters as trailer OEMs, distributors and retailers acquire product for the spring and summer selling seasons. No other operating

---

segment experiences significant seasonal fluctuation in its business. We do not consider sales order backlog to be a material factor in our business.

## **Environmental Matters**

Our operations are subject to federal, state, local and foreign laws and regulations pertaining to pollution and protection of the environment, health and safety, governing among other things, emissions to air, discharge to waters and the generation, handling, storage, treatment and disposal of waste and other materials, and remediation of contaminated sites. We have been named as a potentially responsible party under CERCLA, the federal Superfund law, or similar state laws at several sites requiring clean-up related to the disposal of wastes we generate. These laws generally impose liability for costs to investigate and remediate contamination without regard to fault and under certain circumstances liability may be joint and several resulting in one responsible party being held responsible for the entire obligation. Liability may also include damages to natural resources. We have entered into consent decrees relating to two sites in California along with the many other co-defendants in these matters. We have incurred substantial expenses for these sites over a number of years, a portion of which has been covered by insurance. In addition to the foregoing, our businesses have incurred and likely will continue to incur expenses to investigate and clean up existing and former company-owned or leased property, including those properties made the subject of sale-leaseback transactions for which we have provided environmental indemnities to the lessors.

At our currently owned property located in Vernon, California, we expect to incur expenses to investigate the environmental conditions associated with historical operations of N.I. Industries and/or its tenants. Preliminary site assessment information indicates that further investigation will be necessary in order to determine whether remediation or controls will be required beyond those that had been previously approved by the governing regulatory authority, and if so, to develop an estimate of the likely costs thereof.

In 1992, Rieke® Packaging Systems and numerous other companies entered into a consent decree with the United States Environmental Protection Agency ("EPA") and the State of Indiana under which Rieke® and the other companies agreed to remediate contaminated soil and groundwater at the Wayne Reclamation and Recycling Site near Columbia City, Indiana. Contractors for the group of companies completed construction of the remediation systems required by the consent decree in 1995, and have operated them since then under the oversight of the EPA and the State of Indiana. The remediation systems have successfully removed substantial amounts of contaminants from the soil and the groundwater; however, some contaminants remain at concentrations above the performance standards set by the consent decree, and are still being removed. Consultants to the group of companies expect that some or all of the remediation systems will be required to operate indefinitely. A 2004 report by the EPA concluded that operation of the existing systems is "protective of human health and the environment." The agreement among the companies provides that Rieke®'s share is approximately 9% of total remediation costs for the site.

---

We believe that our business, operations and facilities are being operated in compliance in all material respects with applicable environmental and health and safety laws and regulations, many of which provide for substantial fines and criminal sanctions for violations. Based on information presently known to us and accrued environmental reserves, we do not expect environmental costs or contingencies to have a material adverse effect on us. The operation of manufacturing plants entails risks in these areas, however, and we may incur material costs or liabilities in the future that could adversely affect us. Potentially material expenditures could be required in the future. For example, we may be required to comply with evolving environmental and health and safety laws, regulations or requirements that may be adopted or imposed in the future or to address newly discovered information or conditions that require a response.

## **Intangibles and Other Assets**

Our identified intangible assets, consisting of customer relationships, trademarks and trade names and technology, are recorded at approximately \$168.7 million at September 30, 2009, net of accumulated amortization. The valuation of each of the identified intangibles was performed using broadly accepted valuation methodologies and techniques.

*Customer Relationships.* We have developed and maintained stable, long-term selling relationships with customer groups for specific branded products and/or focused market product offerings within each of our operating group segments. Useful lives assigned to customer relationship intangibles range from 6 to 25 years and have been estimated using historic customer retention and turnover data. Other factors considered in evaluating estimated useful lives include the diverse nature of focused markets and products of which we have significant share, how customers in these markets make purchases and these customers' position in the supply chain. We also monitor and evaluate the impact of other evolving risks including the threat of lower cost competitors and evolving technology.

*Trademarks and Trade Names.* Each of our operating groups designs and manufactures products for focused markets under various trade names and trademarks including Draw-Tite®, Reese®, Hidden Hitch®, Bulldog®, Tekonsha®, Highland "The Pro's Brand"®, Fulton®, Wesbar®, Visu-Lok®, ViseGrip® and FlexSpout®, among others. Our trademark/trade name intangibles are well-established and considered long-lived assets that require maintenance through advertising and promotion expenditures. Because it is our practice and intent to maintain and to continue to support, develop and market these trademarks/trade names for the foreseeable future, we consider our rights in these trademarks/trade names to have an indefinite life, except as otherwise dictated by applicable law.

*Technology.* We hold a number of U.S. and foreign patents, patent applications, and unpatented or proprietary product and process oriented technologies within all five of our operating segments. We have, and will continue to dedicate, technical resources toward the further development of our products and processes in order to maintain our competitive position in the transportation, industrial and commercial markets that we serve. Estimated useful lives for our technology intangibles range from one to thirty years and are determined in part by any legal, regulatory or contractual provisions that limit useful life. For example, patent rights have a maximum limit of twenty years in the U.S. Other factors considered include the expected use of the technology by the operating groups, the expected useful life of the product and/or product programs to which the technology relates, and the rate of technology adoption by the industry.

Quarterly, or as conditions may warrant, we assess whether the value of our identified intangibles has been impaired. Factors considered in performing this assessment include current operating results, business prospects, customer retention, market trends, potential product obsolescence, competitor activities and other economic factors. We continue to invest in maintaining customer relationships, trademarks and trade names, and the design, development and testing of proprietary technologies that we believe will set our products apart from those of our competitors.

---

## **International Operations**

Approximately 16.2% of our net sales for the nine months ended September 30, 2009 were derived from sales by our subsidiaries located outside of the U.S., and we may significantly expand our international operations through organic growth actions and acquisitions. In addition, approximately 29.7% of our operating net assets as of September 30, 2009 were located outside of the U.S. We operate manufacturing facilities in Australia, Thailand, Canada, China, the United Kingdom (U.K.), Italy, Germany, Netherlands and Mexico. For information pertaining to the net sales and operating net assets attributed to our international operations, refer to Note 19, "Segment Information," to the audited financial statements included in this offering circular.

Sales outside of the U.S., particularly sales to emerging markets, are subject to various risks that are not present in sales within U.S. markets, including governmental embargoes or foreign trade restrictions such as antidumping duties, changes in U.S. and foreign governmental regulations, tariffs and other trade barriers, the potential for nationalization of enterprises, foreign exchange risk and other political, economic and social instability. In addition, there are tax inefficiencies in repatriating portions of our cash flow from non-U.S. subsidiaries.

## **Properties**

Our principal manufacturing facilities range in size from approximately 10,000 square feet to approximately 380,000 square feet. Except as set forth in the table below, all of our manufacturing facilities are owned. The leases for our manufacturing facilities have initial terms that expire from 2009 through 2024 and are all renewable, at our option, for various terms, provided that we are not in default under the lease agreements. Substantially all of our owned U.S. real properties are subject to liens under our amended and restated credit facility and will be subject to several liens in favor of the notes. Our executive offices are located in Bloomfield Hills, Michigan under a lease assumed by us from Heartland and subsequently amended in October 2007 extending the term to June 2015. See "Certain Relationships and Related Party Transactions." Our buildings, machinery and equipment have been generally well maintained, are in good operating condition and are adequate for current production requirements. We may enter into leases for equipment in lieu of making capital expenditures to acquire such equipment or to reduce debt.

---

The following list sets forth the location of our principal owned and leased manufacturing and other facilities used in continuing operations and identifies the principal operating segment utilizing such facilities, as of November 30, 2009:

<u>Packaging</u>	<u>Energy</u>	<u>Engineered Components</u>	<u>Aerospace &amp; Defense</u>	<u>Cequent</u>
<i>United States:</i>	<i>United States:</i>	<i>United States:</i>	<i>United States:</i>	<i>United States:</i>
Indiana:	Oklahoma:	Massachusetts:	California:	Indiana:
Auburn	Tulsa	Plymouth(1)	Riverbank(2)	Goshen(1)
Hamilton(1)	Texas:	Michigan:	Commerce(1)	Huntington(1)
	Houston(1)	Warren(1)		South Bend(1)
		Livonia(1)		Michigan:
<i>International:</i>	<i>International:</i>	Texas:		Plymouth(1)
Germany:	Canada:	Longview		Tekonsha(1)
Neunkirchen	Sarnia,			Ohio:
Mexico:	Ontario(1)			Solon(1)
Mexico City	China:			
United Kingdom:	Hangzhou(1)			<i>International:</i>
Leicester				Australia:
China:				Dandenong,
Hangzhou(1)				Victoria
				Lyndhurst,
				Victoria(1)
				Perth, Western
				Australia(1)
				Canada:
				Burlington,
				Ontario(1)
				Mexico:
				Juarez(1)
				Reynosa
				Thailand:
				Chon Buri(1)

(1) Represents a leased facility. All such leases are operating leases.

(2) Owned by the U.S. Government and operated by our NI Industries™ business under a facility maintenance contract.

During 2002, we entered into sale-leaseback transactions with respect to nine real properties in the U.S. and Canada. During 2003, we entered into additional sale-leaseback transactions with respect to three real properties in the U.S. The term of these leases is between 15 and 20 years, with the right to extend. Rental payments are due monthly. All of the foregoing leases are accounted for as operating leases. During 2004, one sale-leaseback transaction was terminated. In general, pursuant to the terms of each sale-leaseback transaction, we transferred title of the real property to a purchaser and, in turn, entered into separate leases with the purchaser having a basic lease term plus renewal options. With respect to the 2002 sale-leaseback transactions, the renewal option must be exercised with respect to all, and not less than all, of the property locations.

## Legal Proceedings

A civil suit was filed in the U.S. District Court for the Central District of California in December 1988 by the United States of America and the State of California against more than 180 defendants, including TriMas, for alleged release into the environment of hazardous substances disposed of at the Operating Industries, Inc. site in California. This site served for many years as a depository for municipal and industrial waste. The plaintiffs have requested, among other things, that the defendants clean up the contamination at that site. Consent decrees have been entered into by the plaintiffs and a

group of the defendants, including TriMas, providing that the consenting parties perform certain remedial work at the site and reimburse the plaintiffs for certain past costs incurred by the plaintiffs at the site. We estimate that our share of the clean-up costs will not exceed \$500,000, for which we have insurance proceeds. Plaintiffs had sought other relief such as damages arising out of claims for negligence, trespass, public and private nuisance, and other causes of action, but the consent decree governs the remedy. Based upon our present knowledge and subject to future legal and factual developments, we do not believe that this matter will have a material adverse effect on our financial position, results of operations or cash flows.

As of September 30, 2009, we were a party to approximately 857 pending cases involving an aggregate of approximately 7,584 claimants alleging personal injury from exposure to asbestos containing materials formerly used in gaskets (both encapsulated and otherwise) manufactured or distributed by certain of our subsidiaries for use primarily in the petrochemical refining and exploration industries.

The following chart summarizes the number of claimants, number of claims filed, number of claims dismissed, number of claims settled, the average settlement amount per claim and the total defense costs, exclusive of amounts reimbursed under our primary insurance, at the applicable date and for the applicable periods:

	Claims pending at beginning of period	Claims filed during period	Claims dismissed during period	Claims settled during period	Average settlement amount per claim during period	Total defense costs during period
Fiscal year ended December 31, 2008	9,544	723	2,668	75	\$ 1,813	\$ 3,448,000
Nine months ended September 30, 2009	7,524	260	189	11	\$ 16,000	\$ 1,975,000

In addition, we acquired various companies to distribute our products that had distributed gaskets of other manufacturers prior to acquisition. We believe that many of our pending cases relate to locations at which none of our gaskets were distributed or used.

We may be subjected to significant additional asbestos-related claims in the future, the cost of settling cases in which product identification can be made may increase, and we may be subjected to further claims in respect of the former activities of our acquired gasket distributors. We are unable to make a meaningful statement concerning the monetary claims made in the asbestos cases given that, among other things, claims may be initially made in some jurisdictions without specifying the amount sought or by simply stating the requisite or maximum permissible monetary relief, and may be amended to alter the amount sought. The large majority of claims do not specify the amount sought. Of the 7,584 claims pending at September 30, 2009, 103 set forth specific amounts of damages (other than those stating the statutory minimum or maximum). 77 of the 103 claims sought between \$1.0 million and \$5.0 million in total damages (which includes compensatory and punitive damages), 21 sought between \$5.0 million and \$10.0 million in total damages (which includes compensatory and punitive damages) and 5 sought over \$10.0 million (which includes compensatory and punitive damages). Solely with respect to compensatory damages, 80 of the 103 claims sought between \$250,000 and \$600,000, 19 sought between \$1.0 million and \$5.0 million and 4 sought over \$5.0 million. Solely with respect to punitive damages, 77 of the 103 claims sought between \$1.0 million and \$2.5 million, 21 sought between \$2.5 million and \$5.0 million and 5 sought over \$5.0 million. In addition, relatively few of the claims have reached the discovery stage and even fewer claims have gone past the discovery stage.

Total settlement costs (exclusive of defense costs) for all such cases, some of which were filed over 20 years ago, have been approximately \$5.4 million through September 30, 2009. All relief sought in the asbestos cases is monetary in nature. To date, approximately 50% of our costs related to settlement and defense of asbestos litigation have been covered by our primary insurance. Effective February 14, 2006, we entered into a coverage-in-place agreement with our first level excess carriers regarding the coverage to be provided to us for asbestos-related claims when the primary insurance is exhausted. The

coverage-in-place agreement makes coverage available to us that might otherwise be disputed by the carriers and provides a methodology for the administration of asbestos litigation defense and indemnity payments. Nonetheless, there may be a period prior to the commencement of coverage under this agreement and following exhaustion of our primary insurance coverage during which we would be solely responsible for defense costs and indemnity payments, duration of which would be subject to the scope of damage awards and settlements paid. The coverage in place agreement allocates payment responsibility among the primary carrier, excess carriers and our subsidiary.

Based on the settlements made to date and the number of claims dismissed or withdrawn for lack of product identification, we believe that the relief sought (when specified) does not bear a reasonable relationship to our potential liability. Based upon our experience to date and other available information (including the availability of excess insurance), we do not believe that these cases will have a material adverse effect on our financial position and results of operations or cash flows.

We are subject to other claims and litigation in the ordinary course of business, but do not believe that any such claim or litigation will have a material adverse effect on our financial position and results of operations or cash flows.

---

## CERTAIN RELATIONSHIPS AND RELATED PARTY TRANSACTIONS

### **Metaldyne Corporation**

In connection with our reorganization in June 2002, we assumed approximately \$37.0 million of liabilities and obligations of Metaldyne Corporation ("Metaldyne"), mainly comprised of contractual obligations to our former employees, tax related matters, benefit plan liabilities and reimbursements to Metaldyne for normal course payments made on our behalf. The remaining contractual obligations to Metaldyne are now reported as accrued liabilities in our consolidated balance sheet and were approximately \$5.9 million at September 30, 2009.

On January 11, 2007, Metaldyne merged into a subsidiary of Asahi Tec Corporation ("Asahi") whereby Metaldyne became a wholly-owned subsidiary of Asahi. In connection with the consummation of the merger, Metaldyne distributed the 4,825,587 shares of our common stock that it owned on a pro rata basis to the holders of Metaldyne's common stock at the time of such dividend. As a result of the merger, we and Metaldyne are no longer related parties.

Subject to certain limited exceptions, Metaldyne and TriMas retained separate liabilities associated with their respective businesses. Accordingly, we have agreed to indemnify and hold Metaldyne harmless from all liabilities associated with us and our subsidiaries and the respective operations and assets, whenever conducted, and Metaldyne has agreed to indemnify and hold Heartland and us harmless from all liabilities associated with Metaldyne and its subsidiaries (excluding us and our subsidiaries) and their respective operations and assets, whenever conducted. In addition, we and Metaldyne agreed to indemnify one another for our allocated share (57.99% in the case of Metaldyne and 42.01% in our case) of liabilities not readily associated with either business, or otherwise addressed including certain costs related to other matters intended to effectuate other provisions of the agreement. These indemnification provisions survive indefinitely and are subject to a \$50,000 deductible.

### **Heartland Industrial Partners**

#### ***Initial Public Offering***

On May 17, 2007, we completed an initial public offering which benefited all of our pre-offering shareholders, and our officers and directors due principally to the creation of a public market for the Company's common stock. Upon the consummation of the offering, Heartland retained control of approximately 45.2% of the Company's voting stock and in accordance with the Shareholders Agreement discussed below, it continues to be able to elect a majority of the Company's Board of Directors and to effectively control us. Disclosure of Heartland's ownership is described under "Security Ownership of Certain Beneficial Owners and Management."

#### ***Shareholders Agreement***

Heartland, Masco Capital Corporation, and other investors are parties to a shareholders agreement regarding their ownership of our common stock (the "Shareholders Agreement"). The Shareholders Agreement provides that the parties will vote their shares of common stock in order to cause the election to the Board of Directors of such number of Directors as shall constitute a majority of the Board of Directors as designated by Heartland. There are no arrangements or understandings between any of our directors on the one hand and Heartland on the other hand pursuant to which a director was selected. The Shareholders Agreement also provides that when Heartland and its affiliates enter into a transaction resulting in a substantial change of control of TriMas, Heartland has the right to require the other shareholders to sell a proportionate percentage of shares of common stock in such transaction as Heartland is selling and to otherwise vote in favor of the transactions effecting such substantial change of control. The Shareholders Agreement further provides that Heartland has the ability to demand the registration of their shares pursuant to a shelf registration statement filed with the SEC, subject to various holdback, priority and other agreements.

---

### ***Advisory Services Agreement***

We and Heartland are party to an advisory services agreement, pursuant to which Heartland may earn a fee not to exceed 1.0% of the transaction value for services provided in connection with certain future financings, acquisitions and divestitures by us, in each case subject to the approval by the disinterested members of our Board of Directors. In connection with this offering and the amendment and restatement of our credit agreement, we have agreed to pay to Heartland a fee equal to 0.5% of the aggregate value of the concluded transactions. Heartland is also entitled to the reimbursement of its expenses under the advisory services agreement. Through September 30, 2009, Heartland did not receive any payment for such fees under this agreement, but did receive reimbursement for third party expenses incurred on our behalf in the amount of \$635,080 and received reimbursement for expenses in the amount of \$137,920.

### ***Management Rights Agreement***

We have entered into an agreement with Heartland granting certain rights to consult with management and receive information about us and to consult with management on significant matters so long as Heartland continues to own any of our securities. Heartland has the right to attend Board meetings as an observer if they no longer have the right to designate one or more members of the Board. Heartland must maintain the confidentiality of any material non-public information it receives in connection with the foregoing rights. Heartland will not be paid any fees or receive any compensation or expense reimbursement pursuant to this agreement.

### ***Relationships with Heartland***

The managing general partner of Heartland is Heartland Industrial Associates, L.L.C. One of our directors, Mr. Tredwell, is the managing member of Heartland Industrial Partners, L.L.C. Mr. Valenti, our Chairman, is a former advisor to Heartland and is affiliated with entities that are members of a limited liability company that owns a limited partnership interest in Heartland. Heartland has informed us that its limited partners include many financial institutions, private and government employee pension funds and corporations. We may, in the ordinary course of business, have on a normal, customary and arm's length basis, relationships with certain of Heartland's limited partners, including banking, insurance and other relations.

---

## DESCRIPTION OF OTHER INDEBTEDNESS

Our senior secured credit facility is comprised of a \$90.0 million revolving credit facility, a \$60.0 million deposit-linked supplemental revolving credit facility and a \$260.0 million term loan facility. At September 30, 2009, approximately \$252.2 million was outstanding on the term loan and \$0 was outstanding on the revolving credit facilities. Under the senior secured credit facility, up to \$90.0 million in the aggregate of our revolving credit facility is available to be used for one or more permitted acquisitions subject to certain conditions and other outstanding borrowings and issued letters of credit.

We are seeking to "amend and extend" the revolving credit facility and term loan facility under our senior secured credit agreement. If the proposed amendments to our senior secured credit agreement are approved, and assuming the consummation of this offering and the use of proceeds therefrom, consenting revolving lenders will have the maturity date of their commitments extended from August 2, 2011 to December 15, 2013 and consenting term lenders will have the maturity date of their term loans extended from August 2, 2013 to December 15, 2015. Based on preliminary feedback from lenders, we expect that the amendments will be approved and that we will have between \$60.0 million and \$75.0 million of extended maturity date revolving loan commitments and that between \$200.0 million and \$230.0 million of our term loans will be extended. The feedback we have received to date is preliminary and is therefore subject to change. The consummation of this offering is conditioned upon formal approval of the proposed amendments to the senior secured credit agreement.

We expect that our amended and restated credit agreement will result in increased margins above LIBOR on the portion of the revolving credit facility and term loans that were extended. We currently expect that extended revolving loans will bear interest at a per annum rate of LIBOR plus 4% (subject to reduction to LIBOR plus 3.75% when our leverage ratio is below 3.00 to 1.00) and our extended term loans will bear interest at a rate of LIBOR (which shall not be less than 2%) plus 4%. In addition, the interest rates applicable to lenders under our deposit-linked supplemental revolving credit facility who approve the amended and restated credit agreement will be increased to LIBOR (which shall not be less than 2%) plus 4%.

Amounts drawn under our revolving credit facilities fluctuate daily based upon our working capital and other ordinary course needs. Availability under our revolving credit facilities depends upon, among other things, compliance with our credit agreement's financial covenants. Our credit facilities contain and the amended and restated credit facilities will continue to contain negative and affirmative covenants and other requirements affecting us and our subsidiaries, including among others: restrictions on incurrence of debt (except for permitted acquisitions and subordinated indebtedness), liens, mergers, investments, loans, advances, guarantee obligations, acquisitions, asset dispositions, sale-leaseback transactions, hedging agreements, dividends and other restricted junior payments, stock repurchases, transactions with affiliates, restrictive agreements and amendments to charters, by-laws, and other material documents. The terms of our credit agreement require and the terms of the amended and restated credit facilities will continue to require us and our subsidiaries to meet certain restrictive financial covenants and ratios computed quarterly, including a leverage ratio (total consolidated indebtedness plus outstanding amounts under the accounts receivable securitization facility over consolidated EBITDA, as defined), interest expense ratio (consolidated EBITDA, as defined, over cash interest expense, as defined) and a capital expenditures covenant. The most restrictive of these financial covenants and ratios are the leverage ratio and interest expense ratio. Our permitted leverage ratio under our proposed amended and restated credit agreement is expected to be 4.50 to 1.00 for October 1, 2009 to December 31, 2009, 5.00 to 1.00 for January 1, 2010 to March 31, 2010, 5.25 to 1.00 for April 1, 2010 to June 30, 2010, 5.00 to 1.00 for July 1, 2010 to December 31, 2010, 4.75 to 1.00 for January 1, 2011 to June 30, 2011, 4.50 to 1.00 from July 1, 2011 to September 30, 2011, 4.25 to 1.00 for October 1, 2011 to September 30, 2012, 4.00 to 1.00 for October 1, 2012 to June 30, 2013 and 3.50 to 1.00 for July 1, 2013 and thereafter. Our actual leverage ratio was 3.80 to 1.00 at September 30, 2009. Our permitted interest expense ratio under our amended and restated credit agreement is expected to be 2.20 to 1.00 for July 1, 2009 to December 31, 2009, 2.30 to 1.00 for January 1, 2010 to March 31, 2010, 2.15 to 1.00 for April 1, 2010 to June 30, 2010, 2.00 to 1.00 for July 1, 2010 to June 30, 2011, 2.25

---

for July 1, 2011 to June 30, 2012, 2.40 for July 1, 2012 to December 31, 2012, 2.50 to 1.00 for January 1, 2013 to September 30, 2013 and 2.75 to 1.00 for October 1, 2013 and thereafter. Our actual interest expense ratio was 3.00 to 1.00 at September 30, 2009. At September 30, 2009, we were in compliance with our financial covenants.

Three of our international businesses are also parties to loan agreements with banks, denominated in their local currencies. In the United Kingdom, we are party to a revolving debt agreement with a bank in the amount of £1.0 million (approximately \$0.7 million outstanding at September 30, 2009) which is secured by a letter of credit under our credit facilities. In Italy, we are party to a €5.0 million note agreement with a bank (approximately \$1.9 million outstanding at September 30, 2009) with a term of seven years, which expires December 12, 2012 and is secured by land and buildings of our local business unit. In Australia, we are party to a debt agreement with a bank in the amount of \$23.0 million Australian dollars (approximately \$14.1 million outstanding at September 30, 2009) for a term of five years which expires December 31, 2010. Borrowings under this arrangement are secured by substantially all the assets of the local business which is also subject to financial ratio and reporting covenants. Financial ratio covenants include: capital adequacy ratio (tangible net worth over total tangible assets), interest coverage ratio (EBIT over gross interest cost) and we are in compliance with such covenants at September 30, 2009. In addition to the financial ratio covenants there are other financial restrictions such as: restrictions on dividend payments, U.S. parent loan repayments, negative pledge and undertakings with respect to related entities. As of September 30, 2009, total borrowings in the amount of \$16.7 million were outstanding under these arrangements.

Another important source of liquidity is our \$55.0 million 364 day accounts receivable securitization facility, under which we have the ability to sell eligible accounts receivable to a third-party multi-seller receivables funding company. At September 30, 2009, we had \$0 utilized under our accounts receivable facility and available funding of \$29.8 million based on eligible receivables.

We are currently in negotiations with Wachovia Bank, National Association to provide a new \$75.0 million three-year accounts receivable facility to replace our existing \$55.0 million 364 day accounts receivable securitization facility with J.P. Morgan. We currently estimate that our availability under the new accounts receivable facility as of September 30, 2009 would have been between \$38.0 million and \$41.5 million as compared to availability of \$29.8 million under our existing accounts receivable securitization facility. Because availability under the new accounts receivable facility is expected to vary depending on the value of our eligible accounts receivable and customary reserves, our availability may increase or decrease from time to time relative to the amount that would have been available as of September 30, 2009. We estimate that during the twelve months ended September 30, 2009, our availability under the new accounts receivable facility would have varied between \$38.0 million and \$70.0 million. We expect that the new accounts receivable facility will be accounted for as an off-balance sheet arrangement in 2009, however as a result of certain changes in GAAP to be implemented on January 1, 2010, we expect that the facility will be accounted for as an on-balance sheet arrangement thereafter. We expect that the new accounts receivable facility will be finalized and the existing accounts receivable securitization simultaneously terminated on or before December 31, 2009. However, the terms of the new accounts receivable facility are still being negotiated, and accordingly we cannot assure you that we will be able to enter into the new facility with this level of availability or at all. This offering is not conditioned on the finalization of the new accounts receivable facility.

At September 30, 2009, our available revolving credit capacity of \$150 million under our senior secured credit facility is reduced by approximately \$31.2 million of letters of credit outstanding as of that date. The letters of credit are used for a variety of purposes, including support of certain operating lease agreements, vendor payment terms and other subsidiary operating activities, and to meet various states' requirements to self-insure workers' compensation claims, including incurred but not reported claims.

After consideration of our outstanding letters of credit at September 30, 2009 (as we had no amounts outstanding under our revolving credit facility), we had \$118.8 million of revolving credit

---

capacity available, in addition to \$29.8 million of available liquidity under our accounts receivable securitization facility discussed above. However, after consideration of our leverage covenant, we had an aggregate available funding under our credit and securitization facilities of \$130.9 million at September 30, 2009.

Our available revolving credit capacity under our senior secured credit facility, after consideration of approximately \$31.2 million in letters of credit outstanding related thereto, is approximately \$118.8 million, while our available liquidity under our accounts receivable securitization facility ranges from \$29.8 million to \$49.0 million, depending on the level of our receivables outstanding at a given point in time during the year. We rely upon our cash flow from operations and available liquidity under the credit and securitization facilities to fund our debt service obligations and other contractual commitments, working capital and capital expenditure requirements. Generally, we use available liquidity under these facilities to fund capital expenditures and daily working capital requirements during the first half of the year, as we experience some seasonality in our Cequent reportable segment. Sales of towing and trailering products within this operating segment are generally stronger in the second and third quarters, as trailer original equipment manufacturers (OEMs), distributors and retailers acquire product for the spring and summer selling seasons. None of our other operating segments experience any material seasonal fluctuation in their respective businesses. During the second half of the year, the investment in working capital is reduced and amounts outstanding under our credit and securitization facilities are paid down. At the end of each quarter, we generally use cash on hand to pay down amounts outstanding under our credit and securitization facilities.

On an as adjusted basis as described under the heading "Capitalization," we would have had \$100.8 million of revolving credit capacity available (after taking into consideration \$31.2 million of letters of credit) and between \$38.0 million and \$41.5 million of available liquidity under our new accounts receivable facility. However, after consideration of our leverage covenant, we would have had aggregate available funding of \$129.1 million as of September 30, 2009. We expect that the aggregate loan commitments under our revolving credit facility will initially decrease to \$80.0 million as a result of the amendment and restatement of our credit agreement, but our new accounts receivable facility will increase by approximately \$8.0 million to \$11.5 million as of September 30, 2009 and between \$8.0 million and \$20.0 million at various times during the nine months ended September 30, 2009, depending on the level of our receivables outstanding at any point in time during the year. Because we expect that our amended and restated credit agreement will provide additional flexibility under our leverage covenant, we anticipate that our combined availability under the revolving credit facilities and new accounts receivable facility will improve.

Cash management related to our credit and securitization facilities is centralized. We monitor our cash position and available liquidity on a daily basis and forecast our cash needs on a weekly basis within the current quarter, and on a monthly basis outside the current quarter over the remainder of the year. Our business and related cash forecasts are updated monthly. Given aggregate available funding under our credit and securitization facilities of \$130.9 million at September 30, 2009, after consideration of the aforementioned leverage restrictions, and based on forecasted cash sources and requirements inherent in our business plans, we believe that our liquidity and capital resources, including anticipated cash flows from operations, will be sufficient to meet our debt service, capital expenditure and other short-term and long-term obligation needs for the foreseeable future.

We also have \$256.5 million (face value) 9<sup>7</sup>/<sub>8</sub>% senior subordinated notes outstanding at September 30, 2009, due in 2012, which we refer to as our existing senior subordinated notes. During the first nine months of 2009, we retired \$73.2 million face value of our existing senior subordinated notes via open market purchases. We may choose to repurchase our existing senior subordinated notes via open market or in privately negotiated transactions on terms we believe favorable. These transactions may be effected for cash (from cash and cash equivalents, borrowings under our senior secured credit facility, or proceeds from sale of debt or equity securities), in exchange for common stock, or a combination of both. We will evaluate any such transaction in light of then prevailing market conditions and our then current and prospective liquidity and capital resources, including

---

projected and potential needs and prospects for access to capital markets. Any such transactions may, individually or in aggregate, be material. See "Use of Proceeds."

Principal payments required under our proposed amended and restated credit facility term loan are expected to be: \$0.7 million due each calendar quarter through June 30, 2013, and \$35.8 million due on August 2, 2013, \$0.6 million due each calendar quarter from September 30, 2013 through September 30, 2015 and \$201.7 million due on December 15, 2015. These amounts are estimates assuming that \$215.0 million of term loans are extended.

Our senior secured credit facility is guaranteed on a senior secured basis by us and all of our domestic subsidiaries, other than our special purpose receivables subsidiary, on a joint and several basis. In addition, our obligations and the guarantees thereof are secured by substantially all the assets of us and the guarantors.

Our exposure to interest rate risk results from the variable rates under our senior secured credit facility. Borrowings under the senior secured credit facility bear interest, at various rates, as more fully described in Note 8, "Long-term Debt," to the accompanying consolidated financial statements as of September 30, 2009. In April 2008, we entered into an interest rate swap agreement to fix the LIBOR-based variable portion of our interest rate on \$125.0 million notional amount of its term loan facility at 2.73%. The swap matured in October 2009. In January 2009, the Company entered into two new interest rate swap agreements to fix the LIBOR-based variable portion of its interest rate on \$75.0 million notional amount of its term loan facility at 1.39% and \$125.0 million notional amount of its term loan facility at 1.91%. The \$75.0 million notional amount interest rate swap commenced in January 2009 and extends through January 2011. The \$125.0 million notional amount interest rate swap commences in October 2009 and extends through July 2011. These interest rate swaps are designated as cash flow hedges whereby the effective portion of the hedge gains and losses are deferred as changes in the cash flows of the interest rate swaps are expected to exactly offset the changes in the cash flows of variable rate debt attributable to fluctuations in the LIBOR. The cumulative fair value of the swaps was a liability of \$2.6 million at September 30, 2009.

Based on variable rate-based borrowings outstanding at September 30, 2009, a 1% increase or decrease in the per annum interest rate for borrowings under our U.S. and foreign revolving credit facilities would change our interest expense by approximately \$0.7 million annually.

---

## QuickLinks

[Exhibit 99.3](#)

[Preliminary Offering Circular Excerpts Recent Developments](#)

[RISK FACTORS](#)

[CAPITALIZATION](#)

[MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS](#)

[BUSINESS](#)

[CERTAIN RELATIONSHIPS AND RELATED PARTY TRANSACTIONS](#)

[DESCRIPTION OF OTHER INDEBTEDNESS](#)

**REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM**

The Board of Directors and Shareholders  
TriMas Corporation:

We have audited the accompanying consolidated balance sheets of TriMas Corporation and subsidiaries as of December 31, 2008 and 2007, and the related consolidated statements of operations, shareholders' equity and comprehensive income, and cash flows for each of the years in the three-year period ended December 31, 2008. These consolidated financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of TriMas Corporation and subsidiaries as of December 31, 2008 and 2007, and the results of their operations and their cash flows for each of the years in the three-year period ended December 31, 2008, in conformity with U.S. generally accepted accounting principles.

As discussed in note 3 to the consolidated financial statements, the Company changed its accounting policy in 2008 to change its required annual goodwill impairment test from December 31 to October 1.

(signed) KPMG LLP

Detroit, Michigan

March 9, 2009, except for note 19, as to which the date is December 14, 2009

---

**TriMas Corporation**  
**Consolidated Balance Sheet**  
(Dollars in thousands)

	December 31,	
	2008	2007
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 3,910	\$ 4,800
Receivables, net	104,760	89,370
Inventories	188,950	181,790
Deferred income taxes	16,970	18,860
Prepaid expenses and other current assets	7,430	7,010
Assets of discontinued operations held for sale	26,200	41,450
<b>Total current assets</b>	<b>348,220</b>	<b>343,280</b>
Property and equipment, net	181,570	186,840
Goodwill	202,280	367,420
Other intangibles, net	178,880	203,170
Other assets	19,270	27,280
<b>Total assets</b>	<b>\$ 930,220</b>	<b>\$ 1,127,990</b>
<b>Liabilities and Shareholders' Equity</b>		
Current liabilities:		
Current maturities, long-term debt	\$ 10,360	\$ 8,390
Accounts payable	111,810	121,860
Accrued liabilities	66,340	71,830
Liabilities of discontinued operations	1,340	1,450
<b>Total current liabilities</b>	<b>189,850</b>	<b>203,530</b>
Long-term debt	599,580	607,600
Deferred income taxes	51,650	73,280
Other long-term liabilities	34,240	35,090
<b>Total liabilities</b>	<b>875,320</b>	<b>919,500</b>
Preferred stock \$0.01 par: Authorized 100,000,000 shares;		
Issued and outstanding: None	—	—
Common stock, \$0.01 par: Authorized 400,000,000 shares;		
Issued and outstanding: 33,620,410 and 33,409,500 shares at December 31, 2008 and 2007, respectively	330	330
Paid-in capital	527,000	525,960
Accumulated deficit	(510,160)	(373,970)
Accumulated other comprehensive income	37,730	56,170
<b>Total shareholders' equity</b>	<b>54,900</b>	<b>208,490</b>
<b>Total liabilities and shareholders' equity</b>	<b>\$ 930,220</b>	<b>\$ 1,127,990</b>

The accompanying notes are an integral part of these financial statements.

TriMas Corporation

Consolidated Statement of Operations

(Dollars in thousands, except per share amounts)

	Year ended December 31,		
	2008	2007	2006
Net sales	\$ 1,021,300	\$ 1,003,070	\$ 948,340
Cost of sales	(758,120)	(729,510)	(692,540)
Gross profit	263,180	273,560	255,800
Selling, general and administrative expenses	(166,500)	(173,810)	(157,040)
Advisory services agreement termination fee	—	(10,000)	—
Costs for early termination of operating leases	—	(4,230)	—
Settlement of Canadian benefit plan liability	—	(3,870)	—
Net loss on dispositions of property and equipment	(340)	(1,720)	(550)
Impairment of property and equipment	(500)	(3,370)	(510)
Impairment of goodwill and indefinite-lived intangible assets	(172,220)	(171,210)	(116,500)
Operating loss	(76,380)	(94,650)	(18,800)
Other expense, net:			
Interest expense	(55,740)	(68,310)	(79,060)
Gain (loss) on extinguishment of debt	3,740	(7,440)	(8,610)
Other expense, net	(2,290)	(3,880)	(4,150)
Other expense, net	(54,290)	(79,630)	(91,820)
Loss from continuing operations before income tax benefit (expense)	(130,670)	(174,280)	(110,620)
Income tax benefit (expense)	2,080	13,080	(810)
Loss from continuing operations	(128,590)	(161,200)	(111,430)
Income (loss) from discontinued operations, net of income tax benefit (expense)	(7,600)	2,770	(17,480)
Net loss	\$ (136,190)	\$ (158,430)	\$ (128,910)
<b>Earnings (loss) per share—basic:</b>			
Continuing operations	(3.85)	(5.66)	(5.51)
Discontinued operations, net of income tax benefit	(0.22)	0.10	(0.86)
Net loss per share	\$ (4.07)	\$ (5.56)	\$ (6.37)
Weighted average common shares—basic	33,422,572	28,498,678	20,229,716
<b>Earnings (loss) per share—diluted:</b>			
Continuing operations	(3.85)	(5.66)	(5.51)
Discontinued operations, net of income tax benefit	(0.22)	0.10	(0.86)
Net loss per share	\$ (4.07)	\$ (5.56)	\$ (6.37)
Weighted average common shares—diluted	33,422,572	28,498,678	20,229,716

The accompanying notes are an integral part of these financial statements.

TriMas Corporation

Consolidated Statement of Cash Flows

(Dollars in thousands)

	Year ended December 31,		
	2008	2007	2006
<b>Cash Flows from Operating Activities:</b>			
Net loss	\$ (136,190)	\$ (158,430)	\$ (128,910)
Adjustments to reconcile net loss to net cash provided by operating activities, net of acquisition impact:			
Impairment of goodwill and indefinite-lived intangible assets	184,530	171,210	116,500
Impairment of property and equipment	500	3,370	15,760
(Gain) loss on dispositions of property and equipment	70	(630)	3,530
Depreciation	28,430	25,870	22,250
Amortization of intangible assets	15,640	15,480	16,490
Amortization of debt issue costs	2,450	2,700	4,330
Deferred income taxes	(19,690)	(9,480)	(11,280)
(Gain) loss on extinguishment of debt	(3,740)	2,500	7,920
Non-cash compensation expense	1,040	550	1,350
Net proceeds from (reductions in) sale of receivables and receivables securitization	(18,310)	25,980	(14,120)
(Increase) decrease in receivables	(480)	(15,670)	9,760
Increase in inventories	(8,740)	(25,080)	(11,310)
(Increase) decrease in prepaid expenses and other assets	3,490	12,540	(1,390)
Increase (decrease) in accounts payable and accrued liabilities	(13,930)	13,690	(15,260)
Other, net	(3,900)	370	260
Net cash provided by operating activities, net of acquisition impact	<u>31,170</u>	<u>64,970</u>	<u>15,880</u>
<b>Cash Flows from Investing Activities:</b>			
Capital expenditures	(29,170)	(34,730)	(22,480)
Acquisition of leased assets	—	(29,960)	(7,360)
Acquisition of businesses, net of cash acquired	(6,650)	(13,540)	—
Net proceeds from disposition of businesses and other assets	2,440	9,320	7,680
Net cash used for investing activities	<u>(33,380)</u>	<u>(68,910)</u>	<u>(22,160)</u>
<b>Cash Flows from Financing Activities:</b>			
Proceeds from sale of common stock in connection with the Company's initial public offering, net of issuance costs	—	126,460	—
Repayments of borrowings on senior credit facilities	(5,070)	(4,940)	(257,410)
Proceeds from borrowings on term loan facilities	490	—	260,000
Proceeds from borrowings on revolving credit facilities	576,990	508,540	688,870
Repayments of borrowings on revolving credit facilities	(566,970)	(524,920)	(683,150)
Debt issuance costs	—	—	(2,160)
Retirement of senior subordinated notes	(4,120)	(100,000)	—
Net cash provided by financing activities	<u>1,320</u>	<u>5,140</u>	<u>6,150</u>
<b>Cash and Cash Equivalents:</b>			
Increase (decrease) for the year	(890)	1,200	(130)
At beginning of year	4,800	3,600	3,730
At end of year	<u>\$ 3,910</u>	<u>\$ 4,800</u>	<u>\$ 3,600</u>
<b>Supplemental disclosure of cash flow information:</b>			
Cash paid for interest	<u>\$ 52,660</u>	<u>\$ 63,690</u>	<u>\$ 69,880</u>
Cash paid for taxes	<u>\$ 8,060</u>	<u>\$ 8,660</u>	<u>\$ 14,050</u>

The accompanying notes are an integral part of these financial statements.

**TriMas Corporation**  
**Consolidated Statement of Shareholders' Equity**  
**Years Ended December 31, 2008, 2007 and 2006**  
(Dollars in thousands)

	Common Stock	Paid-In Capital	Accumulated Deficit	Accumulated Other Comprehensive Income (Loss)	Total
Balances, December 31, 2005	\$ 200	\$ 396,980	\$ (86,310)	\$ 38,430	\$ 349,300
Comprehensive income (loss):					
Net loss	—	—	(128,910)	—	(128,910)
Foreign currency translation	—	—	—	9,720	9,720
Minimum pension liability (net of tax of \$190)	—	—	—	570	570
Total comprehensive loss					(118,620)
Issuance of common stock	10	(10)	—	—	—
Non-cash compensation expense	—	1,350	—	—	1,350
Net adjustments to reflect settlement of contractual obligations	—	750	—	—	750
Balances, December 31, 2006	\$ 210	\$ 399,070	\$ (215,220)	\$ 48,720	\$ 232,780
Comprehensive income (loss):					
Net loss	—	—	(158,430)	—	(158,430)
Foreign currency translation	—	—	—	8,900	8,900
Defined pension and postretirement pension plans amortization of actuarial losses (net of tax of \$0.6 million)	—	—	—	1,020	1,020
Total comprehensive loss					(148,510)
Net proceeds from the Company's initial public offering of common stock (Note 4)	120	126,340	—	—	126,460
Non-cash compensation expense	—	550	—	—	550
Effects of accounting change regarding pension and post-retirement plans measurement dates pursuant to SFAS No. 158 (net of tax of \$0.1 million) (Note 17)	—	—	(200)	—	(200)
Cumulative impact of change in accounting for benefit plans (net of tax of \$1.2 million) (Note 17)	—	—	—	(2,470)	(2,470)
Cumulative impact of change in accounting for uncertainties in income taxes (Note 20)	—	—	(120)	—	(120)
Balances at December 31, 2007	\$ 330	\$ 525,960	\$ (373,970)	\$ 56,170	\$ 208,490
Comprehensive income (loss):					
Net loss	—	—	(136,190)	—	(136,190)
Foreign currency translation	—	—	—	(17,810)	(17,810)
Defined pension and postretirement pension plans (net of tax of \$0.04 million) (Note 17)	—	—	—	90	90
Change in fair value of cash flow hedge (net of tax of \$0.4 million) (Note 13)	—	—	—	(720)	(720)
Total comprehensive loss					(154,630)
Non-cash compensation expense	—	1,040	—	—	1,040
Balances at December 31, 2008	\$ 330	\$ 527,000	\$ (510,160)	\$ 37,730	\$ 54,900

The accompanying notes are an integral part of these financial statements.

# TRIMAS CORPORATION

## NOTES TO FINANCIAL STATEMENTS

### 1. Basis of Presentation

TriMas Corporation ("TriMas" or the "Company"), and its consolidated subsidiaries, is a global manufacturer and distributor of products for commercial, industrial and consumer markets. The Company is principally engaged in five business segments with diverse products and market channels. Packaging offers a broad spectrum of closure and dispensing solutions in industrial and consumer packaging applications. Energy is a manufacturer and distributor of a variety of engines, engine replacement parts and specialty gaskets for the oil and gas industry, petrochemical and industrial markets. Aerospace & Defense designs and manufactures a diverse range of industrial products for use in focused markets within the aerospace and defense markets. Engineered Components designs and manufactures a diverse range of industrial products for use in focused markets within the industrial, automotive, and medical equipment markets. Cequent is a manufacturer and distributor of custom-engineered towing, trailering and electrical products. See Note 19, "Segment Information," for further information on each of the Company's business segments.

### 2. New Accounting Pronouncements

In December 2008, the Financial Accounting Standards Board ("FASB") issued FSP FAS 132(R)-1, "Employers' Disclosure about Postretirement Benefit Plan Assets," which amends FASB Statement 132(R) to require more detailed disclosures about employers' pension plan assets. New disclosures will include additional information on investment strategies, major categories of plan assets, concentrations of risk within plan assets and valuation techniques used to measure the fair value of plan assets. This new standard will only affect disclosures and will have no impact on the Company's consolidated financial statements. This statement is effective for fiscal years ending after December 15, 2009.

In May 2008, the FASB issued Statement of Financial Accounting Standards ("SFAS") No. 162, "The Hierarchy of Generally Accepted Accounting Principles," which is intended to improve financial reporting by identifying a consistent hierarchy for selecting accounting principles to be used in preparing financial statements that are prepared in conformance with generally accepted accounting principles. The statement is effective 60 days following the SEC's approval of the Public Company Accounting Oversight Board amendments to AU Section 411, "The Meaning of Present Fairly in Conformity with GAAP." There is no impact on the Company's current consolidated financial statements as a result of this pronouncement.

In March 2008, the FASB issued SFAS No. 161, "Disclosures about Derivative Instruments and Hedging Activities, an amendment of FASB Statement No. 133." SFAS No. 161 amends and expands the disclosure requirements of SFAS No. 133 to provide users of financial statements with an enhanced understanding of derivative instruments, how they are accounted for and their impact on a company's financial position and performance. SFAS No. 161 is effective for financial statements issued for fiscal years and interim periods beginning after November 15, 2008, with early application encouraged. The Company is currently assessing the impact of the adoption of SFAS No. 161 on its consolidated financial statements.

In December 2007, the FASB issued SFAS No. 141(R), "Business Combinations," which revises the current accounting practices for business combinations. Significant changes as a result of issuance of SFAS No. 141(R) include a revised definition of a business, expensing of acquisition-related transaction costs, and a change in how acquirers measure consideration, identifiable assets, liabilities assumed and goodwill acquired in a business combination. SFAS No. 141(R) is effective for business combinations occurring in fiscal years beginning after December 15, 2008, and may not be retroactively applied. There is no impact on the Company's current consolidated financial statements as a result of this pronouncement.

---

# TRIMAS CORPORATION

## NOTES TO FINANCIAL STATEMENTS (Continued)

### 2. New Accounting Pronouncements (Continued)

In December 2007, the FASB issued SFAS No. 160, "Noncontrolling Interests in Consolidated Financial Statements," which establishes requirements for identification, presentation and disclosure of noncontrolling interests, and requires accounting for such non-controlling interests as a separate component of shareholder's equity. SFAS No. 160 is effective prospectively for fiscal years beginning after December 15, 2008. However, the presentation and disclosure requirements are required to be retrospectively applied to comparative financial statements. There is no impact on the Company's current consolidated financial statements as a result of this pronouncement.

### 3. Summary of Significant Accounting Policies

*Principles of Consolidation.* The accompanying consolidated financial statements include the accounts and transactions of TriMas and its wholly-owned subsidiaries. Significant intercompany transactions have been eliminated.

*Use of Estimates.* The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management of the Company to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements. Such estimates and assumptions also affect the reported amounts of revenues and expenses during the reporting periods. Significant items subject to such estimates and assumptions include the carrying amount of property and equipment, goodwill and other intangibles, valuation allowances for receivables, inventories and deferred income tax assets, valuation of derivatives, reserves for legal and product liability matters and assets and obligations related to employee benefits. Actual results may differ from such estimates and assumptions.

*Cash and Cash Equivalents.* The Company considers cash on hand and on deposit and investments in all highly liquid debt instruments with initial maturities of three months or less to be cash and cash equivalents.

*Receivables.* Receivables are presented net of allowances for doubtful accounts of approximately \$5.7 million and \$5.2 million at December 31, 2008 and 2007, respectively. The Company monitors its exposure for credit losses and maintains allowances for doubtful accounts based upon the Company's best estimate of probable losses inherent in the accounts receivable balances. The Company does not believe that significant credit risk exists due to its diverse customer base.

*Sales of Receivables.* The Company may, from time to time, sell certain of its receivables to third parties. Sales of receivables are accounted for under SFAS No. 140, "Accounting for Transfers and Servicing of Financial Assets and Extinguishments of Liabilities," which deems the receivables sold when they are transferred beyond the reach of the Company and its creditors, the purchaser has the right to pledge or exchange the receivables and the Company has surrendered control over the transferred receivables.

*Inventories.* Inventories are stated at the lower of cost or net realizable value, with cost determined using the first-in, first-out method. Direct materials, direct labor and allocations of variable and fixed manufacturing- related overhead are included in inventory cost.

*Property and Equipment.* Property and equipment additions, including significant improvements, are recorded at cost. Upon retirement or disposal of property and equipment, the cost and accumulated depreciation are removed from the accounts, and any gain or loss is included in the accompanying statement of operations. Repair and maintenance costs are charged to expense as incurred.

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

**3. Summary of Significant Accounting Policies (Continued)**

*Depreciation and Amortization.* Depreciation is computed principally using the straight-line method over the estimated useful lives of the assets. Annual depreciation rates are as follows: buildings and buildings/land improvements, 10 to 40 years, and machinery and equipment, 3 to 15 years. Capitalized debt issuance costs are amortized over the underlying terms of the related debt securities. Customer relationship intangibles are amortized over periods ranging from 6 to 25 years, while technology and other intangibles are amortized over periods ranging from 1 to 30 years.

*Impairment of Long-Lived Assets and Definite-Lived Intangible Assets.* In accordance with SFAS No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets," the Company reviews, on at least a quarterly basis, the financial performance of each business unit for indicators of impairment. In reviewing for impairment indicators, the Company also considers events or changes in circumstances such as business prospects, customer retention, market trends, potential product obsolescence, competitive activities and other economic factors. An impairment loss is recognized when the carrying value of an asset group exceeds the future net undiscounted cash flows expected to be generated by that asset group. The impairment loss recognized is the amount by which the carrying value of the asset group exceeds its fair value.

*Goodwill and Indefinite-Lived Intangibles.* The Company tests goodwill and indefinite-lived intangible assets for impairment on an annual basis as required by SFAS No. 142, "Goodwill and Other Intangible Assets," by comparing the estimated fair value of each of its reporting units to the respective carrying value on the balance sheet. More frequent evaluations may be required if the Company experiences changes in its business climate or as a result of other triggering events that take place as defined in SFAS 142.

For the purposes of these impairment tests, one of the Company's five operating segments, Cequent, is considered a reporting unit because the individual businesses within this segment have similar economic characteristics, including their products, services, customers, and distribution. The nine businesses which comprise the Company's remaining four operating segments are considered separate reporting units for purposes of applying SFAS 142. These businesses are less similar in their economic characteristics and have discrete financial information available which management regularly reviews for purposes of evaluating performance.

The Company estimates the fair value of its reporting units utilizing a combination of three valuation techniques: discounted cash flow (Income Approach), market comparable method (Market Approach) and market capitalization (Direct Market Data Method). For purposes of applying the SFAS 142 test, the Company has historically relied primarily on the Income Approach, because it considers factors unique to each of the Company's businesses and related long-range plans that may not be comparable to other companies and that are not yet publicly available. Management therefore believes that this valuation approach provides the best estimate of fair value of its reporting units. The Market Approach considers potentially comparable companies and transactions within the industries where the Company's reporting units participate, and applies their trading multiples to the Company's reporting units. Management uses this data to assess the reasonableness of the estimate of fair value of its reporting units under the Income Approach due to the difficulty in identifying companies that are specifically comparable to the Company's reporting units, considering the diversity of the Company's businesses, their relative sizes and levels of complexity. The Company also uses the Direct Market Data Method by comparing its book value and the estimates of fair value of the reporting units to the Company's market capitalization as of and at dates near the annual testing date. Management uses this comparison as additional evidence of the fair value of the Company, as its market capitalization may be suppressed by other factors such as the control premium associated with a controlling shareholder, the Company's high degree of leverage, and the limited float of the Company's common stock. In situations

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

3. Summary of Significant Accounting Policies (Continued)

where the Market Approach and/or the Direct Market Data Method yield estimated fair values for the reporting units that are significantly different than under the Income Approach, management re-evaluates and adjusts, if necessary, the assumptions underlying the Income Approach.

The Income Approach requires the Company to calculate the present value of estimated future cash flows. In making this calculation, management makes significant estimates regarding future revenues and expenses, projected capital expenditures, changes in working capital and the appropriate discount rate. The projections also include significant assumptions related to including current and estimated economic trends and outlook, costs of raw materials, consideration of our market capitalization as compared to the estimated fair values of the Company's reporting units determined using the Income Approach and other factors which are beyond management's control. The Company compares the estimates of fair value of each reporting unit, determined under the Income Approach, with each reporting unit's net asset carrying value. If carrying value exceeds fair value, a possible impairment of goodwill and indefinite-lived intangible assets exists and further evaluation is performed.

The Company's accounting policy was to conduct the annual impairment test as of December 31st, with the most recent annual impairment test completed as of December 31, 2007. Effective in the second quarter of 2008, the Company changed its accounting policy to conduct the annual impairment test as of October 1st, with the testing to be conducted during the fourth quarter of each year. This change is preferable as it provides the Company additional time to complete the required testing and evaluate the results prior to the year-end closing and reporting activities and better enables the Company to comply with required reporting dates as an accelerated filer. The change in impairment test dates had no impact on the Company's financial results or financial position for any period presented.

Future declines in sales and/or operating profit, declines in the Company's stock price, or other changes in the Company's business or the markets for its products could result in further impairments of goodwill and other intangible assets.

*Self-insurance.* The Company is generally self-insured for losses and liabilities related to workers' compensation, health and welfare claims and comprehensive general, product and vehicle liability. The Company is generally responsible for up to \$0.5 million per occurrence under its retention program for workers' compensation, between \$0.3 million and \$2.0 million per occurrence under its retention programs for comprehensive general, product and vehicle liability, and has a \$0.3 million per occurrence stop-loss limit with respect to its self-insured group medical plan. Total insurance limits under these retention programs vary by year for comprehensive general, product and vehicle liability and extend to the applicable statutory limits for workers' compensation. Reserves for claims losses, including an estimate of related litigation defense costs, are recorded based upon the Company's estimates of the aggregate liability for claims incurred using actuarial assumptions about future events. Changes in assumptions for factors such as medical costs and actual experience could cause these estimates to change.

*Pension Plans and Postretirement Benefits Other Than Pensions.* The Company accounts for pension benefits and postretirement benefits other than pensions in accordance with the requirements of SFAS No. 87, "Employer's Accounting for Pensions," SFAS No. 88, "Employer's Accounting for Settlements and Curtailments of Defined Benefit Plans and for Terminated Benefits," SFAS No. 106, "Employer's Accounting for Postretirement Benefits Other Than Pension," SFAS No. 132, "Employer's Disclosures about Pensions and Other Postretirement Benefits—an amendment of FASB Statements Nos. 87, 88, and 106" and SFAS No. 158, "Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans—An Amendment of FASB Statements No. 87, 88, 106 and 132(R)." Annual net periodic pension expense and benefit liabilities under defined benefit pension plans are determined on

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

3. Summary of Significant Accounting Policies (Continued)

an actuarial basis. Assumptions used in the actuarial calculations have a significant impact on plan obligations and expense. Annually, the Company reviews the actual experience compared to the more significant assumptions used and makes adjustments to the assumptions, if warranted. The healthcare trend rates are reviewed with the actuaries based upon the results of their review of claims experience. Discount rates are based upon an expected benefit payments duration analysis and the equivalent average yield rate for high-quality fixed-income investments. Pension benefits are funded through deposits with trustees and the expected long-term rate of return on fund assets is based upon actual historical returns modified for known changes in the market and any expected change in investment policy. Postretirement benefits are not funded and it is the Company's policy to pay these benefits as they become due.

*Revenue Recognition.* Revenues from product sales, except products shipped on a consignment basis, are recognized when products are shipped or services are provided to customers, the customer takes ownership and assumes risk of loss, the sales price is fixed and determinable and collectability is reasonably assured. Net sales is comprised of gross revenues less estimates of expected returns, trade discounts and customer allowances, which include incentives such as cooperative advertising agreements, volume discounts and other supply agreements in connection with various programs. Such deductions are recorded during the period the related revenue is recognized. For products shipped on a consignment basis, revenue is recognized when the customer provides notice of end product use or sale.

*Cost of Sales.* Cost of sales includes material, labor and overhead costs incurred in the manufacture of products sold in the period. Material costs include raw material, purchased components, outside processing and inbound freight costs. Overhead costs consist of variable and fixed manufacturing costs, wages and fringe benefits, and purchasing, receiving and inspection costs.

*Selling, General and Administrative Expenses.* Selling, general and administrative expenses include the following: costs related to the advertising, sale, marketing and distribution of our products, shipping and handling costs, amortization of customer intangible assets, costs of finance, human resources, legal functions, executive management costs and other administrative expenses.

*Shipping and Handling Expenses.* Freight costs are included in cost of sales and shipping and handling expenses, including those of Cequent's distribution network, are included in selling, general and administrative expenses in the accompanying statement of operations. Shipping and handling costs were \$4.4 million, \$4.7 million and \$4.7 million for the years ended December 31, 2008, 2007 and 2006, respectively.

*Advertising and Sales Promotion Costs.* Advertising and sales promotion costs are expensed as incurred. Advertising costs were approximately \$6.9 million, \$7.4 million and \$6.2 million for the years ended December 31, 2008, 2007 and 2006, respectively and are included in selling, general and administrative expenses in the accompanying statement of operations.

*Research and Development Costs.* Research and development ("R&D") costs are expensed as incurred. R&D expenses were approximately \$1.3 million, \$1.4 million and \$0.9 million for the years ended December 31, 2008, 2007 and 2006, respectively and are included in cost of sales in the accompanying statement of operations.

*Income Taxes.* The Company computes income taxes using the asset and liability method, whereby deferred income taxes using current enacted tax rates are provided for the temporary differences between the financial reporting basis and the tax basis of assets and liabilities and for operating loss and tax credit carryforwards. Beginning with the adoption of FASB Interpretation No. 48, "Accounting for Uncertainty in Income Taxes," on January 1, 2007, the Company recognizes the effect of income tax

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

3. Summary of Significant Accounting Policies (Continued)

positions only if those positions are more likely than not of being sustained. Recognized income tax positions are measured at the largest amount that is greater than 50% likely of being realized. Changes in recognition or measurement are reflected in the period in which the change in judgment occurs. The Company records interest and penalties related to unrecognized tax benefits in income tax expense.

*Foreign Currency Translation.* The financial statements of subsidiaries located outside of the United States are measured using the currency of the primary economic environment in which they operate as the functional currency. Net foreign currency transaction gains (losses) were approximately \$0.8 million, \$(0.2) million and \$0.1 million for the years ended December 31, 2008, 2007 and 2006, respectively, and are included in other expense, net in the accompanying statement of operations. When translating into U.S. dollars, income and expense items are translated at average monthly exchange rates and assets and liabilities are translated at exchange rates in effect at the balance sheet date. Translation adjustments resulting from translating the functional currency into U.S. dollars are deferred as a component of accumulated other comprehensive income (loss) in the statement of shareholders' equity.

*Derivative Financial Instruments.* The Company accounts for derivative financial instruments in accordance with SFAS No. 133, "Accounting for Derivative Instruments and Hedging Activities," as amended, which requires that all derivatives be recorded at fair value on the balance sheet as either assets or liabilities. The effective portion of changes in the fair value of the derivative is recorded in other comprehensive income and is recognized in the statement of operations when the hedged item affects earnings. The ineffective portion of the change in fair value of a hedge is recognized in income immediately. As of December 31, 2008, the only derivative is an interest rate swap which has been designated as a cash flow hedge for the purpose of hedging the cash flows of variable rate debt. See Note 13, "Long-term Debt," for further information on the Company's interest rate swap.

*Fair Value of Financial Instruments.* The Company adopted SFAS No. 157, "Fair Value Measurements," as of January 1, 2008. SFAS No. 157 defines fair value, establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value in U.S. GAAP, and expands disclosures about fair value measurements. The three levels of the fair value hierarchy are as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company has the ability to access at the measurement date;
- Level 2 inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly;
- Level 3 inputs are unobservable inputs for the asset or liability.

The Company has deferred the application of the provisions of SFAS No. 157 to its non-financial assets and liabilities not required or permitted to be measured at fair value on a recurring basis in accordance with FASB Staff Position No. 157-b (FSP No. 157-2), "Effective Date of FASB Statement No. 157." Fair value measurements and the fair value hierarchy level for the Company's assets and liabilities measured at fair value on a recurring basis as of December 31, 2008, are shown below (in millions):

Description	Frequency	Asset / (Liability)	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Interest rate swap	Recurring	\$ (1.2)	\$ —	\$ (1.2)	\$ —

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

3. Summary of Significant Accounting Policies (Continued)

The carrying value of financial instruments reported in the balance sheet for current assets and current liabilities approximates fair value due to the short maturity of these instruments. The Company's term loan traded at 58.0% and 98.5% of par value as of December 31, 2008 and 2007, respectively, and the senior subordinated notes traded at approximately 51.5% and 98.0% of par value as of December 31, 2008 and 2007, respectively.

*Earnings Per Share.* Basic and diluted earnings per share amounts are determined in accordance with SFAS No. 128, "Earnings per Share." As of December 31, 2008 and 2007 no restricted shares were included in the computation of net income (loss) per share because to do so would be anti-dilutive. Options to purchase 1,596,213, 2,000,481 and 2,008,201 shares of common stock were outstanding at December 31, 2008, 2007 and 2006, respectively, but were excluded from the computation of net income (loss) per share because to do so would have been anti-dilutive for the periods presented.

*Stock-based Compensation.* The Company recognizes compensation expense related to equity awards using the Modified Prospective application method under SFAS No. 123(R), "Share-Based Payment," recognizing all share-based payments to employees based on their fair values.

*Other Comprehensive Income.* The Company refers to other comprehensive income as revenues, expenses, gains and losses that under accounting principles generally accepted in the United States are included in comprehensive income but are excluded from net earnings as these amounts are recorded directly as an adjustment to stockholders' equity. Other comprehensive income is comprised of foreign currency translation adjustments, amortization of prior service costs and unrecognized gains and losses in actuarial assumptions, and changes in unrealized gains and losses on derivatives.

The components of accumulated other comprehensive income are as follows:

	<u>Balance,</u> <u>December 31, 2008</u>	<u>Balance,</u> <u>December 31, 2007</u>
	(dollars in thousands)	
Foreign currency translation adjustments	\$ 43,720	\$ 61,530
Unrecognized prior service cost and unrecognized loss in actuarial assumptions (net of tax of \$2.7 million in 2008 and 2007, respectively)	(5,270)	(5,360)
Unrealized loss on derivatives (net of tax of \$0.4 million)	(720)	—
Accumulated other comprehensive income	<u>\$ 37,730</u>	<u>\$ 56,170</u>

*Reclassifications.* Certain prior year amounts have been reclassified to conform with the current year presentation.

4. Initial Public Offering

During the second quarter of 2007, the Company completed the sale of 12,650,000 shares of common stock to the public pursuant to an effective registration statement at a price of \$11.00 per share. Gross proceeds from the common stock offering were \$139.2 million. Net proceeds from the offering, after deducting underwriting discounts and commissions of \$9.7 million and offering expenses of \$3.0 million, totaled approximately \$126.5 million. The net proceeds of \$126.5 million, together with

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

4. Initial Public Offering (Continued)

approximately \$10.1 million of cash on hand and revolving credit borrowings, were utilized as follows (in thousands):

Retirement of senior subordinated notes	\$ 100,000
Call premium associated with retirement of senior subordinated notes	4,940
Advisory services agreement termination fee	10,000
Early termination of operating leases and acquisition of underlying machinery and equipment	21,680
	<u>\$ 136,620</u>

In connection with the common stock offering and the use of proceeds therefrom, the Company incurred the following costs and expenses which are included in the Company's consolidated statement of operations for the year ended December 31, 2007 (in thousands):

Advisory services agreement termination fee	\$ 10,000
Call premium associated with retirement of senior subordinated notes	4,940
Costs for early termination of operating leases	4,230
Non-cash write-off of deferred financing fees and accretion of unamortized discount and premium associated with retirement of senior subordinated notes	2,500
	<u>\$ 21,670</u>

---

## TRIMAS CORPORATION

### NOTES TO FINANCIAL STATEMENTS (Continued)

#### 5. Discontinued Operations and Assets Held for Sale

During the fourth quarter of 2008, the Company entered into a binding agreement to sell certain assets within its specialty laminates, jacketings and insulation tapes line of business, which was part of the Packaging operating segment. The Company recognized an impairment charge of approximately \$12.3 million in December 2008 to write-down the value of goodwill and intangible assets to fair value in this business and recorded a charge of approximately \$1.8 million related to severance benefits for approximately 125 employees to be terminated upon completion of the sale. The sale was completed in February 2009 for cash proceeds of approximately \$21.0 million. The Company's manufacturing facility is subject to a lease agreement expiring in 2024 that was not assumed by the purchaser of the business. The Company is currently assessing the potential recoverability of its future lease obligations for this facility, and will record an estimate of any future unrecoverable lease obligations upon the cease use date of the facility.

During the fourth quarter of 2007, the Company committed to a plan to sell its rocket launcher and property management line of business, both of which were part of the Engineered Components operating segment. The Company sold the assets of the rocket launcher business in December 2007 for cash proceeds of approximately \$3.1 million, and recognized a gain on sale of approximately \$2.3 million. As of December 31, 2008, the property management line of business was not yet sold. However, the Company continues to actively market the business and has adjusted its sales price expectations, consistent with changes in the current economic conditions. As such, the Company continues to report the property management business as discontinued operations and assets held for sale for all periods presented.

During the second quarter of 2006, the Company sold its asphalt-coated paper line of business, which was part of the Packaging operating segment, for approximately \$1.1 million, and recognized a loss on sale of approximately \$3.6 million.

During the fourth quarter of 2005, the Company committed to a plan to sell its industrial fastening business. The industrial fastening business consisted of three locations: Wood Dale, Illinois, Frankfort, Indiana and Lakewood, Ohio. The Company recognized an impairment charge of approximately \$15.3 million in 2006 related to the industrial fastening business to write-down the value of tangible and intangible assets to fair value. The Company sold the Wood Dale and Lakewood operating locations in December 2006 for gross cash proceeds of approximately \$5.6 million and a short-term note receivable of approximately \$0.2 million, and recognized a loss on sale of approximately \$0.5 million. In February 2007, the Company sold the Frankfort operating location for gross cash proceeds of approximately \$4.0 million and a note receivable of \$2.5 million.

The Wood Dale manufacturing facility is subject to a lease agreement expiring in 2022 which was not assumed by the purchaser of this business. Prior to the sale, the Company conducted a market study on the property and concluded that it would likely be able to recover substantially all of its future obligations under the lease through future sublease arrangements. In the fourth quarter of 2007, the Company had its prior market study updated. Based on changes in the economy and an increase in available properties in the area, which were being offered at rates below the Company's existing lease contract, the Company concluded it would not be able to recover substantially all of its future obligations, and recorded a charge of \$3.6 million, which represented the Company's best estimate of unrecoverable future obligations under its lease contract. The facility remains available for sublease as of December 31, 2008. Due to continued economic decline at the end of 2008, the Company updated its market study and recorded an additional charge of \$3.7 million, which updates the Company's estimate of unrecoverable future obligations under its lease contract.

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

5. Discontinued Operations and Assets Held for Sale (Continued)

The results of the specialty laminates, jacketings and insulation tapes business, industrial fastening business, asphalt-coated paper business, rocket launcher business and property management business are reported as discontinued operations for all periods presented.

Results of discontinued operations are summarized as follows:

	Year ended December 31,		
	2008	2007	2006
	(dollars in thousands)		
Net sales	\$ 57,440	\$ 78,650	\$ 160,730
Income (loss) from discontinued operations, before income tax (expense) benefit	\$ (18,130)	\$ 5,440	\$ (24,810)
Income tax (expense) benefit	10,530	(2,670)	7,330
Income (loss) from discontinued operations, net of income tax (expense) benefit	\$ (7,600)	\$ 2,770	\$ (17,480)

Assets and liabilities of the discontinued operations are summarized as follows:

	2008	2007
	(dollars in thousands)	
Receivables, net	\$ 680	\$ 940
Inventories	7,750	8,860
Prepaid expenses and other assets	7,650	23,370
Property and equipment, net	10,120	8,280
Total assets	\$ 26,200	\$ 41,450
Accounts payable	\$ 90	\$ 60
Accrued liabilities and other	1,250	1,390
Total liabilities	\$ 1,340	\$ 1,450

6. Huntsville Plant Closure

In October 2007, the Company announced plans to close its manufacturing facility in Huntsville, Ontario, Canada and consolidate its operations into the Company's Goshen, Indiana manufacturing facility. These actions were substantially complete as of December 31, 2007. As a result of these actions, the Company recorded a pre-tax charge within its Cequent segment of approximately \$9.0 million in the fourth quarter of 2007, of which approximately \$5.6 million related to cash costs incurred as a part of the closure as determined under the provisions of SFAS No. 146, "Accounting for Costs Associated with Exit or Disposal Activities," primarily relating to severance benefits to approximately 160 employees terminated as a part of the closure. The remaining \$3.4 million of the pre-tax charge related to impairment of assets recorded in accordance with SFAS No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets," to reduce the book value of the building and building improvements and certain machinery and equipment assets that the Company will no longer utilize to management's estimate of net realizable value (see Note 11). As of December 31, 2008, the Company has paid approximately \$5.3 million of the cash costs of the facility closure, with the remaining \$0.3 million expected to be paid in 2009.

In addition, the Company incurred approximately \$0.7 million of costs and expenses in 2008 resulting from completion of the consolidation into the Goshen facility and recording severance and

## TRIMAS CORPORATION

### NOTES TO FINANCIAL STATEMENTS (Continued)

#### 6. Huntsville Plant Closure (Continued)

other benefits for approximately 10 key employees who remained with the Company to assist in finalizing the closure.

#### 7. Acquisitions

In January 2008, the Company acquired Parkside Towbars, Pty. Ltd. ("Parkside"), located in Western Australia, strengthening the Company's position in international markets and expanding the Company's towing and truck accessory product offering. Parkside is included in the Company's Cequent segment.

During the third quarter of 2007, the Company completed two acquisitions. On July 12, 2007, the Company acquired certain assets from Quest Technologies LLC, expanding the Company's fifth-wheel product offerings in its Cequent segment. In addition, on August 1, 2007, the Company acquired all of the capital stock of DEW Technologies, Inc., a manufacturer of specialty, high-precision spinal and trauma implant products serving the orthopedic device industry. DEW Technologies is included in the Company's Engineered Components segment and broadens the Company's product offerings in the medical device industry.

The purchase price for each of the three acquisitions is subject to adjustments resulting from earn-out clauses based on future operating results. These earn-out clauses extend up to five years. Total combined adjustments, primarily related to earn-out clauses, to the purchase price for these three acquisitions in 2008 were approximately \$4.1 million (see Note 8).

The results of operations of the aforementioned acquisitions are not significant compared to the overall results of operations of the Company.

#### 8. Goodwill and Other Intangible Assets

The Company conducted its SFAS No. 142 annual impairment test as of October 1, 2008. Significant assumptions used under the Income Approach were weighted average costs of capital ranging from 12.5% - 20.0% and estimated residual growth rates ranging from 1.0% - 2.0%. In considering the weighted average cost of capital for each reporting unit, management considered the level of risk inherent in the cash flow projections based on historical attainment of its projections and current market conditions.

During the fourth quarter of 2008, the Company experienced a significant decline in its stock price and, as a result, the Company's market capitalization fell below the recorded value of its consolidated net assets. The reduced market capitalization reflected, in part, the impact to the Company's businesses of weakening market demand and declining order intake as a result of the economic recession in the US and other major global economies, the significant decline in the financial markets, and continued uncertainty and lack of availability in the credit markets. The decline in the Company's market capitalization was reflective of an overall market view that the value of the Company had declined significantly, particularly in relation to the Cequent reporting unit. Considering the uncertainty as to how long these end market conditions would persist and the related impacts on the Company's businesses, management reduced projections of future cash flows and added risk premiums as appropriate to reduce the values of its reporting units overall consistent with the decline in the Company's market capitalization subsequent to October 1<sup>st</sup>.

In completing its annual test of goodwill and indefinite-lived intangible asset impairment as of October 1, 2008, the Company determined that six of its reporting units failed Step I of the SFAS No. 142 test, requiring a Step II test to determine the amount, if any, of an impairment charge. Based on the results of Step II testing required under SFAS No. 142, the Company recorded pre-tax goodwill

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

8. Goodwill and Other Intangible Assets (Continued)

and indefinite-lived intangible asset impairment charges in the fourth quarter of 2008 of \$76.1 million and \$8.8 million, respectively, in its Cequent reporting unit, and \$58.7 million and \$3.8 million, respectively, in a reporting unit within the Company's Packaging segment. The Company recorded a pre-tax goodwill impairment charge in the fourth quarter of 2008 of \$24.8 million in certain reporting units within its Engineered Components segment. As of October 1, 2008, if the weighted average discount rate for each reporting unit was increased 1% or the estimated residual growth rate for each reporting unit was decreased 1%, the conclusions reached under the Company's Step I impairment test would have remained unchanged.

In completing its annual test of goodwill and indefinite-lived intangible asset impairment as of December 31, 2007 and 2006, the Company's Step I testing indicated that the carrying values of its Cequent reporting units exceeded their estimated fair values. Based on the results of Step II testing required under SFAS No. 142, the Company recorded pre-tax goodwill and indefinite-lived intangible asset impairment charges in the fourth quarter of 2007 of \$159.6 million and \$11.6 million, respectively, in its Cequent reporting unit. During the fourth quarter of 2006, the Company recorded a pre-tax goodwill impairment charge of \$116.5 million in its Cequent reporting unit.

Future declines in sales and operating profit or further declines in the Company's stock price may result in additional goodwill and indefinite-lived intangible asset impairments.

Changes in the carrying amount of goodwill for the years ended December 31, 2008 and 2007 are as follows:

	<u>Packaging</u>	<u>Energy</u>	<u>Aerospace &amp; Defense</u>	<u>Engineered Components</u>	<u>Cequent</u>	<u>Total</u>
	(dollars in thousands)					
Balance, December 31, 2006	\$ 176,760	\$ 45,190	\$ 43,540	\$ 19,180	\$ 235,140	\$ 519,810
Goodwill from acquisitions	—	—	—	2,230	2,320	4,550
Adjustment to tax contingencies established in purchase accounting	—	—	—	—	(140)	(140)
Impairment charge	—	—	—	—	(159,590)	(159,590)
Foreign currency translation and other	4,010	860	—	—	(2,080)	2,790
Balance, December 31, 2007	<u>180,770</u>	<u>46,050</u>	<u>43,540</u>	<u>21,410</u>	<u>75,650</u>	<u>367,420</u>
Goodwill from acquisitions	—	—	—	3,380	710	4,090
Impairment charge	(58,660)	—	—	(24,790)	(76,110)	(159,560)
Foreign currency translation and other	(8,350)	(1,070)	—	—	(250)	(9,670)
Balance, December 31, 2008	<u>\$ 113,760</u>	<u>\$ 44,980</u>	<u>\$ 43,540</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 202,280</u>

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

8. Goodwill and Other Intangible Assets (Continued)

Intangible Category by Useful Life	As of December 31, 2008		As of December 31, 2007	
	Gross Carrying Amount	Accumulated Amortization	Gross Carrying Amount	Accumulated Amortization
	(dollars in thousands)			
Customer relationships:				
5 - 12 years	\$ 25,600	\$ (16,140)	\$ 23,880	\$ (13,810)
15 - 25 years	154,610	(53,010)	154,610	(44,780)
Total customer relationships	180,210	(69,150)	178,490	(58,590)
Technology and other:				
1 - 15 years	25,570	(19,890)	24,830	(17,340)
17 - 30 years	42,000	(14,700)	40,830	(12,690)
Total technology and other	67,570	(34,590)	65,660	(30,030)
Trademark/Trade names (indefinite life)	34,840	—	47,640	—
	<u>\$ 282,620</u>	<u>\$ (103,740)</u>	<u>\$ 291,790</u>	<u>\$ (88,620)</u>

Amortization expense related to technology and other intangibles was approximately \$3.9 million, \$4.0 million, and \$4.0 million for the years ended December 31, 2008, 2007 and 2006, respectively, and is included in cost of sales in the accompanying statement of operations. Amortization expense related to customer intangibles was approximately \$10.6 million, \$10.3 million, and \$10.4 million for the years ended December 31, 2008, 2007 and 2006, respectively, and is included in selling, general and administrative expense in the accompanying statement of operations.

Estimated amortization expense for the next five fiscal years beginning after December 31, 2008 is as follows: 2009—\$14.2 million, 2010—\$13.6 million, 2011—\$12.6 million, 2012—\$12.5 million and 2013—\$10.8 million.

9. Accounts Receivable Securitization

TriMas is party to a 364-day receivable securitization facility through TSPC, Inc. ("TSPC"), a wholly-owned subsidiary, to sell trade accounts receivable of substantially all of the Company's domestic business operations. Upon its renewal in February 2008, the committed funding was reduced from \$125.0 million to \$90.0 million and the usage fee was reduced from 1.35% to 1.05%. Renewal costs in 2008 approximated \$0.3 million.

TSPC from time to time may sell an undivided fractional ownership interest in the pool of receivables up to approximately \$90.0 million to a third party multi-seller receivables funding company. As of December 31, 2008 and 2007, the Company's funding under the facility was approximately \$20.0 million and \$41.5 million, respectively, with an additional \$30.9 million and \$5.0 million, respectively, available but not utilized. The Company had pledged receivables of approximately \$79.5 million and \$35.7 million under the program as of December 31, 2008 and 2007, respectively, which are included in receivables in the accompanying consolidated balance sheet. The net proceeds of sales are less than the face amount of accounts receivable sold by an amount that approximates the purchaser's financing costs, including a usage fee of 1.05% and a 0.5% fee on the unused portion of the facility, which amounted to a total of \$2.6 million, \$3.9 million and \$4.0 million for the years ended December 31, 2008, 2007 and 2006, respectively. Such amounts are included in other expense, net in the accompanying consolidated statement of operations. This facility expired on February 20, 2009 and was subsequently renewed. See Note 22, "Subsequent Events."

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

9. Accounts Receivable Securitization (Continued)

The financing costs are determined by calculating the estimated present value of the receivables sold compared to their carrying amount. The estimated present value factor is based on historical collection experience and a discount rate representing a spread over a commercial paper-based rate as prescribed under the terms of the securitization agreement. As of December 31, 2008 and 2007, the financing costs were based on an average liquidation period of the portfolio of approximately 1.2 months, and an average discount rate of 2.1% and 3.0%, at December 31, 2008 and 2007, respectively.

In addition, the Company from time to time may sell an undivided interest in accounts receivable under a factoring arrangement at three of its European subsidiaries. As of December 31, 2008 and 2007, the Company's funding under the arrangement was approximately \$3.2 million and \$4.0 million, respectively. Sales of the European subsidiaries' accounts receivable are accounted for as a sale and were sold at a discount from face value of approximately 2.4%, 2.0% and 1.9% in 2008, 2007 and 2006, respectively. Costs associated with these transactions were approximately \$0.4 million, \$0.3 million and \$0.2 million in 2008, 2007 and 2006, respectively, and are included in other expense, net in the accompanying consolidated statement of operations.

10. Inventories

Inventories consist of the following components:

	December 31, 2008	December 31, 2007
	(dollars in thousands)	
Finished goods	\$ 119,980	\$ 115,510
Work in process	23,250	24,600
Raw materials	45,720	41,680
Total inventories	<u>\$ 188,950</u>	<u>\$ 181,790</u>

11. Property and Equipment, Net

Property and equipment consists of the following components:

	December 31, 2008	December 31, 2007
	(dollars in thousands)	
Land and land improvements	\$ 4,920	\$ 5,430
Buildings	44,470	45,430
Machinery and equipment	279,580	262,260
	<u>328,970</u>	<u>313,120</u>
Less: Accumulated depreciation	147,400	126,280
Property and equipment, net	<u>\$ 181,570</u>	<u>\$ 186,840</u>

Depreciation expense was approximately \$26.5 million, \$24.7 million and \$21.4 million for each of the years ended December 31, 2008, 2007 and 2006, respectively, of which \$22.8 million, \$20.1 million and \$17.3 million, respectively, is included in cost of sales in the accompanying statement of operations, and \$3.7 million, \$4.6 million and \$4.1 million, respectively, is included in selling, general and administrative expenses in the accompanying statement of operations.

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

**11. Property and Equipment, Net (Continued)**

In 2008, the Company recorded an impairment charge of approximately \$0.5 million in accordance with the provisions of SFAS No. 144 to the write-down of the net book value of certain machinery and equipment within the Cequent segment to net realizable value.

In 2007, in connection with the closure of the Huntsville facility (see Note 6), the Company recorded an impairment charge of approximately \$3.4 million in accordance with the provisions of SFAS No. 144. This charge relates to the write-down of the net book value of building and building improvements and certain machinery and equipment within the Cequent segment to net realizable value.

In 2006, the Company recorded an impairment charge of approximately \$0.5 million in accordance with the provisions of SFAS No. 144. This charge relates to the write-down of the net book value of building improvements and certain machinery and equipment within the Cequent segment to net realizable value related to its zinc plating operation located in Schofield, Wisconsin.

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

12. Accrued Liabilities

	December 31, 2008	December 31, 2007
	(dollars in thousands)	
Self-insurance	\$ 13,620	\$ 13,500
Vacation, holiday and bonus	14,760	18,900
Other	37,960	39,430
Total accrued liabilities	<u>\$ 66,340</u>	<u>\$ 71,830</u>

13. Long-term Debt

The Company's long-term debt consists of the following:

	December 31, 2008	December 31, 2007
	(dollars in thousands)	
U.S. bank debt	\$ 262,580	\$ 257,410
Non-U.S. bank debt and other	18,220	21,610
9 <sup>7</sup> / <sub>8</sub> % senior subordinated notes, due June 2012	329,140	336,970
	609,940	615,990
Less: Current maturities, long-term debt	10,360	8,390
Long-term debt	<u>\$ 599,580</u>	<u>\$ 607,600</u>

*U.S. Bank Debt*

The Company is party to a credit facility consisting of a \$90.0 million revolving credit facility, a \$60.0 million deposit-linked supplemental revolving credit facility and a \$260.0 million term loan facility (collectively, the "Credit Facility"). Under the Credit Facility, the revolving credit facilities mature on August 2, 2011, while the term loan matures on August 2, 2013 (or February 28, 2012 if the Company's existing senior subordinated notes are still outstanding as of that date). Under the Credit Facility, the Company is also able to issue letters of credit, not to exceed \$65.0 million in aggregate, against its revolving credit facility commitments. At December 31, 2008 and December 31, 2007, the Company had letters of credit of approximately \$34.1 million and \$35.5 million, respectively, issued and outstanding. The weighted average interest rate on borrowings under the Credit Facility was 5.37% and 7.84% at December 31, 2008 and December 31, 2007, respectively.

At December 31, 2008, the Company had \$8.5 million outstanding under its revolving credit facility and had an additional \$107.4 million potentially available after giving effect to approximately \$34.1 million of letters of credit issued and outstanding. However, including availability under its accounts receivable facility and after consideration of leverage restrictions contained in the Credit Facility, the Company had \$127.9 million of capacity available to it under its revolving credit facility and receivables securitization for general corporate purposes.

The bank debt is an obligation of the Company and its subsidiaries. Although the terms of the Credit Facility do not restrict the Company's subsidiaries from making distributions to it in respect of its 9<sup>7</sup>/<sub>8</sub>% senior subordinated notes, it does contain certain other limitations on the distribution of funds from TriMas Company LLC, the principal subsidiary, to the Company. The restricted net assets of the guarantor subsidiaries, of approximately \$369.4 million and \$528.4 million at December 31, 2008 and December 31, 2007, respectively, are presented in the financial information in Note 23, "Supplemental Guarantor Condensed Consolidating Financial Information." The Credit Facility also contains various

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

13. Long-term Debt (Continued)

negative and affirmative covenants and other requirements affecting the Company and its subsidiaries, including: restrictions on incurrence of debt, except for permitted acquisitions and subordinated indebtedness, liens, mergers, investments, loans, advances, guarantee obligations, acquisitions, asset dispositions, sale-leaseback transactions greater than \$90.0 million if sold at fair market value, hedging agreements, dividends and other restricted junior payments, stock repurchases, transactions with affiliates, restrictive agreements and amendments to charters, by-laws, and other material documents. The Credit Facility also requires the Company and its subsidiaries to meet certain restrictive financial covenants and ratios computed quarterly, including a leverage ratio (total consolidated indebtedness plus outstanding amounts under the accounts receivable securitization facility over consolidated EBITDA, as defined), interest expense ratio (consolidated EBITDA, as defined, over cash interest expense, as defined) and a capital expenditures covenant. The Company was in compliance with its covenants at December 31, 2008.

Principal payments required on the Credit Facility term loan are: \$0.7 million due each calendar quarter through June 30, 2013, with \$242.5 million due on August 2, 2013 (which will be otherwise due on February 28, 2012 if the Company's existing senior subordinated notes are still outstanding at that time).

*Interest Rate Swap*

During 2008, the Company entered into an interest rate swap agreement to fix the LIBOR-based variable portion of its interest rate on \$125.0 million notional amount of its term loan facility at 2.73%. The swap extends through October 2009. The Company has designated this swap agreement as a cash flow hedge and accounts for it in accordance with SFAS No. 133, whereby the effective portion of the hedge gains and losses are deferred in accumulated other comprehensive income (loss) until the hedged transactions occur, at which time the deferred gains or losses are reclassified into earnings as interest expense. The ineffective portion is recognized as other expense, net. The Company believes the cash flow hedge is "effective" as defined in SFAS No. 133, as changes in the cash flows of the interest rate swap are expected to exactly offset the changes in the cash flows of variable rate debt attributable to fluctuation in the LIBOR. The fair value of the swap was a liability of \$1.2 million at December 31, 2008, and is included in accrued liabilities in the accompanying consolidated balance sheet. As of December 31, 2008, the Company has recognized other comprehensive loss of \$0.7 million, net of tax, related to the effectively hedged portion of the swap. There was no hedge ineffectiveness during the year. Over the next 12 months, the Company expects to reclassify \$0.7 million of deferred losses on derivative instruments from accumulated other comprehensive income into earnings.

*Non-U.S. Bank Debt*

In the United Kingdom, the Company's subsidiary is party to a revolving debt agreement which is secured by a letter of credit under the Credit Facility. At December 31, 2008, the balance outstanding under this agreement was approximately \$0.3 million at an interest rate of 3.50%. At December 31, 2007, there was no balance outstanding under this agreement.

In Italy, the Company's subsidiary is party to a loan agreement for a term of seven years, at a rate 0.75% above EURIBOR (Euro Interbank Offered Rate), and is secured by land and buildings of the subsidiary. At December 31, 2008, the balance outstanding under this agreement was approximately \$2.2 million at an interest rate of 3.64%. At December 31, 2007, the balance outstanding under this agreement was approximately \$4.0 million at an interest rate of 5.5%.

In Australia, the Company's subsidiary is party to a debt agreement which matures December 31, 2010 and is secured by substantially all the assets of the subsidiary. At December 31, 2008, the balance

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

13. Long-term Debt (Continued)

outstanding under this agreement was approximately \$15.3 million at an average interest rate of approximately 5.87%. At December 31, 2007, the balance outstanding under this agreement was approximately \$17.5 million at an interest rate of 7.1%.

Notes

The Company issued two tranches of its 9<sup>7</sup>/<sub>8</sub>% senior subordinated notes due 2012 pursuant to its bond indenture dated June 6, 2002 ("Notes"). In June 2002, the Company issued \$352.8 million face value of Notes at a discount of \$2.7 million. In December 2002, the Company issued an additional \$85.0 million face value of Notes at a premium of \$0.9 million. In each instance, the Notes were issued in a private placement under Rule 144A of the Securities Act of 1933, as amended. These Notes were subsequently registered pursuant to registration statements that were declared effective in February 2003 and July 2003, respectively. The Notes are general unsecured obligations of the Company and are subordinated in right of payment to all existing and future senior debt, including amounts outstanding under the Credit Facility. The Notes are *pari passu* in right of payment with all existing and future unsecured senior subordinated indebtedness and are unconditionally guaranteed by all of the Company's domestic subsidiaries that are direct borrowers under the Credit Facility. Interest on the Notes accrues at the rate of 9<sup>7</sup>/<sub>8</sub>% per annum and is payable semi-annually in arrears on June 15 and December 15.

The Notes were not redeemable prior to June 15, 2007. After June 15, 2007, the Company may redeem all or a part of the Notes at the redemption prices (expressed as percentages of principal amount) set forth below plus accrued and unpaid interest on the Notes redeemed to the applicable redemption date, if redeemed during the twelve-month period beginning on June 15 of the years indicated below:

<u>Year</u>	<u>Percentage</u>
2008	103.292%
2009	101.646%
2010 and thereafter	100.000%

During the fourth quarter of 2008, the Company utilized approximately \$4.1 million of cash on hand to retire \$8.0 million of the Notes resulting in a net gain of approximately \$3.7 million after considering non-cash debt extinguishment costs of \$0.2 million.

During the second quarter of 2007, the Company utilized approximately \$104.9 million of the proceeds from its initial public offering of common stock to retire \$100.0 million of the Notes, paying a \$4.9 million call premium to effect the retirement.

The Notes indenture contains negative and affirmative covenants and other requirements that are comparable to those contained in the Credit Facility. At December 31, 2008, the Company was in compliance with all such covenant requirements.

The Company's unamortized debt issuance costs approximated \$7.4 million and \$9.8 million at December 31, 2008 and 2007, respectively, and are included in other assets in the accompanying balance sheet. These amounts consist primarily of legal, accounting and other transaction advisory fees as well as facility fees paid to the lenders. The Company's unamortized discount on the Notes was \$1.0 million and \$1.2 million at December 31, 2008 and 2007, respectively, and the unamortized premium was \$0.3 million and \$0.4 million at December 31, 2008 and 2007, respectively. Debt issuance costs and the discount/premium on the Notes are amortized using the interest method over the terms of the underlying debt instruments to which these amounts relate. Amortization expense for these items

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

13. Long-term Debt (Continued)

was approximately \$2.5 million, \$2.7 million and \$4.3 million in 2008, 2007 and 2006, respectively, and is included in interest expense in the accompanying statement of operations. In addition, the Company incurred non-cash debt extinguishment costs of approximately \$0.2 million, \$2.5 million and \$7.9 million for the years ended December 31, 2008, 2007 and 2006, respectively.

Future maturities of the face value of long-term debt at December 31, 2008 are as follows:

<u>Year Ending December 31:</u>	<u>(in thousands)</u>
2009	\$ 10,360
2010	13,950
2011	9,470
2012	332,990
2013	243,790
Total	<u>\$ 610,560</u>

14. Leases

TriMas leases certain equipment and plant facilities under non-cancelable operating leases. Rental expense for TriMas totaled approximately \$15.7 million in 2008, \$17.1 million in 2007 and \$18.7 million in 2006.

Minimum payments for operating leases having initial or remaining non-cancelable lease terms in excess of one year at December 31, 2008, including approximately \$2.4 million annually related to discontinued operations, are summarized below:

<u>Year Ending December 31:</u>	<u>(in thousands)</u>
2009	\$ 14,750
2010	14,330
2011	12,350
2012	11,820
2013	10,690
Thereafter	63,400
Total	<u>\$ 127,340</u>

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

15. Commitments and Contingencies

A civil suit was filed in the United States District Court for the Central District of California in December 1988 by the United States of America and the State of California against more than 180 defendants, including TriMas, for alleged release into the environment of hazardous substances disposed of at the Operating Industries, Inc. site in California. This site served for many years as a depository for municipal and industrial waste. The plaintiffs have requested, among other things, that the defendants clean up the contamination at that site. Consent decrees have been entered into by the plaintiffs and a group of the defendants, including TriMas, providing that the consenting parties perform certain remedial work at the site and reimburse the plaintiffs for certain past costs incurred by the plaintiffs at the site. The Company estimates that its share of the clean-up costs will not exceed \$500,000, for which the Company has insurance proceeds. Plaintiffs had sought other relief such as damages arising out of claims for negligence, trespass, public and private nuisance, and other causes of action, but the consent decree governs the remedy. Based upon the Company's present knowledge and subject to future legal and factual developments, the Company does not believe that this matter will have a material adverse effect on its financial position, results of operations or cash flows.

As of December 31, 2008, the Company was a party to approximately 784 pending cases involving an aggregate of approximately 7,524 claimants alleging personal injury from exposure to asbestos containing materials formerly used in gaskets (both encapsulated and otherwise) manufactured or distributed by certain of our subsidiaries for use primarily in the petrochemical refining and exploration industries. The following chart summarizes the number of claimants, number of claims filed, number of claims dismissed, number of claims settled, the average settlement amount per claim and the total defense costs, excluding amounts reimbursed under the Company's primary insurance, at the applicable date and for the applicable periods:

	Claims pending at beginning of period	Claims filed during period	Claims dismissed during period	Claims settled during period	Average settlement amount per claim during period	Total defense costs during period
Fiscal year ended December 31, 2006	19,416	3,766	12,508	123	\$ 5,613	\$ 4,895,000
Fiscal year ended December 31, 2007	10,551	619	1,484	142	\$ 9,243	\$ 4,982,000
Fiscal year ended December 31, 2008	9,544	723	2,668	75	\$ 1,813	\$ 3,448,000

In addition, the Company acquired various companies to distribute its products that had distributed gaskets of other manufacturers prior to acquisition. The Company believes that many of our pending cases relate to locations at which none of its gaskets were distributed or used.

The Company may be subjected to significant additional asbestos-related claims in the future, the cost of settling cases in which product identification can be made may increase, and the Company may be subjected to further claims in respect of the former activities of its acquired gasket distributors. The Company is unable to make a meaningful statement concerning the monetary claims made in the asbestos cases given that, among other things, claims may be initially made in some jurisdictions without specifying the amount sought or by simply stating the requisite or maximum permissible monetary relief, and may be amended to alter the amount sought. The large majority of claims do not specify the amount sought. Of the 7,524 claims pending at December 31, 2008, 193 set forth specific amounts of damages (other than those stating the statutory minimum or maximum). 156 of the 193 claims sought between \$1.0 million and \$5.0 million in total damages (which includes compensatory and punitive damages), 35 sought between \$5.0 million and \$10.0 million in total damages (which includes compensatory and punitive damages) and 2 sought over \$10.0 million in total damages (which includes compensatory and punitive damages). Solely with respect to compensatory damages, 161 of the 193 claims sought between \$50,000 and \$600,000, 30 sought between \$1.0 million and \$5.0 million and 2

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

**15. Commitments and Contingencies (Continued)**

sought over \$5.0 million. Solely with respect to punitive damages, 157 of the 193 claims sought between \$0 and \$2.5 million, 35 sought between \$2.5 million and \$5.0 million and 1 sought over \$5.0 million. In addition, relatively few of the claims have reached the discovery stage and even fewer claims have gone past the discovery stage.

Total settlement costs (exclusive of defense costs) for all such cases, some of which were filed over 20 years ago, have been approximately \$5.2 million. All relief sought in the asbestos cases is monetary in nature. To date, approximately 50% of the Company's costs related to settlement and defense of asbestos litigation have been covered by its primary insurance. Effective February 14, 2006, the Company entered into a coverage-in-place agreement with its first level excess carriers regarding the coverage to be provided to the Company for asbestos-related claims when the primary insurance is exhausted. The coverage-in-place agreement makes coverage available to the Company that might otherwise be disputed by the carriers and provides a methodology for the administration of asbestos litigation defense and indemnity payments. The coverage in place agreement allocates payment responsibility among the primary carrier, excess carriers and the Company's subsidiary.

Based on the settlements made to date and the number of claims dismissed or withdrawn for lack of product identification, the Company believes that the relief sought (when specified) does not bear a reasonable relationship to its potential liability. Based upon the Company's experience to date and other available information (including the availability of excess insurance), the Company does not believe that these cases will have a material adverse effect on its financial position and results of operations or cash flows.

The Company is subject to other claims and litigation in the ordinary course of business, but does not believe that any such claim or litigation will have a material adverse effect on its financial position and results of operations or cash flows.

**16. Related Parties**

*Metaldyne Corporation*

In connection with the Company's reorganization in June 2002, TriMas assumed approximately \$37.0 million of liabilities and obligations of Metaldyne Corporation ("Metaldyne"), mainly comprised of contractual obligations to former TriMas employees, tax related matters, benefit plan liabilities and reimbursements to Metaldyne for normal course payments made on TriMas' behalf. The remaining contractual obligations to Metaldyne of approximately \$5.8 million and \$6.0 million at December 31, 2008 and 2007, respectively, are classified as accrued liabilities in the accompanying consolidated balance sheet.

On January 11, 2007, Metaldyne merged into a subsidiary of Asahi Tec Corporation ("Asahi") whereby Metaldyne became a wholly-owned subsidiary of Asahi. In connection with the consummation of the merger, Metaldyne dividended the 4,825,587 shares of the Company's common stock that it owned on a pro rata basis to the holders of Metaldyne's common stock at the time of such dividend. As a result of the merger, Metaldyne and the Company are no longer related parties. In addition, as a result of the merger, it has been asserted that Metaldyne may be obligated to accelerate funding and payment of actuarially determined amounts owing to seven former Metaldyne executives under a supplemental executive retirement plan ("SERP"). Under the stock purchase agreement between Metaldyne and Heartland Industrial Partners ("Heartland"), TriMas is required to reimburse Metaldyne, when billed, for its allocated portion of the amounts due to certain Metaldyne SERP participants, as defined. At December 31, 2008, TriMas has accrued an estimated liability to Metaldyne on its reported balance sheet of approximately \$4.7 million (included in the remaining \$5.8 million of

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

**16. Related Parties (Continued)**

contractual obligations above), However, if Metaldyne is required to accelerate funding of the SERP liability, TriMas may be obligated to reimburse Metaldyne up to approximately \$7.1 million, which could result in future charges to the Company's statement of operations of up to \$2.4 million. The Company continues to review the validity of these assertions.

Subject to certain limited exceptions, Metaldyne and TriMas retained separate liabilities associated with the respective businesses. Accordingly, the Company will indemnify and hold Metaldyne harmless from all liabilities associated with TriMas and its subsidiaries and the respective operations and assets, whenever conducted, and Metaldyne will indemnify and hold harmless Heartland and TriMas harmless from all liabilities associated with Metaldyne and its subsidiaries (excluding TriMas and its subsidiaries) and their respective operations and assets, whenever conducted. In addition, TriMas agreed with Metaldyne to indemnify one another for its allocated share (42.01% with respect to TriMas and 57.99% with respect to Metaldyne) of liabilities not readily associated with either business, or otherwise addressed including certain costs related to other matters intended to effectuate other provisions of the agreement. These indemnification provisions survive indefinitely and are subject to a \$50,000 deductible.

*Heartland Industrial Partners*

In connection with the Company's initial public offering of common stock in the second quarter of 2007, the Company paid Heartland \$10.0 million to terminate its existing advisory services agreement, under which Heartland had provided services such as monitoring of business plans, strategic direction, development of projections, financial review, management and other restructuring and reorganization efforts, assistance with investor relations and other matters. The advisory services had been provided for an annual fee of \$4.0 million plus expenses. During 2007 and 2006, Heartland was paid \$2.1 million and \$4.1 million, respectively, for fees and expenses under this agreement. Such amounts are included in selling, general and administrative expenses in the accompanying consolidated statement of operations. In 2008, Heartland did not receive any payments for fees arising from the advisory services agreement, but did receive reimbursement for expenses of approximately \$0.1 million.

*Related Party Sales*

The Company sold fastener products to Metaldyne in the amount of approximately \$0.1 million and \$0.4 million for the years ended December 31, 2007 and 2006, respectively. The Company also sold fastener products to affiliates of a shareholder in the amount of approximately \$6.1 million for the year ended December 31, 2006. These amounts are included in results of discontinued operations. See Note 5, "Discontinued Operations and Assets Held for Sale."

**17. Employee Benefit Plans**

*Pension and Profit-Sharing Benefits*

The Company provides a defined contribution profit sharing plan for the benefit of substantially all the Company's domestic salaried and non-union hourly employees. The plan contains both contributory and noncontributory profit sharing arrangements, as defined. Aggregate charges included in the accompanying statement of operations under this plan for both continuing and discontinued operations were approximately \$3.4 million, \$3.5 million and \$3.8 million in 2008, 2007 and 2006, respectively. The Company's foreign and union hourly employees participate in defined benefit pension plans.

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

17. Employee Benefit Plans (Continued)

*Postretirement Benefits*

The Company provides postretirement medical and life insurance benefits, none of which are pre-funded, for certain of its active and retired employees.

*Plan Assets, Expenses and Obligations*

Plan assets, expenses and obligations for pension and postretirement benefit plans disclosed herein include both continuing and discontinued operations.

Net periodic pension and postretirement benefit costs recorded in the Company's statement of operations for defined benefit pension plans and postretirement benefit plans include the following components:

	Pension Benefit			Postretirement Benefit		
	2008	2007	2006	2008	2007	2006
	(dollars in thousands)					
Service cost	\$ 470	\$ 570	\$ 640	\$ 90	\$ 90	\$ 90
Interest cost	1,490	1,660	1,630	420	420	430
Expected return on plan assets	(1,560)	(2,060)	(1,890)	—	—	—
Amortization of prior-service cost	—	—	10	—	—	—
Settlement/curtailment (gain)/loss	—	3,870	820	(1,600)	—	—
Amortization of net loss	280	470	530	30	100	80
Net periodic benefit cost	<u>\$ 680</u>	<u>\$ 4,510</u>	<u>\$ 1,740</u>	<u>\$ (1,060)</u>	<u>\$ 610</u>	<u>\$ 600</u>

In 2008, the Company's post-retirement benefit obligation decreased approximately \$4.1 million due to amendments and/or curtailments of certain of the Company's plans, resulting in recognition of an approximate \$1.6 million gain. In 2007, the Company settled its obligation outstanding under one of its postretirement benefit plans, resulting in the recognition of a previously deferred gain of approximately \$0.2 million.

In 2007, the Company's Packaging segment recognized a non-cash defined benefit pension settlement loss of approximately \$3.9 million related to a plan for certain employees previously located at a distribution facility in Canada that was closed in 1997. The closure of the facility resulted in a partial windup of the plan. However, Canadian law did not specify how to distribute surplus assets related to partial windups of benefit plans. This issue was recently resolved in the Canadian court system and, the Company's plan was approved by the Canadian regulatory authorities in November 2007, at which time the Company recorded the settlement loss.

The estimated net actuarial loss and prior service cost for the defined benefit pension and postretirement benefit plans that is expected to be amortized from accumulated other comprehensive income into net periodic benefit cost in 2009 is \$0.02 million.

Actuarial valuations of the Company's defined benefit pension and postretirement plans were prepared as of December 31, 2008 and 2007, and September 30, 2006. Weighted-average assumptions

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

17. Employee Benefit Plans (Continued)

used in accounting for the U.S. defined benefit pension plans and postretirement benefit plans are as follows:

	Pension Benefit			Postretirement Benefit		
	2008	2007	2006	2008	2007	2006
Discount rate for obligations	6.375%	6.75%	6.00%	6.65%	6.375%	5.75%
Discount rate for benefit costs	6.75%	6.00%	5.75%	6.375%	5.75%	5.75%
Rate of increase in compensation levels	N/A	N/A	N/A	N/A	N/A	N/A
Expected long-term rate of return on plan assets	8.50%	8.50%	8.50%	N/A	N/A	N/A

The Company historically utilized an above-median bond yield curve as the basis for its domestic discount rate for its pension and postretirement benefit plans. In 2008, the Company changed its basis for the discount rate from an above-median bond yield curve to a high-quality (Aa) corporate bond yield curve. Management believes this change removes the impact of including increased required corporate bond yields (potentially considered in the above-median curve) during the fourth quarter of 2008 resulting from the economic crisis that do not necessarily reflect the general trend in high-quality interest rates.

Actuarial valuations of the Company's non-U.S. defined benefit pension plans were prepared as of December 31, 2008 and 2007, and September 30, 2006. Weighted-average assumptions used in accounting for the non-U. S. defined benefit pension plans are as follows:

	Pension Benefit		
	2008	2007	2006
Discount rate for obligations	6.70%	5.80%	5.30%
Discount rate for benefit costs	5.80%	5.30%	5.35%
Rate of increase in compensation levels	4.15%	3.65%	3.75%
Expected long-term rate of return on plan assets	8.55%	8.55%	8.55%

The following provides a reconciliation of the changes in the Company's defined benefit pension and postretirement benefit plans' projected benefit obligations and fair value of assets for each of the years ended December 31, 2008 and 2007 and the funded status as of December 31, 2008 and 2007:

	Pension Benefit		Postretirement Benefit	
	2008	2007	2008	2007
(dollars in thousands)				
<b>Changes in Projected Benefit Obligations</b>				
Benefit obligations at January 1	\$ (27,780)	\$ (29,700)	\$ (6,880)	\$ (7,750)
Service cost	(470)	(710)	(90)	(110)
Interest cost	(1,490)	(2,070)	(420)	(520)
Participant contributions	(50)	(110)	(50)	(120)
Actuarial gain (loss)	370	(2,460)	910	930
Benefit payments	1,450	2,290	590	600
Curtailement/terminations	(150)	—	4,110	—
Settlement payments	—	5,630	—	90
Change in foreign currency	3,620	(650)	—	—
Projected benefit obligations at December 31	\$ (24,500)	\$ (27,780)	\$ (1,830)	\$ (6,880)
Accumulated benefit obligations at December 31	\$ (23,860)	\$ (26,800)	\$ (1,830)	\$ (6,880)

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

17. Employee Benefit Plans (Continued)

	Pension Benefit		Postretirement Benefit	
	2008	2007	2008	2007
	(dollars in thousands)			
<b>Changes in Plan Assets</b>				
Fair value of plan assets at January 1	\$ 21,010	\$ 23,650	\$ —	\$ —
Actual return on plan assets	(3,080)	1,700	—	—
Employer contributions	2,040	2,270	540	480
Participant contributions	50	110	50	120
Benefit payments	(1,450)	(2,290)	(590)	(600)
Settlement payment	—	(5,630)	—	—
Change in foreign currency	(3,460)	1,200	—	—
Fair value of plan assets at December 31	<u>\$ 15,110</u>	<u>\$ 21,010</u>	<u>\$ —</u>	<u>\$ —</u>

	Pension Benefit		Postretirement Benefit	
	2008	2007	2008	2007
	(dollars in thousands)			
<b>Funded Status</b>				
Plan assets less than projected benefits at December 31	\$ (9,390)	\$ (6,760)	\$ (1,830)	\$ (6,880)
Unrecognized prior-service cost	170	20	(2,330)	—
Unrecognized net loss/(gain)	10,340	7,090	(180)	930
Net asset (liability) recognized at December 31	<u>\$ 1,120</u>	<u>\$ 350</u>	<u>\$ (4,340)</u>	<u>\$ (5,950)</u>

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

17. Employee Benefit Plans (Continued)

	Pension Benefit		Postretirement Benefit	
	2008	2007	2008	2007
	(dollars in thousands)			
<b>Components of the Net Asset Recognized</b>				
Prepaid benefit cost	\$ 770	\$ 1,450	\$ —	\$ —
Current liabilities	(400)	(400)	(570)	(670)
Noncurrent liabilities	(9,760)	(7,820)	(1,260)	(6,210)
Accumulated other comprehensive loss	10,510	7,120	(2,510)	930
Net asset (liability) recognized at December 31	<u>\$ 1,120</u>	<u>\$ 350</u>	<u>\$ (4,340)</u>	<u>\$ (5,950)</u>

	Pension Benefit		Postretirement Benefit	
	2008	2007	2008	2007
	(dollars in thousands)			
<b>Plans with Benefit Obligation Exceeding Plan Assets</b>				
Benefit obligation	\$ (23,180)	\$ (25,850)	\$ (1,830)	\$ (6,880)
Plan assets	13,020	17,640	—	—
Benefit obligation in excess of plan assets	<u>\$ (10,160)</u>	<u>\$ (8,210)</u>	<u>\$ (1,830)</u>	<u>\$ (6,880)</u>

The assumptions regarding discount rates and expected return on plan assets can have a significant impact on amounts reported for benefit plans. A 25 basis point change in benefit obligation discount rates or 50 basis point change in expected return on plan assets would have the following affect:

	December 31, 2008		2008 Expense	
	Benefit Obligation		Postretirement	
	Pension	Postretirement Benefit	Pension	Postretirement Benefit
	(dollars in thousands)			
<b>Discount rate</b>				
25 basis point increase	\$ (720)	\$ (20)	\$ (40)	\$ —
25 basis point decrease	750	20	60	—
<b>Expected return on assets</b>				
50 basis point increase	N/A	N/A	\$ (80)	N/A
50 basis point decrease	N/A	N/A	80	N/A

The Company expects to make contributions of approximately \$1.9 million to fund its pension plans and \$0.6 million to fund its postretirement benefit payments during 2009.

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

17. Employee Benefit Plans (Continued)

Plan Assets

The weighted average asset allocation of the Company's domestic and foreign pension plans' assets at December 31, 2008 and 2007 were as follows:

	Domestic Pension		Foreign Pension	
	2008	2007	2008	2007
Equity securities	49%	61%	43%	54%
Debt securities	44%	33%	57%	45%
Real estate	0%	0%	0%	0%
Cash	7%	6%	0%	1%
Total	100%	100%	100%	100%

The Company's investment goal is to provide for capital growth with a moderate level of volatility by investing assets in targeted allocation ranges. The amounts allocated to equity securities typically comprise the largest percentage of the asset allocation as they are projected to have the greatest rate of return on a long-term basis. In the U.S., the Company invests the plan assets in a balanced portfolio of funds by investing up to 75% of the plan assets in equity securities and at least 25% in fixed income securities. The U.S. asset portfolio invests primarily in common stocks of U.S. companies with market capitalizations generally in excess of \$1.0 billion. The Company's foreign plans generally seek to invest 50-60% of the plan assets in equity securities and 40-50% in fixed income securities. The December 31, 2008 value of the foreign plan assets are weighted more heavily toward debt securities due to the current economic downturn in the world's economy and markets and resulting decrease in value of the equity securities. At this point, the decision was made not to rebalance the portfolio to realign the value with the targeted allocation ranges. The expected long-term rate of return for both the domestic and foreign plans' total assets is based on the expected return of each of the above categories, weighted based on the target allocation for each class.

The following benefit payments, which reflect expected future service, as appropriate, are expected to be paid:

	Pension Benefit	Postretirement Benefit
	(dollars in thousands)	
2009	\$ 1,370	\$ 570
2010	1,380	320
2011	1,410	280
2012	1,480	190
2013	1,540	180
Years 2014-2018	8,560	580

The assumed health care cost trend rate used for purposes of calculating the Company's postretirement benefit obligation in 2008 was 8.5% for pre-65 plan participants and 10.5% for post-65 plan participants, decreasing to an ultimate rate in 2017 of 5.0%. A one-percentage point change in the assumed health care cost trend would have the following effects:

	One Percentage-Point Increase	One Percentage-Point Decrease
	(dollars in thousands)	
Effect on total service and interest cost	\$ 40	\$ (40)
Effect on postretirement benefit obligation	80	(70)

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

18. Equity Awards

2006 Plan

The TriMas Corporation 2006 Long Term Equity Incentive Plan (the "2006 Plan") provides for the issuance of equity-based incentives in various forms for up to an aggregate of 1,435,877 shares of the Company's common stock, of which up to 500,000 shares may be granted as incentive stock options. In general, stock options and stock appreciation rights have a fungible ratio of one-to-one (one granted option/appreciation right counts as one share against the aggregate available to issue), while other forms of equity grants, including restricted shares of common stock, have a fungible ratio of two-to-one.

During the second and third quarters of 2008, the Company granted 391,000 restricted shares of its common stock to certain employees, which vest ratably over three years from date of grant but are contingent upon certain service and performance conditions. Of the 391,000 restricted shares granted, 111,500 shares are subject to a service provision, where the only condition to the share vesting is that the employee remains with the Company for the vesting period. The remaining 279,500 shares granted are subject to both a service provision (same as above) and a performance provision. These shares vest in the same manner as the service provision grants only if the Company attains and/or exceeds a certain EBITDA target for the year ended December 31, 2008, or would otherwise be cancelled. The Company did not meet or exceed this EBITDA target, resulting in the cancellation of all outstanding restricted shares containing the performance provision.

In September 2007, the Company granted 390,610 restricted shares of its common stock to certain employees, which vest ratably over three years from date of grant, but were contingent upon certain service and performance conditions. Of the 390,610 shares granted, 145,750 shares were subject to a service provision, where the only condition to the share vesting was that the employee remained with the Company for the vesting period. The remaining 244,860 shares granted were subject to both a service provision (same as above) and a performance provision, where these shares would vest in the same manner as the service provision-only grants if the Company attained and/or exceeded a certain EBITDA target for the year ended December 31, 2007, or would otherwise be cancelled. The Company did not meet or exceed this EBITDA target, resulting in the cancellation of all outstanding restricted shares containing the performance provision.

The Company recognized approximately \$0.9 million and \$0.3 million of stock-based compensation expense related to the 2006 Plan during the year ended December 31, 2008 and 2007, respectively. As of December 31, 2008, the Company had \$0.7 million of unrecognized compensation cost related to grants outstanding under the 2006 Plan that is expected to be recorded over a weighted average period of 1.4 years.

Information related to restricted shares at December 31, 2008 is as follows:

	Number of Unvested Restricted Shares	Weighted Average Grant Date Fair Value	Average Remaining Contractual Life (Years)	Aggregate Intrinsic Value
Outstanding at January 1, 2008	142,145	\$ 12.26		
Granted	391,000	6.28		
Vested	(42,870)	12.26		
Cancelled	(329,367)	6.68		
Outstanding at December 31, 2008	160,908	\$ 8.89	2.0	\$ 222,053

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

18. Equity Awards (Continued)

2002 Plan

The TriMas Corporation 2002 Long Term Equity Incentive Plan (the "2002 Plan") provides for the issuance of equity-based incentives in various forms, of which a total of 1,786,123 stock options have been approved for issuance under the 2002 Plan. As of December 31, 2008, the Company has 1,596,213 stock options outstanding, each of which may be used to purchase one share of the Company's common stock. The options have a 10-year life and the exercise prices range from \$20 to \$23. Eighty percent of the options vest ratably over three years from the date of grant, while the remaining twenty percent vest after seven years from the date of grant or on an accelerated basis over three years based upon achievement of specified performance targets, as defined in the 2002 Plan. The options become exercisable upon the later of: (1) the normal vesting schedule as described above, or (2) upon the occurrence of a qualified public equity offering as defined in the 2002 Plan, one half of the vested options became exercisable 180 days following such public equity offering (November 14, 2007), and the other one half of vested options become exercisable on the first anniversary following consummation of the public offering (May 14, 2008). As of December 31, 2008, 1,318,408 stock options were exercisable under the 2002 Plan.

The fair values of options granted in 2007 and 2006 under the Plan were estimated using the Black-Scholes option pricing model using the following weighted average assumptions: expected life of 6 years, risk-free interest rate of 4.7%, and expected volatility of 30%. During 2007 and 2006, 5,018 and 73,600 options were issued by the Company. The weighted average fair value of stock options at the date of grant was \$3.34 for options granted in both 2007 and 2006.

The Company recognized stock-based compensation expense related to 2002 Plan of approximately \$0.1 million, \$0.2 million and \$1.3 million for the years ended December 31, 2008, 2007 and 2006, respectively. The stock-based compensation expense is included in selling, general and administrative expenses in the accompanying statement of operations. The fair value of options which vested during the years ended December 31, 2008, 2007 and 2006 was \$0.7 million, \$0.7 million and \$0.6 million, respectively. As of December 31, 2008, the Company had \$0.1 million of unrecognized compensation cost related to stock options that is expected to be recorded over a weighted average period of 1.4 years.

A summary of the status of the Company's stock options as of December 31, 2008, and changes during the year then ended, is presented below:

	Number of Options	Weighted Average Option Price	Average Remaining Contractual Life (Years)	Aggregate Intrinsic Value
Outstanding at January 1, 2008	2,000,481	\$ 20.89		
Granted	—	—		
Exercised	—	—		
Cancelled	(404,268)	20.75		
Outstanding at December 31, 2007	1,596,213	\$ 20.92	4.6	\$ —

19. Segment Information

TriMas' reportable operating segments are business units that provide unique products and services. Each operating segment is independently managed, requires different technology and marketing strategies and has separate financial information evaluated regularly by the Company's chief

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

19. Segment Information (Continued)

operating decision maker in determining resource allocation and assessing performance. Effective April 1, 2009, the Company realigned its reportable segments as a result of its recent management reporting and business consolidation changes. The Company previously reported under five segments: Packaging Systems, Energy Products, Industrial Specialties, RV & Trailer Products and Recreational Accessories. Following the realignment, the Company reports the following five segments: Packaging, Energy, Aerospace & Defense, Engineered Components, and Cequent. Segment information included in all notes has been revised to conform to this current structure and presentation.

TriMas groups its operating segments into five reportable segments, described below. Within these operating segments, there are no individual products or product families for which reported revenues accounted for more than 10% of the Company's consolidated revenues.

**Packaging**—Steel and plastic closure caps, drum enclosures, rings and levers, and dispensing systems for industrial and consumer markets.

**Energy**—Engines, engine replacement parts and other well site products for the oil and gas industry as well as metallic and non-metallic industrial gaskets and fasteners for the petroleum refining, petrochemical and other industrial markets.

**Aerospace & Defense**—Highly engineered specialty fasteners and screws for the commercial and military aerospace industries and specialty ordnance components for the defense industry.

**Engineered Components**—High-pressure and low-pressure cylinders for the transportation, storage and dispensing of compressed gases, specialty fasteners for the automotive industry, spinal and trauma implant products for the medical industry, and specialty precision tools such as center drills, cutters, end mills, reamers and punches.

**Cequent**—Custom-engineered towing, trailering and electrical products including trailer couplers, winches, jacks, trailer brakes and brake control solutions, lighting accessories and roof racks for the recreational vehicle, agricultural/utility, marine, automotive and commercial trailer markets, functional vehicle accessories and cargo management solutions including vehicle hitches and receivers, sway controls, weight distribution and fifth-wheel hitches, hitch-mounted accessories, and other accessory components.

The Company's management uses Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization ("Adjusted EBITDA") as a primary indicator of financial operating performance and as a measure of cash generating capability. Adjusted EBITDA is defined as net income (loss) before cumulative effect of accounting change and before interest, taxes, depreciation, amortization, non-cash asset and goodwill impairment charges and write-offs and non-cash losses on sale-leaseback of property and equipment. For purposes of this Note, the Company defines operating net assets as total assets less current liabilities.

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

19. Segment Information (Continued)

Segment activity is as follows:

	Year ended December 31,		
	2008	2007	2006
	(dollars in thousands)		
<b>Net Sales</b>			
Packaging	\$ 161,330	\$ 151,950	\$ 143,780
Energy	213,750	163,470	156,990
Aerospace & Defense	95,300	79,550	65,540
Engineered Components	126,530	125,080	109,870
Cequent	424,390	483,020	472,160
Total	<u>\$ 1,021,300</u>	<u>\$ 1,003,070</u>	<u>\$ 948,340</u>
<b>Impairment Charges</b>			
Packaging	\$ 62,490	\$ —	\$ —
Energy	—	—	—
Aerospace & Defense	—	—	—
Engineered Components	24,790	—	—
Cequent	85,440	174,580	117,010
Total	<u>\$ 172,720</u>	<u>\$ 174,580</u>	<u>\$ 117,010</u>
<b>Operating Profit (Loss)</b>			
Packaging	\$ (31,200)	\$ 26,880	\$ 31,220
Energy	32,740	22,860	22,790
Aerospace & Defense	31,850	23,190	19,380
Engineered Components	(12,180)	18,580	16,820
Cequent	(75,430)	(145,430)	(84,560)
Corporate expenses and management fees	(22,160)	(40,730)	(24,450)
Total	<u>\$ (76,380)</u>	<u>\$ (94,650)</u>	<u>\$ (18,800)</u>
<b>Capital Expenditures</b>			
Packaging	\$ 5,890	\$ 14,340	\$ 7,670
Energy	5,100	5,590	3,380
Aerospace & Defense	5,720	6,110	1,490
Engineered Components	6,870	10,000	2,680
Cequent	5,010	11,450	6,520
Corporate	100	120	80
Total	<u>\$ 28,690</u>	<u>\$ 47,610</u>	<u>\$ 21,820</u>

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

19. Segment Information

	Year ended December 31,		
	2008	2007	2006
	(dollars in thousands)		
<b>Depreciation and Amortization</b>			
Packaging	\$ 13,780	\$ 11,840	\$ 10,590
Energy	2,790	2,470	2,290
Aerospace & Defense	1,960	1,530	1,500
Engineered Components	4,040	3,520	2,970
Cequent	18,410	19,530	18,090
Corporate	100	170	330
Total	<u>\$ 41,080</u>	<u>\$ 39,060</u>	<u>\$ 35,770</u>
<b>Operating Net Assets</b>			
Packaging	\$ 271,780	\$ 355,460	\$ 361,230
Energy	118,440	100,880	90,340
Aerospace & Defense	77,880	76,910	72,920
Engineered Components	50,750	64,580	41,190
Cequent	224,940	329,110	505,040
Corporate	(28,280)	(42,480)	(14,900)
Subtotal from continuing operations	<u>715,510</u>	<u>884,460</u>	<u>1,055,820</u>
Discontinued operations	24,860	40,000	24,580
Total operating net assets	<u>740,370</u>	<u>924,460</u>	<u>1,080,400</u>
Current liabilities	<u>189,850</u>	<u>203,530</u>	<u>205,660</u>
Consolidated assets	<u>\$ 930,220</u>	<u>\$ 1,127,990</u>	<u>\$ 1,286,060</u>
<b>Adjusted EBITDA</b>			
Packaging	\$ 45,030	\$ 38,840	\$ 41,600
Energy	35,430	25,430	25,070
Aerospace & Defense	33,810	24,790	20,890
Engineered Components	16,720	22,080	19,800
Cequent	28,310	47,960	50,590
Corporate expenses and management fees	(20,280)	(43,980)	(28,110)
Subtotal from continuing operations	<u>139,020</u>	<u>115,120</u>	<u>129,840</u>
Discontinued operations	(2,660)	7,720	(7,150)
Total	<u>\$ 136,360</u>	<u>\$ 122,840</u>	<u>\$ 122,690</u>

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

19. Segment Information (Continued)

The following is a reconciliation of the Company's Adjusted EBITDA to net loss:

	Year ended December 31,		
	2008	2007	2006
	(dollars in thousands)		
<b>Net loss</b>	\$ (136,190)	\$ (158,430)	\$ (128,910)
Income tax expense (benefit)(a)	(12,610)	(10,410)	(6,520)
Interest expense(b)	55,920	68,310	79,060
Debt extinguishment costs	140	7,440	8,610
Change in asset retirement obligation of discontinued operations	—	—	(550)
Impairment of property and equipment(c)	500	3,370	15,760
Impairment of goodwill and indefinite-lived intangible assets(d)	184,530	171,210	116,500
Depreciation and amortization(e)	44,070	41,350	38,740
<b>Adjusted EBITDA, total company</b>	<b>\$ 136,360</b>	<b>\$ 122,840</b>	<b>\$ 122,690</b>
Adjusted EBITDA, discontinued operations	(2,660)	7,720	(7,150)
<b>Adjusted EBITDA, continuing operations</b>	<b>\$ 139,020</b>	<b>\$ 115,120</b>	<b>\$ 129,840</b>

- (a) Includes addback of income tax benefit (expense) of approximately \$10.5 million, \$(2.7) million and \$7.3 million recorded in 2008, 2007 and 2006, respectively, related to discontinued operations. See Note 5, "Discontinued Operations and Assets Held for Sale" to the financial statements attached hereto for further information.
- (b) Includes interest expense related to discontinued operations in the amount of \$0.2 million in 2008.
- (c) Includes asset impairments related to continuing operations of approximately \$0.5 million, \$3.4 million and \$0.5 million in 2008, 2007 and 2006, respectively. Also includes impairment charges of \$15.3 million in 2006 related to our industrial fastening business which is reported as discontinued operations.
- (d) Includes goodwill and indefinite-lived intangible asset impairment charges of \$172.2 million in our Packaging, Engineered Components, and Cequent segments in 2008 and \$171.2 million and \$116.5 million in our Cequent segment in 2007 and 2006.
- (e) Includes depreciation and amortization related to discontinued operations in the amounts of \$5.4 million, \$2.3 million and \$2.8 million in 2008, 2007 and 2006, respectively.

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

19. Segment Information (Continued)

The following table presents the Company's revenues for each of the years ended December 31 and operating net assets at each year ended December 31, attributed to each subsidiary's continent of domicile. Other than Australia, there was no single non-U.S. country for which revenue and net assets were material to the combined revenues and net assets of the Company taken as a whole.

	As of December 31,					
	2008		2007		2006	
	Sales	Operating Net Assets	Sales	Operating Net Assets	Sales	Operating Net Assets
(dollars in thousands)						
Non-U.S.						
Europe	\$ 59,840	\$ 60,770	\$ 61,080	\$ 96,700	\$ 53,670	\$ 90,520
Australia	65,740	19,540	59,150	28,220	55,140	34,330
Asia	2,260	19,120	9,430	13,240	4,850	6,090
South America	—	10	—	(120)	—	170
Other North America	41,830	14,510	45,580	31,900	42,570	67,480
Total non-U.S.	169,670	113,950	175,240	169,940	156,230	198,590
U.S.						
Continuing operations	851,630	601,560	827,830	714,520	792,110	857,200
Discontinued operations(a)	—	24,860	—	40,000	—	24,610
Total U.S.	851,630	626,420	827,830	754,520	792,110	881,810
Total Company	\$ 1,021,300	\$ 740,370	\$ 1,003,070	\$ 924,460	\$ 948,340	\$ 1,080,400

(a) See Note 5, "Discontinued Operations and Assets Held for Sale."

The Company's export sales approximated \$122.2 million, \$121.5 million and \$109.7 million in 2008, 2007 and 2006, respectively.

20. Income Taxes

	Year ended December 31,		
	2008	2007	2006
(dollars in thousands)			
Income (loss) from continuing operations before income tax expense:			
Domestic	\$ (98,570)	\$ (180,920)	\$ (126,860)
Foreign	(32,100)	6,640	16,240
Loss from continuing operations before income tax expense	\$ (130,670)	\$ (174,280)	\$ (110,620)
Current income tax expense (benefit) from continuing operations:			
Federal	\$ 450	\$ (40)	\$ (680)
State and local	1,270	(1,120)	1,200
Foreign	6,120	4,270	4,360
Deferred benefit:			
Federal	(7,430)	(13,690)	(4,220)
Foreign	(2,490)	(2,500)	150
Income tax expense (benefit) from continuing operations	\$ (2,080)	\$ (13,080)	\$ 810

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

20. Income Taxes (Continued)

The components of deferred taxes at December 31, 2008 and 2007 are as follows:

	2008	2007
	(dollars in thousands)	
Deferred tax assets:		
Inventories	\$ 6,230	\$ 5,750
Accounts receivable	1,750	1,450
Accrued liabilities and other long-term liabilities	25,550	27,610
Tax loss and credit carryforwards	36,010	42,340
Gross deferred tax asset	69,540	77,150
Valuation allowances	(4,240)	(7,580)
Net deferred tax asset	65,300	69,570
Deferred tax liabilities:		
Property and equipment	(20,570)	(15,780)
Intangible assets	(79,030)	(107,220)
Other, principally prepaid expenses	(380)	(990)
Gross deferred tax liability	(99,980)	(123,990)
Net deferred tax liability	\$ (34,680)	\$ (54,420)

As of December 31, 2008 and 2007, net deferred taxes are classified in the accompanying balance sheet as follows:

	2008			2007		
	Current	Long-term	Total	Current	Long-term	Total
	(dollars in thousands)					
Deferred tax assets	\$ 17,130	\$ 48,170	\$ 65,300	\$ 19,020	\$ 50,550	\$ 69,570
Deferred tax liabilities	(160)	(99,820)	(99,980)	(160)	(123,830)	(123,990)
Net deferred taxes	\$ 16,970	\$ (51,650)	\$ (34,680)	\$ 18,860	\$ (73,280)	\$ (54,420)

The following is a reconciliation of tax computed at the U.S. federal statutory rate to income tax expense (benefit) allocated to income (loss) from continuing operations before income taxes:

	2008	2007	2006
U.S. federal statutory rate	35%	35%	35%
Tax at U.S. federal statutory rate	\$ (45,730)	\$ (61,000)	\$ (38,710)
State and local taxes, net of federal tax benefit	1,500	(690)	(610)
Differences in effective foreign tax rates	(680)	(780)	(1,460)
Change in tax rate/law	—	(1,370)	—
Extraterritorial income exclusion	—	—	(540)
Goodwill impairment	43,920	49,630	39,690
Controlled foreign corporation income	2,290	—	—
Non-deductible expenses	350	460	290
Valuation allowance	(2,870)	1,040	1,900
Other, net	(860)	(370)	250
Income tax expense (benefit)	\$ (2,080)	\$ (13,080)	\$ 810

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

**20. Income Taxes (Continued)**

As of December 31, 2008, the Company has unused U.S. net operating loss ("NOL") carryforwards and a capital loss carryforward of approximately \$81.7 million and \$5.9 million, respectively. The NOL carryforwards will expire between the years of 2022 and 2028. The capital loss carryforward will expire in the year 2011. In addition, the Company has recorded a deferred tax asset of \$6.0 million in relation to various state operating loss carryforwards that expire over a variety of dates through 2028.

The Company has recorded net valuation allowances against certain deferred tax assets of \$4.2 and \$7.6 million as of December 31, 2008 and 2007, respectively. During 2008, additional evidence became available which resulted in the release of valuation allowances in the amount of \$3.6 million related to certain tax loss carryforwards. The Company determines valuation allowances in accordance with the provisions of SFAS No. 109, "Accounting for Income Taxes," which requires an assessment of positive and negative evidence when measuring the need for a valuation allowance, on a jurisdiction-by-jurisdiction basis.

During 2007, several tax jurisdictions in which the Company does business reduced its tax rate and/or changed its tax law. Accordingly, the Company reduced its net deferred income tax liabilities in those jurisdictions to reflect the lower tax rates, resulting in a decrease to consolidated income tax expense. In addition, the Company recorded a tax benefit associated with the findings of a Texas tax court in which throwback sales were deemed unconstitutional. The Company's tax benefit associated with the change in tax rates and/or tax law during 2007 is approximately \$1.4 million.

In general, it is the practice and intention of the Company to reinvest the earnings of its non-U.S. subsidiaries in those operations. As of December 31, 2008, the Company has not made a provision for U.S. or additional foreign withholding taxes on approximately \$115.6 million of the excess of the amount for financial reporting over the tax basis of investments in foreign subsidiaries that are essentially permanent in duration. Generally, such amounts become subject to U.S. taxation upon remittance of dividends and under certain other circumstances. It is not practicable to estimate the amount of deferred tax liability related to investments in these foreign subsidiaries.

*Uncertain tax positions*

The Company had approximately \$7.6 million and \$8.1 million of gross UTB's as of December 31, 2008 and 2007, respectively. After reductions for federal and state income tax benefits, the Company had net UTB's of \$6.6 million and \$7.0 million, respectively. The Company has approximately \$4.1 million of UTB's that, if recognized, would not impact the effective tax rate.

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

20. Income Taxes (Continued)

A reconciliation of the change in the UTB balance from December 31, 2007 to December 31, 2008 is as follows (in thousands):

	Federal, State, and Foreign	Accrued Interest & Penalties	Unrecognized Gross Income Tax Benefits	Deferred Federal and State Income Tax Benefits	Unrecognized Income Tax Benefits, Net of Deferred Federal and State Benefits
Balance at January 1, 2007	\$ 6,610	\$ 1,080	\$ 7,690	\$ (970)	\$ 6,720
Tax positions related to current year:					
Additions	310	50	360	(60)	300
Tax positions related to prior years:					
Additions	80	340	420	(160)	260
Reductions	(140)	(40)	(180)	60	(120)
Settlements	—	—	—	—	—
Lapses in the statutes of limitations	(120)	(30)	(150)	10	(140)
Balance at December 31, 2007	\$ 6,740	\$ 1,400	\$ 8,140	\$ (1,120)	\$ 7,020
Tax positions related to current year:					
Additions	30	10	40	—	40
Tax positions related to prior years:					
Additions	40	20	60	(20)	40
Reductions	(370)	(60)	(430)	110	(320)
Settlements	(50)	(50)	(100)	30	(70)
Lapses in the statutes of limitations	(100)	(60)	(160)	50	(110)
Balance at December 31, 2008	\$ 6,290	\$ 1,260	\$ 7,550	\$ (950)	\$ 6,600
Less: Tax attributable to timing items included above	—	—	—	—	—
Less: UTB's included above that would impact goodwill if recognized	(4,110)	—	(4,110)	—	(4,110)
Total UTB's that, if recognized, would impact the effective income tax rate as of December 31, 2008	\$ 2,180	\$ 1,260	\$ 3,440	\$ (950)	\$ 2,490

The Company can be subject to U.S. Federal income tax examinations for tax years 2002 through 2008, and non-U.S. income tax examinations for years 2002 through 2008. In addition, the Company is subject to state and local income tax examinations for the tax years 2002 through 2008. There are currently one state and five foreign income tax examinations in process. The Company does not believe that the results of these examinations will have a significant impact on the Company's tax position or its effective tax rate.

Management monitors changes in tax statutes and regulations and the issuance of judicial decisions to determine the potential impact to uncertain income tax positions. As of December 31, 2008, management of the Company is not aware of and does not anticipate any material subsequent events that could have a significant impact on the UTB balance during the next twelve months.

Upon the adoption of SFAS No. 141(R) on January 1, 2009, the UTB's of \$4.1 million shown in the table above would impact earnings if recognized.

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

21. Summary Quarterly Financial Data

	As of December 31, 2008			
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
	(unaudited, dollars in thousands)			
Net Sales	\$ 264,590	\$ 282,840	\$ 260,730	\$ 213,140
Gross Profit	69,930	76,020	68,630	48,600
Income (loss) from continuing operations	7,610	9,690	8,060	(153,950)
Income from discontinued operations, net of income taxes	260	(240)	260	(7,880)
Net income (loss)	7,870	9,450	8,320	(161,830)
Earnings (loss) per share—basic:				
Continuing operations	\$ 0.22	\$ 0.29	\$ 0.24	\$ (4.60)
Discontinued operations, net of income tax benefit	0.01	(0.01)	0.01	(0.24)
Net income (loss) per share	\$ 0.23	\$ 0.28	\$ 0.25	\$ (4.84)
Weighted average shares—basic	33,409,500	33,409,500	33,420,560	33,450,444
Earnings (loss) per share—diluted:				
Continuing operations	\$ 0.22	\$ 0.29	\$ 0.24	\$ (4.60)
Discontinued operations, net of income tax benefit	0.01	(0.01)	0.01	(0.24)
Net income (loss) per share	\$ 0.23	\$ 0.28	\$ 0.25	\$ (4.84)
Weighted average shares—diluted	33,551,645	33,642,907	33,469,027	33,450,444

	As of December 31, 2007			
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
	(unaudited, dollars in thousands)			
Net Sales	\$ 268,130	\$ 270,340	\$ 242,530	\$ 222,070
Gross Profit	74,360	75,110	66,160	57,930
Income (loss) from continuing operations	7,300	(4,500)	4,780	(168,780)
Income from discontinued operations, net of income taxes	(250)	1,310	1,800	(90)
Net income (loss)	7,050	(3,190)	6,580	(168,870)
Earnings (loss) per share—basic:				
Continuing operations	\$ 0.35	\$ (0.17)	\$ 0.15	\$ (5.05)
Discontinued operations, net of income tax benefit	(0.01)	0.05	0.05	—
Net income (loss) per share	\$ 0.34	\$ (0.12)	\$ 0.20	\$ (5.05)
Weighted average shares—basic	20,759,500	26,223,236	33,409,500	33,409,500
Earnings (loss) per share—diluted:				
Continuing operations	\$ 0.35	\$ (0.17)	\$ 0.15	\$ (5.05)
Discontinued operations, net of income tax benefit	(0.01)	0.05	0.05	—
Net income (loss) per share	\$ 0.34	\$ (0.12)	\$ 0.20	\$ (5.05)
Weighted average shares—diluted	20,759,500	26,223,236	33,409,500	33,409,500

## TRIMAS CORPORATION

### NOTES TO FINANCIAL STATEMENTS (Continued)

#### 22. Subsequent Events

In March 2009, the Company announced plans to close its manufacturing facility in Mosinee, Wisconsin by the third quarter of 2009, moving production and distribution functions currently in Mosinee to lower-cost manufacturing facilities or to its third-party sourcing partners. In connection with this action, the Company expects to record cash and non-cash charges during 2009 related to closure and move costs, employee severance benefits, impairment of machinery and equipment that will no longer be utilized and unrecoverable future lease obligations for the leased manufacturing facility that will cease to be used following completion of the plant closure.

In February 2009, the Company completed the renewal of its receivables securitization facility. Key terms of the renewal include a customary 364-day term, committed funding of up to \$55.0 million and a cost of funds under the facility equal to a commercial paper-based rate plus a usage fee of 4.5%.

In January 2009, the Company entered into two new interest rate swap agreements to fix the LIBOR-based variable portion of its interest rate on \$75.0 million notional amount of its term loan facility at 1.39% and \$125 million notional amount of its term loan facility at 1.91%. The \$75.0 million notional amount interest rate swap commences in January 2009 and extends through January 2011. The \$125.0 million notional amount interest rate swap commences in October 2009 and extends through July 2011. These interest rate swaps are designated as cash flow hedges under SFAS No. 133. The Company believes these cash flow hedges are "effective" as defined in SFAS No. 133, as changes in the cash flows of the interest rate swaps are expected to exactly offset the changes in the cash flows of variable rate debt attributable to fluctuations in the LIBOR.

During the first quarter of 2009, the Company acquired \$28.7 million face value of its Notes in open market purchase transactions at various rates for \$14.5 million.

#### 23. Supplemental Guarantor Condensed Combining and Consolidating Financial Statements

Under an indenture dated June 6, 2002, TriMas Corporation, the parent company ("Parent"), issued 9<sup>7</sup>/<sub>8</sub>% senior subordinated notes due 2012 in a total principal amount of \$437.8 million (face value), of which \$8.0 million was subsequently retired in the fourth quarter of 2008 as a result of Notes repurchased with cash on hand and \$100.0 million was subsequently retired in the second quarter of 2007 in connection with the Company's initial public offering. The remaining outstanding Notes are guaranteed by substantially all of the Company's domestic subsidiaries ("Guarantor Subsidiaries"). All of the Guarantor Subsidiaries are 100% owned by the Parent and their guarantee is full, unconditional, joint and several. The Company's non-domestic subsidiaries and TSPC, Inc. have not guaranteed the Notes ("Non-Guarantor Subsidiaries"). The Guarantor Subsidiaries have also guaranteed amounts outstanding under the Company's Credit Facility.

The accompanying supplemental guarantor condensed, consolidating financial information is presented using the equity method of accounting for all periods presented. Under this method, investments in subsidiaries are recorded at cost and adjusted for the Company's share in the subsidiaries' cumulative results of operations, capital contributions and distributions and other changes in equity. Elimination entries relate primarily to the elimination of investments in subsidiaries and associated intercompany balances and transactions.

---

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

23. Supplemental Guarantor Condensed Combining and Consolidating Financial Statements (Continued)

Supplemental Guarantor  
Condensed Financial Statements  
Consolidated Balance Sheet  
(Dollars in thousands)

	December 31, 2008				Consolidated Total
	Parent	Guarantor	Non-Guarantor	Eliminations	
<b>Assets</b>					
Current assets:					
Cash and cash equivalents	\$ —	\$ 340	\$ 3,570	\$ —	\$ 3,910
Trade receivables, net	—	91,300	13,460	—	104,760
Receivables, intercompany	—	—	4,090	(4,090)	—
Inventories	—	165,590	23,360	—	188,950
Deferred income taxes	—	16,250	720	—	16,970
Prepaid expenses and other current assets	—	6,280	1,150	—	7,430
Assets of discontinued operations held for sale	—	26,200	—	—	26,200
Total current assets	—	305,960	46,350	(4,090)	348,220
Investments in subsidiaries	369,410	96,240	—	(465,650)	—
Property and equipment, net	—	133,150	48,420	—	181,570
Goodwill	—	157,360	44,920	—	202,280
Intangibles and other assets	16,020	189,140	3,930	(10,940)	198,150
Total assets	\$ 385,430	\$ 881,850	\$ 143,620	\$ (480,680)	\$ 930,220
<b>Liabilities and Shareholders' Equity</b>					
Current liabilities:					
Current maturities, long-term debt	\$ —	\$ 4,960	\$ 5,400	\$ —	\$ 10,360
Accounts payable, trade	—	95,240	16,570	—	111,810
Accounts payable, intercompany	—	4,090	—	(4,090)	—
Accrued liabilities	1,390	57,320	7,630	—	66,340
Liabilities of discontinued operations	—	1,340	—	—	1,340
Total current liabilities	1,390	162,950	29,600	(4,090)	189,850
Long-term debt	329,140	258,070	12,370	—	599,580
Deferred income taxes	—	58,610	3,980	(10,940)	51,650
Other long-term liabilities	—	32,810	1,430	—	34,240
Total liabilities	330,530	512,440	47,380	(15,030)	875,320
Total shareholders' equity	54,900	369,410	96,240	(465,650)	54,900
Total liabilities and shareholders' equity	\$ 385,430	\$ 881,850	\$ 143,620	\$ (480,680)	\$ 930,220

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

23. Supplemental Guarantor Condensed Combining and Consolidating Financial Statements (Continued)

Supplemental Guarantor  
Condensed Financial Statements  
Consolidated Balance Sheet  
(Dollars in thousands)

	December 31, 2007				
	Parent	Guarantor	Non-Guarantor	Eliminations	Consolidated Total
<b>Assets</b>					
Current assets:					
Cash and cash equivalents	\$ —	\$ 550	\$ 4,250	\$ —	\$ 4,800
Trade receivables, net	—	69,760	19,610	—	89,370
Receivables, intercompany	—	—	1,700	(1,700)	—
Inventories	—	154,000	27,790	—	181,790
Deferred income taxes	—	17,960	900	—	18,860
Prepaid expenses and other current assets	—	5,870	1,140	—	7,010
Assets of discontinued operations held for sale	—	41,450	—	—	41,450
Total current assets	—	289,590	55,390	(1,700)	343,280
Investments in subsidiaries	528,420	139,880	—	(668,300)	—
Property and equipment, net	—	131,300	55,540	—	186,840
Goodwill	—	282,070	85,350	—	367,420
Intangibles and other assets	18,430	219,310	4,430	(11,720)	230,450
Total assets	<u>\$ 546,850</u>	<u>\$ 1,062,150</u>	<u>\$ 200,710</u>	<u>\$ (681,720)</u>	<u>\$ 1,127,990</u>
<b>Liabilities and Shareholders' Equity</b>					
Current liabilities:					
Current maturities, long-term debt	\$ —	\$ 3,300	\$ 5,090	\$ —	\$ 8,390
Accounts payable, trade	—	102,920	18,940	—	121,860
Accounts payable, intercompany	—	1,700	—	(1,700)	—
Accrued liabilities	1,390	58,820	11,620	—	71,830
Liabilities of discontinued operations	—	1,450	—	—	1,450
Total current liabilities	1,390	168,190	35,650	(1,700)	203,530
Long-term debt	336,970	254,210	16,420	—	607,600
Deferred income taxes	—	77,890	7,110	(11,720)	73,280
Other long-term liabilities	—	33,440	1,650	—	35,090
Total liabilities	<u>338,360</u>	<u>533,730</u>	<u>60,830</u>	<u>(13,420)</u>	<u>919,500</u>
Total shareholders' equity	208,490	528,420	139,880	(668,300)	208,490
Total liabilities and shareholders' equity	<u>\$ 546,850</u>	<u>\$ 1,062,150</u>	<u>\$ 200,710</u>	<u>\$ (681,720)</u>	<u>\$ 1,127,990</u>

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

23. Supplemental Guarantor Condensed Combining and Consolidating Financial Statements (Continued)

**Supplemental Guarantor  
Condensed Financial Statements  
Consolidated Statement of Operations  
(Dollars in thousands)**

	Year ended December 31, 2008				
	Parent	Guarantor	Non-Guarantor	Eliminations	Total
Net sales	\$ —	\$ 828,420	\$ 237,780	\$ (44,900)	\$ 1,021,300
Cost of sales	—	(612,920)	(190,100)	44,900	(758,120)
Gross profit	—	215,500	47,680	—	263,180
Selling, general and administrative expenses	—	(143,040)	(23,460)	—	(166,500)
Gain (loss) on dispositions of property and equipment	—	(590)	250	—	(340)
Impairment of assets	—	(500)	—	—	(500)
Impairment of goodwill and indefinite-lived intangible assets	—	(123,510)	(48,710)	—	(172,220)
Operating loss	—	(52,140)	(24,240)	—	(76,380)
Other expense, net:					
Interest expense	(34,990)	(19,090)	(1,660)	—	(55,740)
Gain (loss) on extinguishment of debt	3,740	—	—	—	3,740
Other, net	—	2,910	(5,200)	—	(2,290)
Loss before income tax (expense) benefit and equity in net loss of subsidiaries	(31,250)	(68,320)	(31,100)	—	(130,670)
Income tax (expense) benefit	10,940	(5,950)	(2,910)	—	2,080
Equity in net loss of subsidiaries	(115,880)	(34,010)	—	149,890	—
Income (loss) from continuing operations	(136,190)	(108,280)	(34,010)	149,890	(128,590)
Income from discontinued operations	—	(7,600)	—	—	(7,600)
Net income (loss)	<u>\$ (136,190)</u>	<u>\$ (115,880)</u>	<u>\$ (34,010)</u>	<u>\$ 149,890</u>	<u>\$ (136,190)</u>

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

23. Supplemental Guarantor Condensed Combining and Consolidating Financial Statements (Continued)

Supplemental Guarantor  
Condensed Financial Statements  
Consolidated Statement of Operations  
(Dollars in thousands)

	Year ended December 31, 2007				
	Parent	Guarantor	Non-Guarantor	Eliminations	Total
Net sales	\$ —	\$ 818,320	\$ 237,760	\$ (53,010)	\$ 1,003,070
Cost of sales	—	(589,720)	(192,800)	53,010	(729,510)
Gross profit	—	228,600	44,960	—	273,560
Selling, general and administrative expenses	—	(145,810)	(28,000)	—	(173,810)
Advisory services agreement termination fee	—	(10,000)	—	—	(10,000)
Costs for early termination of operating leases	—	(4,230)	—	—	(4,230)
Settlement of Canadian benefit plan liability	—	—	(3,870)	—	(3,870)
Gain (loss) on dispositions of property and equipment	—	(3,150)	1,430	—	(1,720)
Impairment of assets	—	—	(3,370)	—	(3,370)
Impairment of goodwill and indefinite-lived intangible assets	—	(154,840)	(16,370)	—	(171,210)
Operating loss	—	(89,430)	(5,220)	—	(94,650)
Other expense, net:					
Interest expense	(38,710)	(26,740)	(2,860)	—	(68,310)
Debt extinguishment costs	(7,440)	—	—	—	(7,440)
Other, net	3,530	(5,990)	(1,420)	—	(3,880)
Loss before income tax (expense) benefit and equity in net loss of subsidiaries	(42,620)	(122,160)	(9,500)	—	(174,280)
Income tax (expense) benefit	11,710	2,370	(1,000)	—	13,080
Equity in net loss of subsidiaries	(127,520)	(10,500)	—	138,020	—
Income (loss) from continuing operations	(158,430)	(130,290)	(10,500)	138,020	(161,200)
Income from discontinued operations	—	2,770	—	—	2,770
Net income (loss)	\$ (158,430)	\$ (127,520)	\$ (10,500)	\$ 138,020	\$ (158,430)

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

23. Supplemental Guarantor Condensed Combining and Consolidating Financial Statements (Continued)

**Supplemental Guarantor  
Condensed Financial Statements  
Consolidated Statement of Operations  
(Dollars in thousands)**

	Year ended December 31, 2006				
	Parent	Guarantor	Non-Guarantor	Eliminations	Total
Net sales	\$ —	\$ 810,810	\$ 185,240	\$ (47,710)	\$ 948,340
Cost of sales	—	(593,060)	(147,190)	47,710	(692,540)
Gross profit	—	217,750	38,050	—	255,800
Selling, general and administrative expenses	—	(136,220)	(20,820)	—	(157,040)
Loss on dispositions of property and equipment	—	(490)	(60)	—	(550)
Impairment of assets	—	(510)	—	—	(510)
Impairment of goodwill	—	(116,500)	—	—	(116,500)
Operating profit	—	(35,970)	17,170	—	(18,800)
Other income (expense), net:					
Interest expense	(43,010)	(31,990)	(4,060)	—	(79,060)
Debt extinguishment costs	—	(8,610)	—	—	(8,610)
Other, net	30	(4,010)	(170)	—	(4,150)
Income (loss) before income tax (expense) benefit and equity in net income (loss) of subsidiaries	(42,980)	(80,580)	12,940	—	(110,620)
Income tax (expense) benefit	15,250	(12,720)	(3,340)	—	(810)
Equity in net income (loss) of subsidiaries	(101,180)	9,600	—	91,580	—
Income (loss) from continuing operations	(128,910)	(83,700)	9,600	91,580	(111,430)
Loss from discontinued operations	—	(17,480)	—	—	(17,480)
Net income (loss)	<u>\$ (128,910)</u>	<u>\$ (101,180)</u>	<u>\$ 9,600</u>	<u>\$ 91,580</u>	<u>\$ (128,910)</u>

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

23. Supplemental Guarantor Condensed Combining and Consolidating Financial Statements (Continued)

Supplemental Guarantor  
Condensed Financial Statements  
Consolidated Statement of Cash Flows  
(Dollars in thousands)

	For the Year Ended December 31, 2008				
	Parent	Guarantor	Non-Guarantor	Eliminations	Total
<b>Cash Flows from Operating Activities:</b>					
Net cash provided by (used for) operating activities	\$ (33,340)	\$ 43,440	\$ 21,070	\$ —	\$ 31,170
<b>Cash Flows from Investing Activities:</b>					
Capital expenditures	—	(22,990)	(6,180)	—	(29,170)
Acquisition of businesses, net of cash acquired	—	(3,790)	(2,860)	—	(6,650)
Net proceeds from disposition of businesses and other assets	—	490	1,950	—	2,440
Net cash used for investing activities	—	(26,290)	(7,090)	—	(33,380)
<b>Cash Flows from Financing Activities:</b>					
Repayments of borrowings on senior credit facilities	—	(2,600)	(2,470)	—	(5,070)
Proceeds from borrowings on term loan facilities	—	—	490	—	490
Proceeds from borrowings on revolving credit facilities	—	568,640	8,350	—	576,990
Repayments of borrowings on revolving credit facilities	—	(560,500)	(6,470)	—	(566,970)
Retirement of senior subordinated notes	(4,120)	—	—	—	(4,120)
Intercompany transfers (to) from subsidiaries	37,460	(22,900)	(14,560)	—	—
Net cash provided by (used for) financing activities	33,340	(17,360)	(14,660)	—	1,320
<b>Cash and Cash Equivalents:</b>					
Increase for the period	—	(210)	(680)	—	(890)
At beginning of period	—	550	4,250	—	4,800
At end of period	\$ —	\$ 340	\$ 3,570	\$ —	\$ 3,910

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

23. Supplemental Guarantor Condensed Combining and Consolidating Financial Statements (Continued)

Supplemental Guarantor  
Condensed Financial Statements  
Consolidated Statement of Cash Flows  
(Dollars in thousands)

	For the Year Ended December 31, 2007				
	Parent	Guarantor	Non-Guarantor	Eliminations	Total
<b>Cash Flows from Operating Activities:</b>					
Net cash provided by (used for) operating activities	\$ (38,570)	\$ 82,730	\$ 20,810	\$ —	\$ 64,970
<b>Cash Flows from Investing Activities:</b>					
Capital expenditures	—	(26,610)	(8,120)	—	(34,730)
Acquisition of leased assets	—	(29,960)	—	—	(29,960)
Acquisition of businesses, net of cash acquired	—	(13,540)	—	—	(13,540)
Net proceeds from disposition of businesses and other assets	—	9,320	—	—	9,320
Net cash used for investing activities	—	(60,790)	(8,120)	—	(68,910)
<b>Cash Flows from Financing Activities:</b>					
Proceeds from sale of common stock in connection with the Company's initial public offering, net of issuance costs	126,460	—	—	—	126,460
Repayments of borrowings on senior credit facilities	—	(2,600)	(2,340)	—	(4,940)
Proceeds from borrowings on revolving credit facilities	—	498,590	9,950	—	508,540
Repayments of borrowings on revolving credit facilities	—	(512,630)	(12,290)	—	(524,920)
Retirement of senior subordinated notes	(100,000)	—	—	—	(100,000)
Intercompany transfers (to) from subsidiaries	12,110	(5,210)	(6,900)	—	—
Net cash provided by (used for) financing activities	38,570	(21,850)	(11,580)	—	5,140
<b>Cash and Cash Equivalents:</b>					
Increase for the period	—	90	1,110	—	1,200
At beginning of period	—	460	3,140	—	3,600
At end of period	\$ —	\$ 550	\$ 4,250	\$ —	\$ 4,800

TRIMAS CORPORATION

NOTES TO FINANCIAL STATEMENTS (Continued)

23. Supplemental Guarantor Condensed Combining and Consolidating Financial Statements (Continued)

Supplemental Guarantor  
Condensed Financial Statements  
Consolidated Statement of Cash Flows  
(Dollars in thousands)

	For the Year Ended December 31, 2006				
	Parent	Guarantor	Non-Guarantor	Eliminations	Total
<b>Cash Flows from Operating Activities:</b>					
Net cash provided by (used for) operating activities	\$ (43,230)	\$ 37,880	\$ 21,230	\$ —	\$ 15,880
<b>Cash Flows from Investing Activities:</b>					
Capital expenditures	—	(15,180)	(7,300)	—	(22,480)
Acquisition of leased assets	—	(7,360)	—	—	(7,360)
Net proceeds from disposition of businesses and other assets	—	7,680	—	—	7,680
Net cash used for investing activities	—	(14,860)	(7,300)	—	(22,160)
<b>Cash Flows from Financing Activities:</b>					
Repayments of borrowings on senior credit facilities	—	(256,900)	(510)	—	(257,410)
Proceeds from borrowings on term loan facilities	—	260,000	—	—	260,000
Proceeds from borrowings on revolving credit facilities	—	683,270	5,600	—	688,870
Repayments of borrowings on revolving credit facilities	—	(672,600)	(10,550)	—	(683,150)
Debt issuance costs	—	(2,160)	—	—	(2,160)
Intercompany transfers (to) from subsidiaries	43,230	(34,420)	(8,810)	—	—
Net cash provided by (used for) financing activities	43,230	(22,810)	(14,270)	—	6,150
<b>Cash and Cash Equivalents:</b>					
Increase (decrease) for the period	—	210	(340)	—	(130)
At beginning of period	—	250	3,480	—	3,730
At end of period	\$ —	\$ 460	\$ 3,140	\$ —	\$ 3,600

## QuickLinks

[Exhibit 99.4](#)

[REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM](#)

[TriMas Corporation Consolidated Balance Sheet \(Dollars in thousands\)](#)

[TriMas Corporation Consolidated Statement of Operations \(Dollars in thousands, except per share amounts\)](#)

[TriMas Corporation Consolidated Statement of Cash Flows \(Dollars in thousands\)](#)

[TriMas Corporation Consolidated Statement of Shareholders' Equity Years Ended December 31, 2008, 2007 and 2006 \(Dollars in thousands\)](#)

[TRIMAS CORPORATION NOTES TO FINANCIAL STATEMENTS](#)

[Supplemental Guarantor Condensed Financial Statements Consolidated Balance Sheet \(Dollars in thousands\)](#)

[Supplemental Guarantor Condensed Financial Statements Consolidated Balance Sheet \(Dollars in thousands\)](#)

[Supplemental Guarantor Condensed Financial Statements Consolidated Statement of Operations \(Dollars in thousands\)](#)

[Supplemental Guarantor Condensed Financial Statements Consolidated Statement of Operations \(Dollars in thousands\)](#)

[Supplemental Guarantor Condensed Financial Statements Consolidated Statement of Operations \(Dollars in thousands\)](#)

[Supplemental Guarantor Condensed Financial Statements Consolidated Statement of Cash Flows \(Dollars in thousands\)](#)

[Supplemental Guarantor Condensed Financial Statements Consolidated Statement of Cash Flows \(Dollars in thousands\)](#)

[Supplemental Guarantor Condensed Financial Statements Consolidated Statement of Cash Flows \(Dollars in thousands\)](#)