

❧ **Acquisitions** ❧

Acquisition History

Significant Acquisitions by Business from 1960 through 2008

Springs & Boxsprings		55 Deals		Coated Fabrics		4 Deals	
Company	Year	Country	Company	Year	Country	Company	Year
Oklahoma City	1963		Hoover	1995		Vantage Industries	1994
Englander Company	1965		Chesterfield Wood Prod.	1996		Rug-Hold	2003
Motor City Spring Company	1968		Steadley	1996		American Non-Slip	2005
Kenyon Manufacturing Co.	1968		Family Frames	1997		Griptex Industries	2005
Flex-O-Loc Corporation	1968		Tiffany	1997	Mexico		
J.R. Greeno Corporation	1969		Paris Spring	1997	Canada		
Butler Manufacturing	1969		Bilbao	1997	Spain		
Daipak Corporation	1969		American Innerspring Co.	1998			
Globe Spring & Cushion Co. (50%)	1977	Canada	Toledo Federindiaeg	1998	Denmark		
De Lamar Bed Spring Corp.	1979		Wellhouse Wire	1999	U.K.		
Missouri Fabricators Inc.	1980		Option Spring Products	1999			
Pride Box Spring	1982		Spring Flex	1999	Brazil		
Nachman Corporation	1983		Ilima Sri	2000	Italy		
Red Springs	1985		Industrias Subinas	2000	Spain		
Kay Springs, Inc.	1985		Heplast/Hespo	2000	Croatia		
Multilastic Limited	1987	U.K.	Siddall & Hilton Products	2002	U.K.		
Karr Manufacturing	1987		Eison & Robbins	2002	U.K.		
International Spring Corp.	1988		Ningbo	2003	China		
Dream Makers, Inc.	1988		Saval Spring & Wire	2003			
Hoover Group	1989		Xiang Yang	2003	China		
Webster Spring Co., Inc.	1989		Askona	2004	Russia		
Olympic Spring	1992		Venezia Espumas	2005	Brazil		
Carriero (50%, 25% in 1996)	1993	Mexico	ZSP Wire Industries	2005	S. Africa		
Maxwell Spring	1993		Samson Spring	2006	Australia		
Oxford Metal Products	1994		Atlas Spring Manufacturing	2006			
Resortes Monterey	1995	Mexico	Probel Spring	2006	Brazil		
Mississippi Spring	1995		Eison & Robbins Pocket Coil	2006	U.K.		
M&M	1995	Germany					

Foam		18 Deals	
Company	Year	Country	Company
Phillips-Foscue Corporation (92%)	1976		Philips-Foscue Corporation (92%)
MPI, Inc.	1986		MPI, Inc.
Crest-Foam Corporation	1986		Crest-Foam Corporation
Echola Cushion, Inc.	1986		Echola Cushion, Inc.
Pacific Dunlop (L&P Foam)	1986	Australia	Pacific Dunlop (L&P Foam)
Custom Foam Fabrication	1988		Custom Foam Fabrication
Hood Industries	1989		Hood Industries
E-K Novelty	1995		E-K Novelty
Fairmont	1996		Fairmont
Hi Life Product	1997		Hi Life Product
Iredell Fibers	1997		Iredell Fibers
Southwest Carpet Pad, Inc.	1999		Southwest Carpet Pad, Inc.
Pado/Molded Urethane	2000		Pado/Molded Urethane
General Foam - Durabond Plant	2000		General Foam - Durabond Plant
Foamex Rubber & Felt	2005		Foamex Rubber & Felt
Mary Ann Industries	2005		Mary Ann Industries
Spunge Cushion, Inc.	2006		Spunge Cushion, Inc.
Production Partners	2008		Production Partners

Wood Products		7 Deals	
Company	Year	Country	Company
C. A. Bissman Manufacturing Co.	1961		C. A. Bissman Manufacturing Co.
Bois JLP	1984	Canada	Bois JLP
National Frame	1992		National Frame
Bois Aise	1994	Canada	Bois Aise
Les Bois Blanchet	1996	Canada	Les Bois Blanchet
Miller Manufacturing	1997		Miller Manufacturing
Spruce/land Forest Products, Inc.	1999	Canada	Spruce/land Forest Products, Inc.

Fabric Converting		17 Deals	
Company	Year	Country	Company
Tiffany Textile Co. (50%)	1979		Tiffany Textile Co. (50%)
Hanes Holding Co.	1993		Hanes Holding Co.
VWR Textiles	1993	U.K.	VWR Textiles
Marsh Fern	1997	Canada	Marsh Fern
Lenrod	1997		Lenrod
Yarborough	1997		Yarborough
Falcon Industries	1998		Falcon Industries
Western Textile Company	1998		Western Textile Company
Yarborough-Ind. Fabrics Div.	1999		Yarborough-Ind. Fabrics Div.
Mount Hope Finishing	1999		Mount Hope Finishing
Jute Exports Limited	1999	U.K.	Jute Exports Limited
Coirse SA de CV	2000	Mexico	Coirse SA de CV
Edmund Bell & Co. Ltd.	2000	U.K.	Edmund Bell & Co. Ltd.
Synthetic Ind. F&B Converting	2001		Synthetic Ind. F&B Converting
Vitaweb Division of Vitafoam	2001	U.K.	Vitaweb Division of Vitafoam
Union Wadding	2004		Union Wadding
Sani-Line Sales	2005		Sani-Line Sales

Consumer Products		16 Deals	
Company	Year	Country	Company
Metal Bed Rail Company, Inc.	1972		Kraft Converters
Missouri Rolling Mill Corp. (MRM)	1979		Paramount Paper
St. Croix	1981		Quality Pad Company
Bedline Manufacturing Company	1983		National Fibers Division
Berkshire Furniture Co.	1988		Steiner-Liff Textiles
Allegheny Steel & Brass	1988		O'Neill Brothers
J.B. Ross Manufacturing	1990		Buffalo Batt & Felt Corp.
Dresher, Inc.	1990		Hobbs Pad
Duro Metal	1991		Cameo Fibers
Beauti-Glide	1991		Sealy Pad Line
Continental Silverline	1992		Guilford Fibers
Harvard Manufacturing	1992		Cumulus Fibers
BC Products	1996		Bonded Fiber Products
Western Bed Products	1997		KLM Industries
STS Linens, Inc.	2004		Stearns Technical Textile
Westex International	2005	Canada	Johnston Ind. Fiber Unit

Fibers		16 Deals	
Company	Year	Country	Company
Kraft Converters	1972		Kraft Converters
Paramount Paper	1973		Paramount Paper
Quality Pad Company	1981		Quality Pad Company
National Fibers Division	1984		National Fibers Division
Steiner-Liff Textiles	1985		Steiner-Liff Textiles
O'Neill Brothers	1986		O'Neill Brothers
Buffalo Batt & Felt Corp.	1988		Buffalo Batt & Felt Corp.
Hobbs Pad	1991		Hobbs Pad
Cameo Fibers	1996		Cameo Fibers
Sealy Pad Line	1997		Sealy Pad Line
Guilford Fibers	1997		Guilford Fibers
Cumulus Fibers	1998		Cumulus Fibers
Bonded Fiber Products	1999		Bonded Fiber Products
KLM Industries	2001		KLM Industries
Stearns Technical Textile	2003		Stearns Technical Textile
Johnston Ind. Fiber Unit	2003		Johnston Ind. Fiber Unit

Furniture Hardware & Other Furniture Products		23 Deals	
Company	Year	Country	Company
Signal Manufacturing Co.	1970		Signal Manufacturing Co.
Middletown Manufacturing, Inc.	1973		Middletown Manufacturing, Inc.
Pontiac Furniture	1979		Pontiac Furniture
Foster Brothers	1982		Foster Brothers
C.S. O'Brien	1986		C.S. O'Brien
Stylelander	1993		Stylelander
Waterloo Furniture Components	1994	Canada	Waterloo Furniture Components
Wiz Wire	1994	Canada	Wiz Wire
Super Sagless Corporation	1994		Super Sagless Corporation
Matrex	1995		Matrex
Bell Spring	1997		Bell Spring
Superior Products	1999		Superior Products
Ark-Ell Springs, Inc.	1999		Ark-Ell Springs, Inc.
Omega Motion LLC	1999		Omega Motion LLC
Wyn Products	1999	Australia	Wyn Products
TechCraft Operations	2000		TechCraft Operations
Southern Bedding	2000		Southern Bedding
Sackner	2003		Sackner
Jiaying	2003	China	Jiaying
Everwood Products	2005		Everwood Products
Jinshajiang Sofa Components	2005	China	Jinshajiang Sofa Components
Fulda	2007		Fulda
Knitmasters JV	2007		Knitmasters JV

Adjustable Beds		2 Deals	
Company	Year	Country	Company
Maxwell Products, Inc.	1999		Maxwell Products, Inc.
Orthomatic Adjustable Beds	2003		Orthomatic Adjustable Beds

Geo Components		4 Deals	
Company	Year	Country	Company
Webeic	2005		Webeic
Ikex/Jarex	2005		Ikex/Jarex
Atilla Enterprises	2006		Atilla Enterprises
Lone Star Products	2006		Lone Star Products

Acquisition History

Significant Acquisitions by Business from 1960 through 2008

Fixtures & Display		33 Deals	
Company	Year	Country	
SEMCO	1994		
Talbot Industries	1994		
ISS	1995		
Excell	1996	Canada	
Rodgers-Wade	1997		
Amco	1997		
PMI Purchase Mktg.	1997	Canada	
Tarrant Interiors	1997		
Wichita Wire	1997		
Hodges	1997		
American Woodworks	1998		
Syndicate Systems	1998		
Wilson Display	1998	Canada	
Universal Stainless, Inc.	1998		
Sensible Storage, Inc.	1999		
Arc Specialties	1999		
Beeline Group, Inc.	1999		
Jarke Corporation	1999		
Met Displays, Inc.	1999		
Toledo Store Fixtures	1999		
De Todo en Alambre	1999	Mexico	
Design Fabricators, Inc.	1999		
Zell Brothers, Inc.	1999		
Dann Dee Display Fixt.	1999		
Gillis Associated Ind.	2000		
Genesis Fixtures	2000		
Dillmeier Group	2000		
EDRON Store Fixtures	2000		
KelMax Equipment	2000		
MZM SA de CV	2001	Mexico	
DisplayPlan Ltd.	2001	U.K.	
RHC Spacemaster	2003		
China Display Fixture Co.	2005	China	

Office Furniture Components		15 Deals	
Company	Year	Country	
Gordon Manufacturing Co.	1984		
Northfield Metal Products, Ltd.	1985	Canada	
Collier-Keyworth Corporation	1988		
Indiana Chair Frame	1988		
Warterloo Spring	1992		
Hamilton Wire	1993	Canada	
Faultless Doerner	1993	Canada	
Northeastern Components	1995	U.K.	
Davidson Plyforms	2001		
Miotto International	2001	Italy	
Sterling & Adams Bentwood, Inc.	2002		
Hickory Springs/Hammer Metals	2004		
Chieng-Yeng	2007	China	
Intes JV	2007	China	
Grand River Polishing	2008		

Plastics		10 Deals	
Company	Year	Country	
Foothills Mfg.	1974		
Futron Plastics	1979		
Weber Plastics Co., Ltd.	1987	Canada	
Technical Plastics Corporation	1988		
Pulsar Plastics	1999		
K.W. Precision Metal Products	1999	Canada	
Unique Molded Products	2003		
SCP Plastics	2003		
Conestogo Plastics	2004	Canada	
Shepherd Products	2004	Canada	

Aluminum		14 Deals	
Company	Year	Country	
EST	1972		
MetalCraft	1979		
Assured Castings	1987		
Culp Smelting	1989		
Pace	1996		
Oconto	1996		
Latrobe	1996		
Die Cast Products	1997		
Cambridge Tool	1997		
B&C Die Cast	1998		
Saint Paul Metalcraft	1998		
Mo-Tech Corporation	1998		
Product Technologies	2000		
Saltillo, Mexico JV	2002	Mexico	

Wire & Rod		15 Deals	
Company	Year	Country	
Adcom Metals Company	1977		
Webster Wire, Inc.	1989		
Armco Wire partnership	1993		
Laclede Oil Tempering Lines	1994		
U.S. Wire Tie Systems	1994		
A. J. Gerrard	1996		
Belton	1997		
Metrock Steel & Wire	1998		
John Pring & Sons	1999	U.K.	
Shaped Wire, Inc.	2000		
Laclede Mid America	2000		
Insteel - Andrews	2002		
Northwestern Steel	2002		
North American Wire Products	2002		
Nestaway	2007		

Steel Tubing		3 Deals	
Company	Year	Country	
Parthenon Metal	1983		
Blazon	1993		
Excaliber	2001		

Commercial Vehicle Products		7 Deals	
Company	Year	Country	
Masterack	1972		
Gor-Don	1995	Canada	
Crown North America	2000		
Team Fenex Ltd.	2001		
Tailgater, Inc.	2003		
America's Body Company	2005		
Gamber-Johnson	2007		

Automotive		15 Deals	
Company	Year	Country	
Flex-O-Lators	1988		
Young Spring & Wire	1990		
No-Sag	1990		
Pullmaflex	1994	Belgium	
Phoenix Metal	1997		
Nagle Industries, Inc.	1999		
Bergen Cable Technology, Inc.	2000		
Schukra Group	2000	Canada	
ByTec, Inc.	2002		
Guangzhou Veihe	2003	China	
Kwang Jin Co. Ltd.	2003	S. Korea	
Pangeo Cable Industries	2003	China	
Idomrugo Kft.	2004	Hungary	
Modern Industries	2004		
Huaguang Parts	2005	China	

Machinery		17 Deals	
Company	Year	Country	
Cyclo-Index Corporation	1983		
Gribetz International	1990		
Alexander Machine	1992		
Gribetz Threads	1993		
WBSCO	1994		
Gateway	1996	U.K.	
Steppe/Quiltex	1997	U.K.	
Porter	1997		
Pathe	1997		
Syd-Ren	1997	Switzerland	
Keybe Machines	1998		
Vertex Fasteners, Inc.	1998		
Jentschmann AG	2000	Switzerland	
Agimex S.A.	2000	France	
Innovatech International S.A.	2001	Greece	
Nahtec	2004	Germany	

Summary of Acquisition Totals						
Segment	1960s	1970s	1980s	1990s	2000s	Total
Residential	9	11	29	65	48	162
Commercial	--	2	5	31	20	58
Aluminum	--	2	2	8	2	14
Industrial	--	1	2	8	7	18
Specialized	--	1	2	18	18	39
Total	9	17	40	130	95	291

ACQUISITION HISTORY

1990 Through 2008

		Segment					
Year	Data	Residential	Commercial	Aluminum	Industrial	Specialized	Total
1990	How Many	4	0	0	0	2	6
	Est of Year 1 Sales	\$108	\$0	\$0	\$0	\$22	\$130
1991	How Many	4	0	0	0	0	4
	Est of Year 1 Sales	\$42	\$0	\$0	\$0	\$0	\$42
1992	How Many	5	0	0	0	1	6
	Est of Year 1 Sales	\$32	\$0	\$0	\$0	\$1	\$32
1993	How Many	5	2	0	2	1	10
	Est of Year 1 Sales	\$222	\$16	\$0	\$55	\$1	\$294
1994	How Many	6	2	0	2	2	12
	Est of Year 1 Sales	\$111	\$55	\$0	\$26	\$25	\$216
1995	How Many	6	2	0	0	1	9
	Est of Year 1 Sales	\$52	\$23	\$0	\$0	\$5	\$79
1996	How Many	7	1	3	1	1	13
	Est of Year 1 Sales	\$109	\$52	\$258	\$28	\$5	\$452
1997	How Many	14	6	2	1	6	29
	Est of Year 1 Sales	\$124	\$99	\$71	\$22	\$72	\$388
1998	How Many	5	5	3	1	2	16
	Est of Year 1 Sales	\$75	\$141	\$34	\$26	\$4	\$280
1999	How Many	15	12	0	1	1	29
	Est of Year 1 Sales	\$193	\$251	\$0	\$9	\$27	\$479
2000	How Many	8	5	1	2	5	21
	Est of Year 1 Sales	\$75	\$116	\$9	\$47	\$207	\$454
2001	How Many	3	4	0	1	2	10
	Est of Year 1 Sales	\$28	\$67	\$0	\$53	\$12	\$161
2002	How Many	2	1	1	3	1	8
	Est of Year 1 Sales	\$16	\$8	\$0	\$43	\$4	\$72
2003	How Many	9	3	0	0	3	15
	Est of Year 1 Sales	\$65	\$123	\$0	\$0	\$21	\$209
2004	How Many	3	3	0	0	3	9
	Est of Year 1 Sales	\$23	\$13	\$0	\$0	\$37	\$73
2005	How Many	10	1	0	0	1	12
	Est of Year 1 Sales	\$170	\$0	\$0	\$0	\$150	\$320
2006	How Many	5	0	0	0	0	5
	Est of Year 1 Sales	\$75	\$0	\$0	\$0	\$0	\$75
2007	How Many	0	1	0	1	1	3
	Est of Year 1 Sales	\$0	\$20	\$0	\$50	\$30	\$100
2008	How Many	1	1	0	0	0	2
	Est of Year 1 Sales	\$5	\$1	\$0	\$0	\$0	\$6
Total How Many		112	49	10	15	33	219
Total Est of Year 1 Sales		\$1,524	\$984	\$372	\$358	\$621	\$3,860