



COLUMBIA MFG. INC.

Columbia's Investments for the
Future

COLUMBIA MFG. INC.

- Founded 1877
- Col. Albert Pope
- Very Industrious Army Officer
- Saw Bicycles in England
- Transferred the Technology
- Started Manufacturing in Hartford
- High Wheelers or Boneshakers
- \$95. Per Bike

COLUMBIA MFG. INC

- Over 1500 Patents
- First Electric Automobile
- Exercisers
- Realized Horse and carriages were not here to stay
- Saw the Need for Modern Roads

COLUMBIA MFG. INC.

- Bankers Would not finance his Automobile Plant
- Legend has it; Henry Ford Interned under Him
- POPE is Known as the Father of Modern Roads in America
- Due to Lack of Funds, Pope Dropped the Automobile Idea

COLUMBIA MFG. INC.

- Moved the Factory to Current Location in Early 1900's
- Continued Making Bicycles
- Business Changed Hand Several Times
- During the 2nd World War Helped the War Efforts
- Made Parachute Bicycles

COLUMBIA MFG. INC.

- Company Sold to MTD in 1967
- Expanded to 500,000 Sq. ft. in size
- 3 Shifts, over 2000 Employees
- 4300 Bicycles per day
- Exercisers, Lawn Mowers, Mopeds, Baby Carriages

COLUMBIA MFG. INC.

- Mid 1980's Outlook Changed
- Cheap Asian Bicycles Dominated
- MTD Lost Interest in Bicycles
- Environmental Issues Surfaced for the old Plant

COLUMBIA MFG. INC.

- Company Filed For Chapter 11 in 1991
- MTD Forced to Deal with the Environmental Issues
- IT Took Nearly 25 Years to Address major AOC's and Clean the Site
- Closure Plan Submitted And Approved

COLUMBIA MFG. INC.

- Company Emerged out of Chapter 11 in 1993
- Reorganized as a school Furniture Factory
- Did very Little Bicycles
- New Forward and Progressive outlook to the Future

COLUMBIA MFG. INC.

- Columbia Had Been in School Furniture Business Since 1952
- Always known to be the Premium and innovative Manufacturer
- Over 75% of Products sold in 2011 were new design and models

COLUMBIA MFG. INC.

- New Environmental Outlook
- Get Away from Plating
- Convert the Spray Painting to Powder Coating
- No more Fuel Oil, convert to Natural Gas Or Alternatives
- No Solvents and degreasers
- Eliminate or Minimize Discharge

COLUMBIA MFG. INC.

- First Move. Elimination of Spray Painting
- Accomplished in 1993
- No more VOC's
- Two Goals in Mind
- **ELIMINATE SPRAY PAINTING**
- **GET AWAY FROM CHROME PLATING**
- Developed the Trade Mark SPEC-FLEK
- **SCUFF PROOF EPOXY COATED**
- Passes 5 different "ASTM" Tests Hardness, Impact, Salt Spray and Acid Resistance

COLUMBIA MFG. INC.

- Corporate Goal was to Be out of Chrome Plating Business by 1997
- Needed an Alternative
- Hence SPEC-FLEK
- Prior to 1997 Less Than 1% of Volume Had Painted Frames
- By 1997 Figure Rose TO 3%
- Today up to 25% of All Frames are Painted

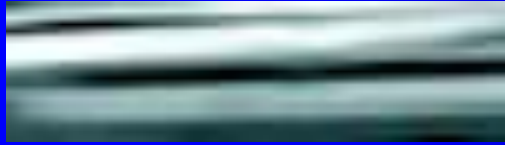
COLUMBIA MFG. INC.

- Multi-Finish Options
- Less Costly
- Recyclable
- Environmentally Friendly
- And NO VOC's

COLUMBIA MFG. INC.

- Easy To Use
- Simple Transition and Training
- A Fantastic Alternative to Chrome

FRAME COLOR OPTIONS



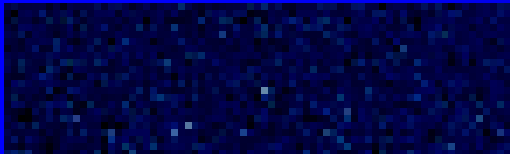
CHROME



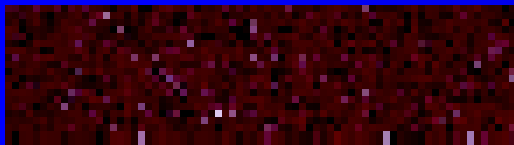
BLACK DIAMOND



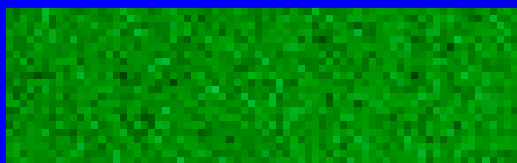
GRANITE



BLUESTONE



RUBYSTONE



EMERALDSTONE



SANDSTONE

BOOKBOX COLOR OPTIONS



BLUE



BLACK



SAND



TEAL



GRAY



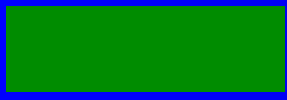
RED



CHARCOAL



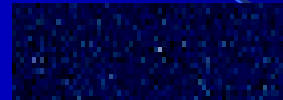
COCOA



EMERALD



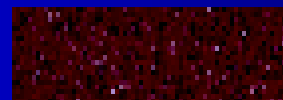
WINE



BLUESTONE



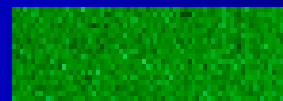
BLACK DIAMOND



RUBYSTONE



GRANITE



EMERALDSTONE



SANDSTONE



BURGUNDY

COLUMBIA MFG. INC.

- In Our Industry Everything is Compared to Chrome
- Nickel/Chrome Plated Frames Last Forever
- Powder Coated Products Are NOT as Strong as Chrome Yet
- This is a Simple Fact

COLUMBIA MFG INC

- Our Strategy Did not Succeed
- We Needed to Go to Plan B
- Design and Build a New Plating Line
- Major Investment
- Very Expensive for Columbia
- But You Either Are Committed or Not

COLUMBIA MFG. INC.

- Several Goals With The New Line
- Must Be Self Contained
- State of the Art Technology
- No Discharge to the Rivers or Sewer Lines
- Must meet not only the Regulation of That Time Period But The Future as Long as it Can Be Seen

COLUMBIA MFG. INC.

- Columbia has Invested Nearly \$6,000,000 in Environmental technologies and Infrastructure Since 1993
- A Sizable Investment for a Small Company
- Business Prospect Was Very Strong
- Business Grew by 140% in 4 Years
- Old Technology Could not Meet Company's Environmental Goals or Increased Volume

COLUMBIA MFG. INC.

- Corporations Need To Look at Issues Long Term
- Environmental Regulations And Responsibilities Are a major Responsibility and Concern
- Columbia Needed To Invest For the Future

COLUMBIA MFG. INC.

- WATER SAVING
- Columbia Used to Use 150,000 Gallons of Fresh Water Per day
- Now Only 3,000 Gallons
- Columbia Has Saved Nearly 390,000,000 Gallons Of Water Since 2001

COLUMBIA MFG. INC.

- Water Savings Exceeds \$1,000,000.
- Sewer Charge Savings Exceed \$2,000,000.
- Nickel Usage Has Been reduced by 72%
Or \$ 3,850,000 in Savings
- Chrome Usage Has been Reduced by
nearly 17,000 lbs/ per Year. A 93% Savings
or \$800,000

COLUMBIA MFG. INC.

- System Is Self Contained
- Sister Line to Harley Davidson
- Fully Closed Loop
- Recycles all the Water, Cleaners, Chrome And Nickel
- System is PERMIT FREE

Commonwealth of Massachusetts

Executive Office of Environmental Affairs



Columbia Manufacturing, Inc.

*In recognition of your exemplary
contributions to environmental
protection through manufacturing
leadership and installation of cost-
effective, zero discharge chemical
recovery systems*

Bob Durand Secretary

11/29/01

Date

COLUMBIA MFG. INC.

- About the Same Time
- All Boilers were Converted to all Natural Gas
- And or Oil/Gas Boilers
- Have not Burnt Oil since 2003

COLUMBIA MFG. INC.

- Reduced The Physical Size of the plant by 200,000 sq. ft. in 2008
- Brand New Infrastructure
- 1 Mile Long Conveyor
- Cell Manufacturing
- Robotic Welding in 1997 200% Gain in Productivity
- In House Automatic Welding in 1998 65% Gain in Productivity

COLUMBIA MFG. INC.

- Became an Indoor Advantage Gold Certified Company in 2011
- All Products Are Certified to be Formaldehyde Free
- **No Quality Assurance Department**
- **No Purchasing Department**
- Employee Profit Sharing and Benefits
- Nearly 2500 Days with NO LOST TIME ACCIDENTS

COLUMBIA MFG. INC.

- Reduced Energy Cost by 50% or \$1,750,000 Since 2008
- Recycling all Waste
 - Paper
 - Wood
 - Steel
 - And Others

COLUMBIA MFG. INC.

- New Product Development
- PDC Committee
- Perforated See True Desks
- Classic Comfort Series
- Omnia Series
- Pad Mate Patented
- Wipe Rite Trade Marked
- Gathering Tables
- Collaboration and Mobility

COLUMBIA MFG. INC.

- We Are Proud of Our Heritage, Our Corporate Culture and Our Employees
- We are a Small Company but That Has Not Stopped us From Accomplishing Our Goals
- We Believe You Do not Need to Be a Multi-Billion Dollar Corporation to Do the RIGHT THING.
- Doing the Right Thing Does Pay Off