SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549
FORM 10-Q
QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15 (d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended September 30, 2000
Commission file number 1-13293


INDEX



## LIABILITIES AND STOCKHOLDERS' EQUITY (DEFICIT)

Current liabilities:
Accounts payable

| \$ 46,950 | \$ 44,358 |
| :---: | :---: |
| - | 376 |
| 933 | 923 |
| 1,019 | 1,019 |
| 2,400 | - |
| 5,000 | 3,750 |
| 1,373 | 929 |
| 4,830 | 5,343 |
| 2,872 | 3,299 |
| 2,837 | 2,703 |
| 19,059 | 23,961 |
| 87,273 | 86,661 |
| 11,562 | - |
| 10,774 | 17,750 |
| 73,027 | 102,791 |
| 777 | 1,509 |
| 12,764 | 14,173 |
| 1,619 | 2,148 |
| 197,796 | 225,032 |
| 114,936 | 115,200 |

Guaranteed preferred beneficial interests in the
Company's junior subordinated debentures
114,936
$\qquad$

Commitments and contingencies
Stockholders' equity (deficit):
Preferred stock, \$.01 par, 1,000,000 shares authorized, none issued
Common stock, $\$ .01$ par, $20,000,000$ shares authorized,
7,344,778 issued and 6,865,678 outstanding at September 30, 2000,
$7,228,556$ issued and 6,749,456 outstanding at December 31, 1999
and 7,223,382 issued and 6,744,282 outstanding at September 30, 1999

17,293
(472)
$(3,243)$
$(8,705)$
$\qquad$
26,827
$\qquad$
$(17,215)$
72
21,342
$(25,297)$
(283)
$(4,344)$
$(8,705)$
$\qquad$
$\qquad$

Total liabilities and stockholders equity (deficit)

SUNSOURCE INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF OPERATIONS (Unaudited)
FOR THE THREE MONTHS ENDED,
(dollars in thousands, except for share amounts)

<TABLE>
<CAPTION>
\begin{tabular}{|c|c|c|}
\hline & \[
\begin{gathered}
\text { September } 30, \\
2000
\end{gathered}
\] & \[
\begin{gathered}
\text { September } 30, \\
1999
\end{gathered}
\] \\
\hline <S> & <C> & <C> \\
\hline Net sales & \$ 119,385 & \$ 138,236 \\
\hline Cost of sales & 70,490 & 79,662 \\
\hline Gross profit & 48,895 & 58,574 \\
\hline \multicolumn{3}{|l|}{Operating expenses:} \\
\hline Selling, general and administrative expenses & 40,399 & 52,444 \\
\hline Depreciation & 2,907 & 902 \\
\hline Amortization & 1,008 & 444 \\
\hline Total operating expenses & 44,314 & 53,790 \\
\hline Other income & 20 & 410 \\
\hline Income from operations & 4,601 & 5,194 \\
\hline Interest expense, net & 2,956 & 2,455 \\
\hline Distributions on guaranteed preferred beneficial interests & 3,058 & 3,058 \\
\hline Equity in earnings of affiliate (Note 3) & 525 & - \\
\hline Loss before income taxes & (888) & (319) \\
\hline Income tax benefit & (428) & (298) \\
\hline Loss before discontinued operations & (460) & (21) \\
\hline
\end{tabular}

> Discontinued operations (Note 1 ) Income from operations of discontinued Harding segment of \(\$ 162\), less income tax of \(\$ 65\) Loss on disposal of discontinued Harding segment of \(\$ 750\), less income tax benefit of \(\$ 262\)
segment of \(\$ 162\), less income tax of \(\$ 65\) - 97
(Loss) income from discontinued operations
(488)
---------
\(\qquad\)
(488)

97


Net (loss) income
\$ (948)
\(=========\)

Basic and diluted (loss) income per common share:
Loss before discontinued operations
\(\$ \quad(0.07)\)
Income from operations of discontinued
Harding segment, net of income taxes

\(\$=======\)
\(========\)
0.01

Loss on disposal of discontinued
Harding segment, net of income taxes
Net (loss) income

Weighted average number of
outstanding common shares
\(-\quad(0.07)\)
\(-\quad(0.14)\)
\(6,865,678\)
6,744,282
</TABLE>

# SUNSOURCE INC. AND SUBSIDIARIES <br> CONSOLIDATED STATEMENTS OF OPERATIONS (Unaudited) <br> FOR THE NINE MONTHS ENDED, <br> (dollars in thousands, except for share amounts) 

| <TABLE> |  |  |
| :---: | :---: | :---: |
| <CAPTION> |  |  |
|  | $\begin{gathered} \text { September } 30, \\ 2000 \end{gathered}$ | $\begin{gathered} \text { September } 30, \\ 1999 \end{gathered}$ |
| <S> | <C> | <C> |
| Net sales | \$ 369,525 | \$ 431,338 |
| Cost of sales | 220,335 | 251,247 |
| Cost of sales - Inventory write-down |  |  |
| Gross profit | 149,190 | 177,961 |
| Operating expenses: |  |  |
| Selling, general and administrative expenses | 127,757 | 164,123 |
| Depreciation | 6,516 | 3,368 |
| Amortization | 2,383 | 1,357 |
| Total operating expenses | 136,656 | 168,848 |
| Restructuring charges and asset write-downs (Note 1) | - | 8,118 |
| Other income | 359 | 595 |
| Income from operations | 12,893 | 1,590 |
| Interest expense, net | 8,422 | 6,812 |
| Distributions on guaranteed preferred beneficial interests | 9,174 | 9,174 |
| Gain on contribution of subsidiaries (Note 3) | 49,115 | - |
| Equity in earnings of affiliate (Note 3) | 1,479 | - |
| Income (loss) before income taxes | 45,891 | $(14,396)$ |
| Provision (benefit) for income taxes | 5,170 | $(5,679)$ |
| Income (loss) before discontinued operations | 40,721 | $(8,717)$ |
| Discontinued operations (Note 1) |  |  |
| Loss from operations of discontinued Harding segment of $\$ 12$, less income tax benefit of $\$ 5$ | - | (7) |
| Loss on disposal of discontinued Harding segment of $\$ 5,322$, less income tax benefit of $\$ 7,191$ | 1,869 | - |
| Income(loss) from discontinued operations | 1,869 | (7) |
| Net income (loss) | \$ 42,590 | \$ $(8,724)$ |
| Basic and diluted income (loss) per common share: |  |  |
| Income (loss) before discontinued operations | \$ 5.94 | \$ (1.29) |
| Loss on disposal of discontinued Harding segment, net of income taxes | 0.27 | - |
| Net income (loss) | \$ 6.21 | \$ (1.29) |
| Weighted average number of |  |  |
| </TABLE> |  |  |

SEE ACCOMPANYING NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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SUNSOURCE INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS (Unaudited)
FOR THE THREE MONTHS ENDED, (dollars in thousands)

<TABLE>
<CAPTION>

\begin{tabular}{|c|c|c|}
\hline <S> & <C> & <C> \\
\hline \multicolumn{3}{|l|}{Cash flows from operating activities:} \\
\hline Net (loss) income & \$ (948) & \$ 76 \\
\hline Adjustments to reconcile net (loss) income to net cash provided by operating activities: & & \\
\hline Depreciation and amortization & 3,915 & 1,346 \\
\hline Loss (income) from discontinued Harding segment before taxes & 750 & (162) \\
\hline Gain on sale of division & - & (365) \\
\hline Equity in earnings of affiliate & (525) & - \\
\hline Deferred income taxes & - & 1,932 \\
\hline Changes in current operating items: & & \\
\hline Decrease in accounts receivable & 5,973 & 5,255 \\
\hline (Increase) decrease in inventories & (282) & 3,812 \\
\hline Increase in income taxes receivable & (648) & \((2,403)\) \\
\hline Increase in other current assets & (270) & (818) \\
\hline Increase (decrease) in accounts payable & 2,371 & \((1,525)\) \\
\hline Increase (decrease) in other accrued liabilities & 123 & \((2,405)\) \\
\hline Other items, net & 842 & 67 \\
\hline Net cash provided by operating activities & 11,301 & 4,810 \\
\hline \multicolumn{3}{|l|}{Cash flows from investing activities:} \\
\hline Proceeds from sale of division & - & 9,160 \\
\hline Proceeds from sale of property and equipment & 85 & 4,950 \\
\hline Capital expenditures & \((2,798)\) & (816) \\
\hline Costs associated with sale of discontinued operation & (373) & - \\
\hline Increase in net assets held for sale & (321) & (72) \\
\hline Other, net & (196) & (457) \\
\hline Net cash (used for) provided by investing activities & \((3,603)\) & 12,765 \\
\hline \multicolumn{3}{|l|}{Cash flows from financing activities:} \\
\hline Repayments under bank credit agreements, net & \((5,599)\) & \((15,480)\) \\
\hline Repayments under other credit facilities, net & (127) & (269) \\
\hline Principal payments under capitalized lease obligations & (238) & (78) \\
\hline Net cash used for financing activities & \((5,964)\) & \((15,827)\) \\
\hline Net increase in cash and cash equivalents & 1,734 & 1,748 \\
\hline Cash and cash equivalents at beginning of period & 2,002 & 2,884 \\
\hline Cash and cash equivalents at end of period & \$ 3,736 & \$ 4,632 \\
\hline
\end{tabular}

\section*{</TABLE>}

SEE ACCOMPANYING NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SUNSOURCE INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS (Unaudited)
FOR THE NINE MONTHS ENDED, (dollars in thousands)

\section*{<TABLE> \\ <CAPTION>}
\begin{tabular}{|c|c|c|}
\hline & \[
\begin{gathered}
\text { September } 30, \\
2000
\end{gathered}
\] & \[
\begin{gathered}
\text { September } 30, \\
1999
\end{gathered}
\] \\
\hline <S> & <C> & <C> \\
\hline \multicolumn{3}{|l|}{Cash flows from operating activities:} \\
\hline Net income (loss) & \$ 42,590 & \$ (8,724) \\
\hline \multicolumn{3}{|l|}{Adjustments to reconcile net income (loss) to net cash provided by (used for) operating activities:} \\
\hline Depreciation and amortization & 8,899 & 4,725 \\
\hline Restructuring charges and asset write-downs & - & 10,248 \\
\hline Loss from discontinued Harding segment before taxes & 5,322 & 12 \\
\hline Gain on contribution from subsidiaries & \((49,115)\) & - \\
\hline Gain on sale of division & - & (365) \\
\hline Equity in earnings of affiliate & \((1,479)\) & - \\
\hline Deferred income tax benefit & - & \((3,905)\) \\
\hline Changes in current operating items: & & \\
\hline Increase in accounts receivable & \((2,291)\) & \((3,675)\) \\
\hline Decrease (increase) in inventories & 4,505 & \((2,447)\) \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|}
\hline Increase in income taxes receivable & (874) & \((4,903)\) \\
\hline Decrease in other current assets & 1,686 & - \\
\hline Increase (decrease) in accounts payable & 472 & \((4,171)\) \\
\hline Decrease in other accrued liabilities & \((4,827)\) & \((4,723)\) \\
\hline Other items, net & (88) & 118 \\
\hline Net cash provided by (used for) operating activities & 4,800 & \((17,810)\) \\
\hline Cash flows from investing activities: & & \\
\hline Proceeds from contribution of subsidiaries & 105,000 & - \\
\hline Costs associated with contribution of subsidiaries & (655) & - \\
\hline Proceeds from sale of discontinued operation & 31,446 & - \\
\hline Costs associated with sale of discontinued operation & \((1,500)\) & - \\
\hline Proceeds from sale of division & - & 9,160 \\
\hline Payment for acquired business & (87,000) & - \\
\hline Proceeds from sale of property and equipment & 1,153 & 5,088 \\
\hline Decrease (increase) in net assets held for sale & 115 & \((14,048)\) \\
\hline Capital expenditures & \((6,367)\) & \((4,160)\) \\
\hline Investment in life insurance policies & - & \((1,300)\) \\
\hline Other, net & (622) & (799) \\
\hline Net cash provided by (used for) investing activities & 41,570 & \((6,059)\) \\
\hline \begin{tabular}{l}
Cash flows from financing activities: \\
(Repayments) borrowings under bank credit agreements, net
\end{tabular} & \((35,490)\) & 28,520 \\
\hline Repayment of subordinated notes & \((9,600)\) & - \\
\hline Repayments under other credit facilities, net & (376) & (796) \\
\hline Principal payments under capitalized lease obligations & (722) & (221) \\
\hline Purchase of treasury stock at cost & - & (325) \\
\hline Dividends / distributions to investors & - & \((1,350)\) \\
\hline Other financing activities & \((1,632)\) & - \\
\hline Net cash (used for) provided by financing activities & \((47,820)\) & 25,828 \\
\hline Net (decrease) increase in cash and cash equivalents & \((1,450)\) & 1,959 \\
\hline Cash and cash equivalents at beginning of period & 5,186 & 2,673 \\
\hline Cash and cash equivalents at end of period & \$ 3,736 & \$ 4,632 \\
\hline
\end{tabular}
</TABLE>
SEE ACCOMPANYING NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SUNSOURCE INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN STOCKHOLDERS'
EQUITY FOR THE NINE MONTHS ENDED SEPTEMBER, 30, 2000 (Unaudited)
(dollars in thousands)

## <TABLE>

<CAPTION>

## <S>

Beginning Balance - December 31, 1999

|  |  |
| :---: | :---: |
| Common | Additional <br> Paid-in |
| Stock | Capital |
| ----- | ---------- |
| <C> | CC> |
| $\$ 72$ | $\$ 21,342$ |


| Retained <br> Earnings/ |  |
| :---: | :---: |
| (Accumulated | Unearned |
| Deficit) | Compensation |
| ------------ | ------------ |
| <C> | <C> |
| \$(25,297) | $\$(283)$ |

Net income

$$
42,590
$$

Change in cumulative foreign
translation adjustment

Comprehensive income

Issuance of 16,222 shares of common stock
to certain non-employee directors
Amortization of stock option discount
Amortization of vested portion of
restricted stock

Contribution of subsidiaries


| [RESTUB TABLE] |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| <TABLE> |  |  |  |  |
| <CAPTION> |  |  |  |  |
|  | $\begin{array}{r} \text { Accl } \\ \text { Comp } \\ \text { In } \end{array}$ | mulated <br> ther <br> ehensive <br> ome (1) | Treasury Stock | Total Stockholders' (Deficit) Equity |
| <S> | <C> |  | <C> | <C> |
| Beginning Balance - December 31, 1999 | \$ | $(4,344)$ | \$ (8,705) | \$ $(17,215)$ |
| Net income |  |  |  | 42,590 |
| Change in cumulative foreign translation adjustment |  | (394) |  | (394) |
| Comprehensive income |  |  |  | 42,196 |
| Issuance of 16,222 shares of common stock to certain non-employee directors |  |  |  | 75 |
| Grant of restricted stock |  |  |  | - |
| Amortization of stock option discount |  |  |  | 60 |
| Amortization of vested portion of restricted stock |  |  |  | 216 |
| Contribution of subsidiaries |  | 1,495 |  | 1,495 |
| Ending Balance - September 30, 2000 | \$ | $(3,243)$ | \$ (8,705) | \$ 26,827 |

## </TABLE>

(1) Cumulative foreign translation adjustment represents the only item of other comprehensive income.

SEE ACCOMPANYING NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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SUNSOURCE INC. AND SUBSIDIARIES NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (dollars in thousands)

1. Basis of Presentation:

The accompanying financial statements include the consolidated accounts of SunSource Inc. (the "Company" or "SunSource") and its wholly-owned subsidiaries including SunSource Technology Services Company, Inc. ("STS"), The Hillman Group, Inc. ("Hillman"), SunSub C, formerly Harding Glass, Inc. ("Harding") and SunSource Capital Trust (the "Trust"). All significant intercompany balances and transactions have been eliminated. The Company is one of the leading providers of value-added services and products to retail and industrial markets in North America.

The accompanying consolidated financial statements and related notes are unaudited; however, in management's opinion all adjustments (consisting of normal recurring accruals) considered necessary for the fair presentation of financial position, income and cash flows for the periods shown have been reflected. Results for the interim period are not necessarily indicative of
those to be expected for the full year.
Certain information in note disclosures normally included in financial statements prepared in accordance with generally accepted accounting principles has been condensed or omitted pursuant to Form $10-Q$ requirements although the Company believes that disclosures are adequate to make the information presented not misleading. It is suggested that these financial statements be read in conjunction with the consolidated financial statements and notes thereto included in the Company's report on Form $10-\mathrm{K}$ for the year ended December 31, 1999.

## Discontinued Operations:

In December 1999, the Company's Board of Directors approved management's plan to dispose of the Company's Harding business. Accordingly, Harding has been accounted for as a discontinued operation and its results of operations were segregated from results of the Company's ongoing businesses including restatement of the prior periods presented. On April 13, 2000, the Company consummated the sale of Harding on which it had signed a letter of intent in January 2000. See Note 3, Contribution of Subsidiaries/Acquisitions/Divestitures.

For the year ended December 31, 1999, the Company recorded an after-tax loss of \$2,188 from Harding's operations and an estimated loss on its expected disposal of $\$ 23,834$ unadjusted for any potential future tax benefits. For the three months ended September 30, 2000, the Company recorded an additional loss on disposal of the discontinued Harding segment of $\$ 750$, less an income tax benefit of $\$ 262$. For the nine months ended September 30, 2000, the Company recorded an additional loss on disposal of the discontinued Harding segment of $\$ 5,322$ less an income tax benefit of $\$ 7,191$. Through September 30, 2000, the Company has recorded a loss on disposal of the discontinued Harding segment of $\$ 21,965$ in the aggregate, net of tax benefits.

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## SUNSOURCE INC. AND SUBSIDIARIES <br> NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, continued (dollars in thousands)

1. Basis of Presentation (continued):

Following is summary financial information for the Company's discontinued
Harding operations:

</TABLE>
As of September 30, 2000, the Company had $\$ 2,837$ in accrued liabilities reserved for the loss on disposal of the Harding segment.

1999 Restructuring Charges and Asset Write-downs
On June 29, 1999, the Board of Directors of SunSource Inc. approved the
Company's restructuring plan to reposition Technology Services and Kar Products, write-down impaired assets at the Hillman division, and realign corporate overhead expenses. As a result of this plan, the Company recorded a restructuring charge of $\$ 4,818$, a fixed asset write-down of $\$ 3,300$ and an inventory write-down related to restructuring of $\$ 2,130$. Included in these charges and write-downs was $\$ 5,392$ related to Technology Services, $\$ 1,020$
related to Kar Products, $\$ 3,300$ related to Hillman, and $\$ 536$ related to

## Corporate Headquarters.

The Technology Services charge of $\$ 5,392$ included termination benefits of $\$ 2,744$, an inventory write-down of $\$ 2,130$, other exit costs of $\$ 415$ and a write-down of unamortized leasehold improvements of $\$ 103$. The termination benefits of $\$ 2,744$ covered approximately 94 employees. The other exit costs and write-down of unamortized leasehold improvements were related to lease buyouts and losses on the sale of owned facilities as a result of Technology Services' facilities consolidation. The inventory write-down of $\$ 2,130$ was the result of $a$ reduction in vendor lines resulting principally from the facility consolidation process.

The Kar Products charge of $\$ 1,020$ was comprised solely of termination benefits for about 10 employees.

The Hillman charge of $\$ 3,300$ was primarily the result of Hillman's inability to recover key machines from retailers. The $\$ 3,300$ charge represented the total net book value of key machines that had been capitalized as fixed assets at June 30, 1999.

The Corporate Headquarters component of the restructuring charge aggregated \$536 comprised of other exit costs of $\$ 434$ and termination benefits of $\$ 102$ for two employees. The other exit costs included lease termination costs of $\$ 101$ and unamortized leasehold improvements of $\$ 333$ on certain assets.

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## SUNSOURCE INC. AND SUBSIDIARIES <br> NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, continued

(dollars in thousands)

## 1. Basis of Presentation (continued):

The Company completed the restructuring plan within six months. As of September 30, 2000, other accrued liabilities and other non-current liabilities include $\$ 522$ and $\$ 29$, respectively, of remaining reserves related to the restructuring charge. These reserves are primarily associated with termination benefits.

## Inventories

Inventories consisting predominantly of finished goods are valued at the lower of cost or market, cost being determined principally on the first-in, first-out method.

## 2. Recent Accounting Pronouncements:

In June 1998, the Financial Accounting Standards Board ("the FASB") issued Statement of Financial Accounting Standards ("SFAS") 133, "Accounting for Derivative Instruments and Hedging Activities." SFAS 133 establishes accounting and reporting standards for derivative financial instruments and hedging activities, and requires the Company to recognize all derivatives as either assets or liabilities on the balance sheet and measure them at fair value. Gains and losses resulting from changes in fair value would be accounted for depending on the use of the derivative and whether it is designated and qualifies for hedge accounting. In June 1999, the FASB issued SFAS 137, which defers the implementation of SFAS 133. The Company will be required to implement SFAS 133 in fiscal year 2001. Management is currently assessing the impact, if any, SFAS 133 will have on the Company's financial statements.

On June 26, 2000 the Securities and Exchange Commission issued Staff Accounting Bulletin ("SAB") No. 101B which extended the implementation date of SAB 101, "Revenue Recognition" to the three-month period ending December 31, 2000. SAB 101 provides guidance on the recognition, presentation, and disclosure of revenue in financial statements. Management is currently assessing the impact, if any, SAB 101 will have on the Company's financial position and results of operations.

## 3. Contribution of Subsidiaries/Acquisitions/Divestitures:

On March 2, 2000, the Company contributed the interests in its Kar Products, Inc. and $A$ \& $H$ Bolt \& Nut Company Limited operations (collectively, the "Kar" or "Kar Products" business) to a newly-formed partnership affiliated with Glencoe Capital, L.L.C. ("Glencoe"). Glencoe contributed cash equity to the new partnership, G-C Sun Holdings L.P. ("G-C"). The Company received $\$ 105,000$ in cash proceeds from the transaction through repayment of assumed debt by G-C and retained a 49\% minority ownership in G-C. Affiliates of Glencoe hold a controlling interest in G-C. SunSource recorded a pre-tax gain on the transaction of approximately $\$ 49,115$ in the first quarter of 2000 . Sales from Kar aggregated $\$ 22,122$ from January 1, 2000 to March 2, 2000, and $\$ 124,724$ for the year ended December 31, 1999. The Company accounts for its investment in the partnership under the equity method.

On April 7, 2000, the Company acquired Axxess Technologies, Inc. ("Axxess") of Tempe, Arizona through a stock merger transaction. Axxess is a manufacturer of
key duplication and identification systems. The transaction was structured as a purchase of $100 \%$ of the stock of the privately held company and repayment of outstanding Axxess debt in exchange for $\$ 87,000$ in cash and $\$ 23,000$ in

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SUNSOURCE INC. AND SUBSIDIARIES<br>NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, continued (dollars in thousands)

## 3. Contribution of Subsidiaries/Acquisitions/Divestitures (continued):

subordinated notes. In connection with the sale of Harding on April 13, 2000, the Company repaid $\$ 9,600$ of these subordinated notes leaving a balance of $\$ 13,400$ comprised as follows: 1) a $\$ 2,400$ 15\% note due April 7, 2001 and 2) an $\$ 11,000$ note which is payable in seven equal quarterly installments commencing the earlier of i) the first calendar quarter after payment in full of the Term Loan extended by the Company's senior lenders or ii) March 31, 2004. Interest on the $\$ 11,000$ subordinated note ranges from prime plus $1 \%$ to prime plus $5 \%$ with a maximum rate at any time of $15 \%$. The aggregate consideration for the transaction was $\$ 111,537$, including $\$ 87,000$ in cash, $\$ 23,000$ in subordinated notes and transaction costs of $\$ 1,537$, plus the assumption of certain liabilities aggregating $\$ 13,924$. Axxess recorded goodwill and other intangible assets of $\$ 50,265$ related to this acquisition. Axxess sales aggregated $\$ 20,012$ for the three months ended March 31, 2000, and $\$ 82,132$ for the year ended December 31, 1999. Axxess' results of operations are included in the results of Hillman from the date of acquisition.

On April 13, 2000, the Company sold substantially all of the assets of Harding for a cash purchase price of $\$ 31,446$ plus the assumption by the buyer of certain liabilities aggregating $\$ 12,574$, subject to certain post-closing adjustments.

The following disclosures indicate the Company's estimate of financial results had the Axxess acquisition been consummated on January 1, 1999:
<TABLE>
<CAPTION>


## </TABLE>

## 4. Lines of Credit and Long-Term Debt:

On December 15, 1999, the Company refinanced its $\$ 60,000$ senior notes and
$\$ 90,000$ bank revolving credit with $\$ 155,000$ in senior credit facilities (the
"Credit Agreement") consisting of $\$ 130,000$ in revolving bank credit (the
"Revolver") and a $\$ 25,000$ term loan (the "Term Loan"). The Credit Agreement has a five-year term whose revolver availability is based on the Company's receivables and inventory balances (the "Borrowing Base") evaluated on a monthly basis. On April 7, 2000, the Company amended the Credit Agreement to reduce the Revolver to \$115,000.

As of September 30, 2000, the Company's Borrowing Base was $\$ 87,064$ consisting of receivables and inventory balances totaling $\$ 94,269$ less letter of credit commitments outstanding of $\$ 7,205$. As of September 30, 2000, the Company had $\$ 14,037$ available under the Revolver. The Company had $\$ 90,481$ of outstanding debt at September 30, 2000, consisting of bank revolver borrowings of $\$ 73,027$, outstanding Term Loan of $\$ 15,744$ and capital lease obligations of $\$ 1,710$. The Company and its domestic and foreign corporate subsidiaries are borrowers and guarantors ("Credit Parties") under the Credit Agreement. Each credit party assigned, pledged and granted a security interest in and to all its assets as collateral.

Accounts payable includes $\$ 9,172$ representing checks issued and outstanding as of September 30, 2000, for which funds would have been drawn against the Company's revolving credit facility if they had been presented on that date.
5. Contingencies:

On February 27, 1996, a lawsuit was filed against the Company by the buyer of its Dorman Products division for alleged misrepresentation of certain facts by the Company upon which the buyer allegedly based its offer to purchase Dorman. The complaint seeks damages of approximately $\$ 21,000$.

Certain other legal proceedings are pending which are either in the ordinary course of business or incidental to the Company's business. Those legal proceedings incidental to the business of the Company are generally not covered by insurance or other indemnity.

In the opinion of management, the ultimate resolution of the pending litigation matters will not have a material effect on the consolidated financial position, operations or cash flows of the Company.
6. Stockholders' Equity:

Earnings per Share
The Company accounts for earnings per share in accordance with Statement of Financial Accounting Standards No. 128 ("SFAS 128"), "Earnings per Share". SFAS 128 requires the presentation of basic and diluted earnings per share for companies with complex capital structures. Under the Company's Equity Compensation Plan, 898,500 options to purchase shares of the Company's common stock having a potentially dilutive effect on earnings per share remain outstanding to certain executives and key employees. Currently, due to market conditions, the shares granted under the plan do not have a material dilutive effect on earnings per share for the nine months ended September 30, 2000.

Common Shares Issued to Certain Non-Employee Directors
Under the Company's Stock Compensation Plan for Non-Employee Directors, certain non-employee directors were issued 16,222 Common Shares in the first nine months of 2000 , which results in a compensation charge of $\$ 75$.

Stock Options
On April 27, 1999, a grant of 150,000 non-qualified stock options was made to attract and retain a new Chief Executive Officer, (the "CEO Grant"). On January 26, 2000, the Compensation Committee of the Board of Directors amended the CEO Grant by reducing the number of shares from 150,000 to 50,000 and issued a grant of 100,000 shares of restricted stock. One-third of the restricted shares vested six months from the date of grant. Vesting of the remaining two-thirds of the restricted shares will be based on achievement of certain performance goals. In the event that all or some of the performance goals are not achieved within a three-year period from the date of grant, the then remaining shares will vest on the third anniversary from their date of grant.

In May 2000, the Compensation Committee of the Board of Directors granted the following stock options under the Company's 1998 Equity Compensation Plan:
(1) 293,500 incentive stock options at fair market value.
(2) 22,500 non-qualified stock options at $85 \%$ of fair market value.

SUNSOURCE INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, continued (dollars in thousands)

## 7. Segment Information:

The Company has three reportable segments which are Hillman, Technology Services and Integrated Supply-Mexico operating as SunSource Integrated Services de Mexico, S.A. DE C.V. The three segments are disaggregated based on the products and services provided, markets served, marketing strategies and delivery methods. The Company measures segment profitability and allocates corporate resources based on each segment's Earnings Before Interest, Taxes, Depreciation and Amortization ("EBITDA") which is defined as income from operations before depreciation and amortization. The Company also measures the segments on performance of their tangible asset base.

Following is a tabulation of segment information for the three and nine months ended September 30, 2000 and 1999. Corporate information is included to reconcile segment data to the consolidated financial statements. <TABLE>
<CAPTION>

For the Nine Months Ended,
Sept. 30,2000 Sept. 30,
------------------------------


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SUNSOURCE INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, continued
(dollars in thousands)
7. Segment Information (continued):

The following supplemental table of segment tangible assets for ongoing operations is presented due to the increase in segment tangible assets during the nine months ended September 30, 2000, which represents primarily the acquisition of Axxess which is included with the Hillman Group.
<TABLE>
<CAPTION>

|  | 9/30/00 |  | 12/31/99 |  | INC (DEC) |  | $\operatorname{INC}(D E C)$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |
| <S> | <C |  |  |  |  |  | <C> |
| Hillman Group | \$ | 132,283 | \$ | 56,963 | \$ | 75,320 | 132.2\% |
| Technology Services |  | 76,308 |  | 81,812 |  | $(5,504)$ | (6.7) \% |
| Integrated Supply-Mexico |  | 6,484 |  | 5,763 |  | 721 | $12.5 \%$ |
| Total | \$ | 215,075 | \$ | 144,538 | \$ | 70,537 | 48.8\% |

8. Subsequent Events:

On October 4, 2000, the Company's Kar Products affiliate through the partnership formed with Glencoe Capital acquired all of the outstanding stock of Brampton Fastener Co. Limited, D/B/A Brafasco, based in Toronto, Canada. Brafasco is a supplier of maintenance and repair products serving primarily industrial
customers. Brafasco had sales of $\$ 26,623$ ( $\$ C D N$ ) for the year ended December 31, 1999. As a result of this transaction, the Company holds a $44 \%$ ownership in the Kar Products affiliate.

On November 3, 2000, the Company's Hillman Group subsidiary purchased inventory and other assets of the Sharon-Philstone division of Pawtucket Fasteners, L.P. of Rhode Island. The Hillman Group will assume the sales and servicing of the Sharon-Philstone division, distributors of fasteners to the retail hardware marketplace with current annual sales of approximately $\$ 14,000$. The purchase price was $\$ 1,870$ for inventory and other assets acquired at closing and a commitment to purchase additional inventory and other assets in the amount of approximately $\$ 3,928$ over the next fourteen months, subject to certain post-closing adjustments.

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

The following discussion provides information which management believes is relevant to an assessment and understanding of the Company's operations and financial condition. This discussion should be read in conjunction with the consolidated financial statements and notes thereto appearing elsewhere herein.

General

SunSource Inc. (the "Company" or "SunSource") is one of the largest providers of value-added services and products to retail and industrial markets in North America. The Company is organized into three business segments which are SunSource Technology Services Company, Inc. ("Technology Services" or "STS"), The Hillman Group, Inc.("Hillman"), and Integrated Supply, operating as SunSource Integrated Services de Mexico, S.A. DE C.V. Also, the Company has an investment in an affiliate, G-C Sun Holdings, L.P., operating as Kar Products.

Technology Services offers a full range of technology-based products and services to small, medium and large manufacturers. The Hillman Group provides small hardware and related items, keys and identification items such as tags, letters, numbers and signs, and merchandising services to retail outlets, primarily hardware stores, home centers, mass merchants and lumberyards. Integrated Supply provides major industrial manufacturing customers with comprehensive inventory management services for their maintenance, repair and operating supplies ("MRO"). Kar Products offers personalized inventory management systems of MRO products to industrial manufacturing customers and maintenance and repair facilities.

Restructuring Charges and Asset Write-downs
In the second quarter of 1999 , the Company recorded $\$ 10.2$ million of non-recurring restructuring charges and asset write-downs which were incurred to reposition Technology Services and Kar Products, write-down impaired assets, and realign corporate overhead expenses. Included in these charges and write-downs were $\$ 5.4$ million related to Technology Services, $\$ 1.0$ million related to Kar Products, $\$ 3.3$ million related to Hillman, and $\$ 0.5$ million related to Corporate Headquarters. The Company completed the restructuring plan within six months.

## Acquisitions/Divestitures

On March 2, 2000, the Company contributed the interests in its Kar Products, Inc. and A \& H Bolt \& Nut Company Limited operations (collectively, the "Kar" business) to a newly-formed partnership affiliated with Glencoe Capital, L.L.C. ("Glencoe"). Glencoe contributed cash equity to the new partnership, G-C Sun Holdings L.P. ("G-C"). The Company received $\$ 105$ million in cash proceeds from the transaction through repayment of assumed debt by G-C and retained a 49\% minority ownership in G-C. Affiliates of Glencoe hold a controlling interest in G-C. SunSource recorded a pre- tax gain on the transaction of approximately $\$ 49.1$ million in the first quarter of 2000 . SunSource accounts for its investment in the partnership under the equity method.

On April 7, 2000, the Company acquired Axxess Technologies, Inc. ("Axxess") of Tempe, Arizona through a stock merger transaction. Axxess is a manufacturer of key duplication and identification systems. The transaction was structured as a purchase of $100 \%$ of the stock of the privately held company and repayment of outstanding Axxess debt in exchange for $\$ 87$ million in cash and $\$ 23$ million in subordinated notes. Axxess' sales aggregated $\$ 20.0$ million for the three months
ended March 31, 2000, and $\$ 82.1$ million for the year ended December 31, 1999.

Axxess' results of operations are included in the results of Hillman from the date of acquisition.

On April 13, 2000, the Company completed the sale of its Harding Glass, Inc. ("Harding") subsidiary to VVP America which was previously announced in January 2000 with the signing of a letter of intent. The Company sold substantially all of the assets of Harding for a cash purchase price of $\$ 31.4$ million plus the assumption by the buyer of certain liabilities aggregating $\$ 12.6$ million, subject to certain post-closing adjustments. Proceeds from the sale of Harding were used to repay the Company's outstanding debt. Harding sales aggregated $\$ 28.0$ million from January 1, 2000 through April 12, 2000 , and $\$ 118.3$ million for the year ended December 31, 1999.

In December 1999, the Board of Directors approved a plan to dispose of the Company's Harding business. Since December 1999, Harding has been accounted for as a discontinued operation and, accordingly, its results of operations were segregated from results of the Company's ongoing businesses including restatement of prior periods presented.

In 1999, the Company recorded a loss of $\$ 2.2$ million after-tax from Harding's operations and an estimated loss on its expected disposal of $\$ 23.8$ million or $\$ 3.53$ per common share unadjusted for any potential future tax benefits. For the nine months ended September 30, 2000, the Company recorded an additional loss on disposal of the discontinued Harding segment of $\$ 5.3$ million, less an income tax benefit of $\$ 7.2$ million, resulting in income from discontinued operations of $\$ 1.9$ million or $\$ .27$ per common share. Through September 30,2000 , the Company has recorded a loss on the discontinued Harding segment of $\$ 22.0$ million in the aggregate or $\$ 3.21$ per common share, net of tax benefits.

On October 4, 2000, SunSource's Kar Products affiliate, through the partnership formed with Glencoe Capital, acquired all of the outstanding stock of Brampton Fastener Co. Limited, D/B/A Brafasco, a supplier of maintenance and repair products to industrial customers based in Toronto, Canada. Brafasco had sales of $\$ 26.6$ million (\$CDN) for the year ended December 31, 1999. As a result of this transaction, the Company holds a $44 \%$ ownership in the Kar Products affiliate.

On November 3, 2000, the Company's Hillman Group subsidiary purchased inventory and other assets of the Sharon-Philstone division of Pawtucket Fasteners, L.P. of Rhode Island. The Hillman Group will assume the sales and servicing of the Sharon-Philstone division, distributors of fasteners to the retail hardware marketplace with current annual sales of approximately $\$ 14$ million. The purchase price was $\$ 1.9$ million for inventory and other assets acquired at closing and a commitment to purchase additional inventory and other assets in the amount of approximately $\$ 3.9$ million over the next fourteen months, subject to certain post-closing adjustments.

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Results of Operations

<TABLE>
<CAPTION>
Segment Sales and Profitability for the Three and Nine Months Ended September 30, 2000
(dollars in thousands)
\begin{tabular}{|c|c|c|c|c|}
\hline \multirow[t]{3}{*}{} & \multicolumn{4}{|c|}{FOR THE THREE MONTHS ENDED,} \\
\hline & \multicolumn{2}{|l|}{September 30, 2000} & \multicolumn{2}{|l|}{September 30, 1999} \\
\hline & & \% OF & & \% OF \\
\hline Sales & AMOUNT & TOTAL & AMOUNT & TOTAL \\
\hline <S> & <C> & <C> & <C> & <C> \\
\hline Hillman Group (a) & \$ 61,128 & 51.2\% & \$ 39,896 & 38.1\% \\
\hline Technology Services (b) & 54,396 & 45.6\% & 60,965 & 58.3\% \\
\hline Integrated Supply - Mexico & 3,861 & \(3.2 \%\) & 3,784 & 3.6\% \\
\hline Consolidated net sales ongoing operations & 119,385 & 100.0\% & 104,645 & 100.0\% \\
\hline Expediter Segment (c) & - & & 31,489 & \\
\hline Integrated Supply - sold business and terminated contracts (d) & - & & 2,102 & \\
\hline Consolidated Net Sales & \$119,385 & & \$138,236 & \\
\hline & & \% OF & & \% OF \\
\hline Gross Profit & & SALES & & SALES \\
\hline Hillman Group (a) & \$ 35,227 & 57.6\% & \$ 21,446 & 53.8\% \\
\hline Technology Services (b) & 12,962 & 23.8\% & 14,527 & 23.8\% \\
\hline Integrated Supply - Mexico & 706 & 18.3\% & 724 & 19.1\% \\
\hline
\end{tabular}


</TABLE>
(a) Includes sales, gross profit and EBITDA from Axxess Technologies, Inc. which was acquired on April 7, 2000 through a stock merger transaction.
(b) Includes remaining Integrated Supply business in the U.S. as a result of customer relationships with the Technology Services Group.
(c) Represents sales, gross profit and EBITDA from the Company's Kar Products, Inc. and $A \& H$ Bolt \& Nut Company Limited business (collectively, the "Expediter Segment") which was contributed on March 2, 2000 to a newly formed partnership affiliated with Glencoe Capital L.L.C.
(d) Represents sales, gross profit and EBITDA from the OEM Fastener Business, which was sold on July 1, 1999 and contracts terminated in 1999 and 2000.
(e) Represents Equity in Earnings from the Contributed Expediter Segment since March 2, 2000.
(f) Includes other income of $\$ 35$ and $\$ 365$ for the three months ended September 30, 2000 and 1999, respectively and $\$ 86$ and $\$ 383$ for the nine months ended September 30, 2000 and 1999, respectively. The other income of $\$ 365$ recorded in the three months ended September 30, 1999 is related to the gain on sale of the OEM Fastener Business.
(g) "EBITDA" (earnings before interest, taxes, depreciation and amortization) is defined as income (loss) from ongoing operations before depreciation and amortization.

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Three Months Ended September 30, 2000 and 1999
Net sales from ongoing operations increased $\$ 14.7$ million or $14.1 \%$ in the third quarter of 2000 to $\$ 119.4$ million from $\$ 104.7$ million in 1999 . Sales variances by business segment are as follows:
<TABLE>
<CAPTION>

|  | Sales Increase (Decrease) |  |
| :---: | :---: | :---: |
|  | Amount | \% |
|  | (In thousands) |  |
| <S> | <C> | <C> |
| Hillman Group | \$ 21,232 | 53.2 \% |
| Technology Services | $(6,569)$ | (10.8) \% |
| Integrated Supply - Mexico | 77 | $2.0 \%$ |
| Total Company - Ongoing Operations | \$ 14,740 | 14.1 \% |

## </TABLE>

Hillman's sales increased $\$ 21.2$ million or $53.2 \%$ in the third quarter of 2000 to $\$ 61.1$ million from $\$ 39.9$ million in the third quarter of 1999 primarily as a result of the acquisition of Axxess. Technology Services' sales decreased $\$ 6.6$ million or $10.8 \%$ in the third quarter of 2000 to $\$ 54.4$ million from $\$ 61.0$ million in 1999 as a result of soft market conditions experienced by original equipment manufacturers in certain industrial sectors in the third quarter of 2000. Integrated Supply-Mexico sales increased $\$ 0.1$ million in the third quarter of 2000 from $\$ 3.8$ million in the same period of 1999 as a result of the addition of a new contract.

The Company's sales backlog on a consolidated basis from ongoing operations was $\$ 46.4$ million as of September 30,2000 , compared with $\$ 50.6$ million at December 31, 1999, representing a decrease of $8.3 \%$.

The Company's consolidated gross margin from ongoing operations was $41.0 \%$ in the third quarter of 2000 compared with $35.1 \%$ in the third quarter of 1999. On a comparable basis, excluding Axxess, the consolidated gross margin from ongoing operations was $36.0 \%$ for the three months ended September 30, 2000. Hillman's gross margin improved $3.8 \%$ in the comparison period as a result of higher margin sales of keys and identification items related to the acquisition of Axxess. Technology Services' gross margin of $23.8 \%$ in the third quarter of 2000 was
comparable to the third quarter of 1999. The Integrated Supply-Mexico segment's gross margin decreased $0.8 \%$ in the third quarter of 2000 resulting mainly from increased activity from lower margin customer contracts.

The Company's selling, general and administrative expenses ("S,G\&A") from ongoing operations on a comparable basis, excluding Axxess, decreased \$2.7 million from $\$ 35.3$ million in the third quarter of 1999 to $\$ 32.6$ million in the third quarter of 2000. Selling expenses on a comparable basis, excluding Axxess, decreased $\$ 1.5$ million primarily as a result of reduced sales commissions at the existing Hillman business and cost savings at STS associated with the September 1999 restructuring plan. Warehouse and delivery expenses on a comparable basis, excluding Axxess, decreased $\$ 0.5$ million as a result primarily of reduced freight costs at Hillman. General and administrative expenses on a comparable basis, excluding Axxess, decreased by $\$ 0.7$ million primarily as a result of headcount reductions associated with the September 1999 restructuring plan at STS.

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Total S,G\&A expenses from ongoing operations on a comparable basis, excluding Axxess, as a percentage of sales compared with the third quarter 1999 are as follows:

| As of a \% of Sales | 2000 | 1999 |
| :---: | :---: | :---: |
| Selling Expenses | 18.0\% | 18.2\% |
| Warehouse and Delivery Expenses | 7.6\% | 7.5\% |
| General and Administrative Expenses | 8.0\% | 8.0\% |
| Total S,G\&A Expenses | 33.6\% | 33.7\% |

EBITDA from ongoing operations after corporate expenses for the third quarter of 2000 was $\$ 9.0$ million compared with $\$ 1.9$ million for the same prior-year period.

The Company's consolidated operating profit margin (EBITDA as a percentage of sales) after corporate expenses increased to $7.6 \%$ in the third quarter of 2000 compared with 1.8\% in the third quarter of 1999. Hillman's operating profit margin increased to $19.2 \%$ in the third quarter of 2000 compared with $11.4 \%$ primarily as a result of the acquisition of Axxess and operational efficiencies. STS had an operating loss of $2.6 \%$ compared with an operating loss of $2.0 \%$ in the third quarter of 1999 as a result of reduced sales. Integrated Supply-Mexico segment's operating profit margin increased to $0.9 \%$ from an operating loss of $0.6 \%$ as a result of increased sales and reduced operating expenses.

Depreciation expense for ongoing operations increased $\$ 2.3$ million to $\$ 2.9$ million in the third quarter of 2000 from $\$ 0.6$ million in the same quarter of 1999 primarily as a result of the acquisition of Axxess.

Amortization expenses for ongoing operations increased $\$ 0.7$ million to $\$ 1.0$ million as a result of the acquisition of Axxess.

Interest expense, net for ongoing operations increased $\$ 0.5$ million in the third quarter of 2000 from $\$ 2.5$ million in the third quarter of 1999 due primarily to the acquisition of Axxess, and amortization of deferred financing fees related to the Company's December 1999 debt refinancing.

The Company pays interest to the Trust on the Junior Subordinated Debentures underlying the Trust Preferred Securities at the rate of $11.6 \%$ per annum on their face amount of $\$ 105.4$ million, or $\$ 12.2$ million per annum in the aggregate. The Trust distributes an equivalent amount to the holders of the Trust Preferred Securities. For the three months ended September 30, 2000 and 1999, the Company paid $\$ 3.1$ million in interest on the Junior Subordinated Debentures, equivalent to the amounts distributed by the Trust on the Trust Preferred Securities.

The Company is subject to federal, state and local income taxes on its domestic operations and foreign income taxes on its Canadian and Mexican operations as accounted for in accordance with Statement of Financial Accounting Standard ("SFAS") 109, "Accounting for Income Taxes". Deferred income taxes represent differences between the financial statement and tax bases of assets and liabilities as classified on the Company's balance sheet. Excluding non-recurring adjustments, the effective income tax rate for the third quarter of 2000 was $18.2 \%$ compared with $0.4 \%$ in the third quarter of 1999 . The provisions for the third quarters of 2000 and 1999 include non-deductible goodwill and other items related to acquisition and divestiture activities which result in an efffective tax rate significantly above the Company's combined statutory tax rate of about $40 \%$.

Nine Months Ended September 30, 2000 and 1999
Net sales from ongoing operations increased $\$ 24.0$ million or $7.4 \%$ in the first nine months of 2000 to $\$ 346.4$ million from $\$ 322.4$ million in 1999 . Sales variances by business segment are as follows:

| Sales Increase (Decrease) |  |
| :---: | :---: |
| Amount | \% |
| (In thousands) |  |
| \$ 42,358 | 36.2\% |
| $(20,471)$ | (10.5) |
| 2,075 | 21.5\% |
| \$ 23,962 | 7.4\% |

Hillman's sales increased $\$ 42.4$ million or $36.2 \%$ in the first nine months of 2000 to $\$ 159.4$ million from $\$ 117.0$ million in the first nine months of 1999 primarily due to the acquisition of Axxess. Technology Services' sales decreased $\$ 20.5$ million or $10.5 \%$ in the first nine months of 2000 to $\$ 175.2$ million from $\$ 195.7$ million in 1999 as a result primarily of the restructuring of its sales force in early 1999 and soft market conditions experienced in the third quarter of 2000 discussed previously. Integrated Supply-Mexico sales increased $\$ 2.1$ million in the first nine months of 2000 from $\$ 9.7$ million in the same period of 1999 as a result of the addition of a new contract since September 30, 1999.

The Company's consolidated gross margin from ongoing operations was $38.7 \%$ in the first nine months of 2000 compared with $35.3 \%$ in the first nine months of 1999 before the inventory write-down related to restructuring of $\$ 2.1$ million and charges related to integration of the Technology Services divisions of $\$ 3.3$ million. On a comparable basis, excluding Axxess, the consolidated gross margin from ongoing operations was $35.5 \%$ for the nine months ended September 30, 2000. Hillman's gross margin increased $3.1 \%$ in the comparison period as a result of higher margin sales of keys, and identification items related to the acquisition of Axxess. Technology Services' gross margin was $24.0 \%$ in the first nine months of 2000 compared with $25.3 \%$ in the first nine months of 1999 before the aforementioned charges primarily as a result of a change in sales mix. The Integrated Supply - Mexico segment's gross margin decreased $1.2 \%$ in the first nine months of 2000 resulting mainly from increased activity from lower-margin customer contracts.

The Company's S,G\&A expenses from ongoing operations on a comparable basis (excluding Axxess, restructuring charges of $\$ 8.1$ million and non-recurring charges related to integration of the Technology Services business of $\$ 2.6$ million) decreased $\$ 7.1$ million from $\$ 107.3$ million to $\$ 100.2$ million for the nine months ended September 30, 2000. Selling expenses on a comparable basis, excluding Axxess, decreased by $\$ 3.3$ million primarily as a result of reduced sales commissions at the existing Hillman business and cost savings at STS associated with the September 1999 restructuring plan. Warehouse and delivery expenses increased $\$ 0.4$ million as a result primarily of facility reorganization costs at STS. General and administrative expenses on a comparable basis excluding Axxess decreased by $\$ 4.2$ million as a result of headcount reductions associated with the September 1999 restructuring plan at STS and reduced corporate overhead expenses.

Total S,G\&A expenses from ongoing operations on a comparable basis excluding Axxess as a percentage of sales compared with the first nine months of 1999 are as follows:

```
As of a % of Sales
Selling Expenses
```

| Nine Months ended September 30, |  |
| :--- | ---: |
| -----------1999 |  |
| 2000 | ---- |
| ---- | $17.6 \%$ |
| $17.7 \%$ | $7.0 \%$ |
| $7.5 \%$ | $8.7 \%$ |
| $7.9 \%$ | ---- |
| ---- | $33.3 \%$ |
| $33.1 \%$ | $====$ |
| $====$ |  |

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EBITDA from ongoing operations after corporate expenses for the first nine months of 2000 was $\$ 20.4$ million compared with $\$ 7.0$ million excluding restructuring charges of $\$ 10.2$ million and the aforementioned charges related to the integration of STS of $\$ 6.0 \mathrm{million}$.

The Company's consolidated operating profit margin (EBITDA as a percentage of sales) after corporate expenses increased to $5.9 \%$ in the first nine months of 2000 compared with $2.2 \%$ in the first nine months of 1999, excluding the aforementioned non-recurring charges. Hillman's operating profit margin increased to $16.0 \%$ in the first nine months of 2000 compared with $10.6 \%$ in the first nine months of 1999 primarily as a result of the acquisition of Axxess and
operational efficiencies. STS had an operating loss of $0.8 \%$ in the first nine months of 2000 compared with an operating profit margin of $0.3 \%$ before the aforementioned charges in the first nine months of 1999 resulting from integration and consolidation activities in the STS operation. Integrated Supply-Mexico segment's operating profit margin increased to $1.8 \%$ from $1.0 \%$ as a result of increased sales from a new account.

Depreciation expense for ongoing operations increased $\$ 3.9$ million to $\$ 6.3$ million in the first nine months of 2000 from $\$ 2.4$ million in the same period of 1999 primarily as a result of the acquisition of Axxess.

Amortization expenses for ongoing operations increased $\$ 1.4$ million to $\$ 2.3$ million as a result of the acquisition of Axxess.

Interest expense, net increased $\$ 1.6$ million in the first nine months of 2000 from $\$ 6.8$ million in the first nine months of 1999 due primarily to the acquisition of Axxess, and amortization of deferred financing fees related to the Company's December 1999 debt refinancing.

For the nine months ended September 30,2000 and 1999 , the Company paid $\$ 9.2$ million in interest on the Junior Subordinated Debentures, equivalent to the amounts distributed by the Trust on the Trust Preferred Securities.

The Company's effective income tax rate was $11.3 \%$ in the first nine months of 2000 due primarily to a significant portion of the gain from the contribution of Kar being non-taxable as a result of the Company's minority ownership in G-C, offset by non-deductible goodwill and other items related to acquisition activities. For the first nine months of 1999, the Company recorded a benefit for income taxes of $\$ 5.7$ million or $39.4 \%$ of the pre-tax loss of $\$ 14.4$ million.

## Liquidity and Capital Resources

The Company's cash position of $\$ 3.7$ million as of September 30, 2000, decreased $\$ 1.5$ million from the balance at December 31, 1999. Cash was provided during this period primarily from proceeds from the Kar and Harding transactions previously discussed ( $\$ 105.0$ million and $\$ 31.4$ million, respectively), and working capital reinvestment of $\$ 4.8$ million. Cash was used during this period predominantly for the acquisition of Axxess Technologies ( $\$ 87.0 \mathrm{million}$ ), repayments under the bank credit agreement ( $\$ 35.5$ million), repayment of a portion of the subordinated notes issued in conjunction with the Acquisition of Axxess ( $\$ 9.6$ million), capital expenditures ( $\$ 6.4$ million), and other disbursements, net ( $\$ 4.2$ million).

The Company's net interest coverage ratio from continuing operations for the first nine months ended September 30, 2000 including Kar for the first two months of the year declined to . 82X (earnings before interest, distributions on trust preferred securities and income taxes, excluding non-recurring events, over net interest expense and distributions on trust preferred securities), from 1.18 X in the 1999 comparison period as a result of reduced earnings and increased interest expense.

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The Company's working capital position of $\$ 82.0$ million at September 30, 2000, represents a decrease of $\$ 53.6$ million from the December 31 , 1999 level of $\$ 135.6$ million as a result of the Kar and Harding transactions, offset by the Axxess acquisition and working capital reinvestments. The Company's current ratio decreased to $1.94 x$ at September 30,2000 from $2.56 x$ at December 31, 1999.

On March 2, 2000, SunSource contributed the interests in the Company's Kar Products subsidiary including its Canadian operation, to a newly formed partnership affiliated with Glencoe as previously mentioned. The Company received $\$ 105$ million in cash proceeds from the transaction which were used to reduce the bank revolver borrowings. The Company also recorded a pre-tax gain of $\$ 49.1$ million which has restored the Company's stockholders' equity to a significant positive position of $\$ 26.8$ million at September 30, 2000, or $\$ 3.91$ per common share, from its deficit balance of $\$ 17.2$ million at December 31, 1999. In addition, SunSource's remaining minority investment in Kar allows the Company to participate in the capital appreciation of Kar in the future with Glencoe.

On April 7, 2000, the Company completed the acquisition of Axxess for a purchase price of $\$ 110.0$ million composed of $\$ 87.0 \mathrm{million}$ in cash and $\$ 23.0 \mathrm{million}$ in subordinated notes. In connection with the sale of Harding on April 13, 2000, the Company repaid $\$ 9.6$ million of these subordinated notes leaving a balance of $\$ 13.4$ million, as follows: 1) a $\$ 2.4$ million $15 \%$ note due April 7, 2001 and 2) an $\$ 11.0$ million note which is payable in seven equal quarterly installments commencing the earlier of i) the first calendar quarter after payment in full of the term loan provided by the Company's senior lenders (the "Term Loan") or ii) March 31, 2004. Interest on the $\$ 11.0$ million subordinated note ranges from prime plus $1 \%$ to prime plus $5 \%$ with a maximum rate at any time of $15 \%$. Interest is payable upon maturity of the subordinated notes.

The Company further strengthened its financial position upon consummation of the sale of the Harding Glass business on April 13, 2000. The Company sold substantially all of the assets of Harding for a cash purchase price of approximately $\$ 31.4$ million plus the assumption of certain liabilities aggregating $\$ 12.6$ million by the buyer, subject to certain post-closing adjustments. Proceeds from the sale of Harding were used by the Company as follows: 1) a repayment of bank revolver borrowings of $\$ 15.8$ million (representing primarily Harding's collateral in the borrowing base), 2) a principal repayment of the Term Loan of $\$ 4.0$ million, 3) a repayment of certain Axxess subordinated notes in the amount of $\$ 9.6$ million, and 4) a cash reserve of $\$ 2.0$ million to support the issuance of a stand by letter of credit in the same amount provided to the purchaser of Harding.

As of September 30, 2000, the Company had $\$ 14.0$ million available under its senior secured credit facilities. The Company had approximately $\$ 90.5$ million of outstanding debt at September 30, 2000, consisting of a $\$ 15.8$ million senior secured term loan currently at 9.5\%, bank revolver borrowings totaling $\$ 73.0$ million at an effective interest rate of $9.5 \%$, and capitalized lease obligations of $\$ 1.7$ million at various interest rates.

As of September 30, 2000, the Company's senior debt (including distributions payable) as a percentage of its consolidated capitalization (total debt, trust preferred securities and stockholders' equity) was approximately $37.0 \%$ compared with $56.6 \%$ at December 31, 1999 and $49.5 \%$ as of September 30, 1999. The Company's consolidated capitalization (including distributions payable) as of September 30, 2000, was approximately $\$ 247.3$ million compared to $\$ 225.7$ million at December 31, 1999 and $\$ 250.8$ million at September 30, 1999.

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On December 15, 1999, the Company refinanced its $\$ 90$ million bank revolver and $\$ 60$ million senior notes with $\$ 155$ million in senior secured credit facilities. As a result of the Kar transaction on March 2, 2000 and the acquisition of Axxess on April 7, 2000, the Company reduced the revolving credit portion of the facility from $\$ 130$ million to $\$ 115$ million. The senior secured credit facilities expire on December 14, 2004 and provide SunSource with adequate funds for working capital and other corporate requirements.

The Company has spent $\$ 2.8$ million and $\$ 6.4$ million, respectively, for capital expenditures for the three and nine months ended September 30, 2000, primarily for warehouse improvements, machinery and equipment, and computer hardware and software. The Company expects to spend an additional $\$ 2.9$ million by December 31, 2000, for a total of $\$ 9.3$ million in 2000 including $\$ 2.2$ million for Axxess. The total anticipated spending of $\$ 9.3$ million in 2000 represents an increase of $\$ 4.5$ million compared to total year 1999 as a result of the acquisition of Axxess.

On June 30, 1999, the Board of Directors of the Company suspended indefinitely the quarterly cash dividend of $\$ .10$ per common share.

On August 6, 1998, the Company's Board of Directors authorized $\$ 15.0$ million for management to repurchase up to $10 \%$ of the Company's outstanding common shares through open market transactions and private block trades dependent upon market conditions. The Company subsequently suspended the repurchase program on March 16, 1999. The Company has acquired and placed into treasury 479,100 common shares through September 30, 2000, at an average cost of $\$ 18.17$ per common share.

The Company has deferred tax assets aggregating $\$ 14.3$ million as of September 30, 2000, as determined in accordance with SFAS 109. Management believes that the Company's deferred tax assets will be realized through the reversal of existing temporary differences between the financial statement and tax bases, as well as through future taxable income.

Year 2000 Issue

All of the Company's operating segments successfully met the Year 2000 compliance requirement for proprietary and purchased software, and machinery and equipment utilized in the daily business process. In addition, the Company's suppliers or customers did not experience any material Year 2000 compliance-related problems of which the company is aware.

All operating divisions continued to monitor their non-critical processing software to ensure that all non-critical programs have been successfully executed through the third quarter of 2000.

The Company's established Year 2000 compliance budget of $\$ 1.7$ million, funded from operating cash flows, was adequate. In addition, the company has not incurred any significant expenses related to the Year 2000 compliance issue during the first nine months of 2000.

Inflation in recent years has had a modest impact on the operations of the Company. Continued inflation, over a period of years at higher than current rates, would result in significant increases in inventory costs and operating expenses. However, such higher cost of sales and operating expenses can generally be offset by increases in selling prices, although the ability of the Company's operating divisions to raise prices is dependent on competitive market conditions.

Recent Accounting Pronouncements
In June 1998, the Financial Accounting Standards Board ("the FASB") issued Statement of Financial Accounting Standards ("SFAS") 133, "Accounting for Derivative Instruments and Hedging Activities." SFAS 133 establishes accounting and reporting standards for derivative financial instruments and hedging activities, and requires the Company to recognize all derivatives as either assets or liabilities on the balance sheet and measure them at fair value. Gains and losses resulting from changes in fair value would be accounted for depending on the use of the derivative and whether it is designated and qualifies for hedge accounting. In June 1999, the FASB issued SFAS 137, which defers the implementation of SFAS 133. The Company will be required to implement SFAS 133 in fiscal year 2001. Management is currently assessing the impact, if any, SFAS 133 will have on the Company's financial statements.

On June 26, 2000 the Securities and Exchange Commission issued Staff Accounting Bulletin ("SAB") No. 101B which extended the implementation date of SAB 101, "Revenue Recognition" to the three-month period ending December 31, 2000. SAB 101 provides guidance on the recognition, presentation, and disclosure of revenue in financial statements. Management is currently assessing the impact, if any, SAB 101 will have on the Company's financial position and results of operations.

Forward Looking Statements
Certain disclosures related to acquisitions and divestitures, refinancing and capital expenditures contained in this report involve risks and uncertainties and may constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. We have based these forward-looking statements on our current expectations, assumptions and projections about future events. These forward-looking statements are subject to known and unknown risks, uncertainties and assumptions that may cause our actual results, levels of activity, performance, or achievements to be materially different from any future results, levels of activity, performance, or achievements expressed or implied by such forward-looking statements. Actual results could differ materially from those currently anticipated as a result of a number of factors, including the risks and uncertainties discussed under captions "Risk Factors" Restructuring, Risks Associated with Acquisitions and the New York Stock Exchange Listing set forth in Item 1 of the Company's Annual Report on Form 10-K for the year ended December 31, 1999. Given these uncertainties, current or prospective investors are cautioned not to place undue reliance on any such forward-looking statements.

In some cases, you can identify forward-looking statements by terminology such as "may," "will," "should," "could," "would," "expect," "plan," "anticipate," "believe," "estimate," "continue" or the negative of such terms or other similar expressions. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by the cautionary statements included in this Report. We undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. In light of these risks, uncertainties and assumptions, the forward-looking events discussed in this Report might not occur.

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PART II
OTHER INFORMATION
Items 1 - 5 - None

Item 6 - Exhibits and Reports on Form 8-K
A Current Report on Form 8-K was filed on March 17, 2000 reporting a disposition under Item 2 of Form 8-K.

A Current Report on Form 8-K was filed on April 24, 2000 reporting an acquisition and a disposition under Item 2 of Form 8-K.

A Current Report on Amendment No. 1 to Form 8-K originally filed on April 24, 2000 was filed on May 11, 2000, under Item 7 of Form 8-A including the December 31, 1999 audited financial statements of Axxess Technologies, Inc.

## 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 thereunto duly authorized.

## SUNSOURCE INC.

/s/ Joseph M. Corvino
Joseph M. Corvino
Vice President - Finance
(Chief Financial Officer)

## /s/ Edward L. Tofani

Edward L. Tofani
Controller
(Chief Accounting Officer)

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