

FMSI 09079

Borg & Beck de Mexico

Phone call on 5/9/89 from Jose Malo, Quality Control Manager.

Asked about tolerances and specifications and standards for clutch facings. Told him that FMSI does not establish tolerances/standards. They are established by the original equipment manufacturer and are on the prints.

Borg & Beck de Mexico was a Regional Member for a short time and after getting prints, it simply stopped paying.

I do not trust them and want any money up front. No information to them before their membership is paid in full.

Borg & Beck de Mexico

TELEPHONE (201) 845-0440

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

BERGEN MALL OFFICE CENTER

E. 210 ROUTE 4

PARAMUS, N. J. 07652

November 29, 1988

Sr. Gerardo Gaona
Borg & Beck de Mexico
Poniente 150 No. 188
Delegacion Azcapotzalco
02300 Mexico, D.F.
Mexico

Dear Sr. Gaona:

I am sending you information on Regional Membership in the Institute, per request of Mr. Richard Willingham of Pioneer Barnes. Borg & Beck de Mexico was a Regional Member of the Institute for a few years (1978-81) and the general arrangements for Membership are much the same as they were at that time.

BACKGROUND INFORMATION

I have enclosed certain items which may help explain activities of the Institute as well as the requirements for Membership. They are:

Constitution and By-Laws (1 copy)
EXHIBIT A - Services to FMSI Members (1 copy)
Regional Members - Category Filing with form (1 copy)
Application Form for Membership (2 copies)
Sample Application (Pink)

ANNUAL MEMBERSHIP FEE

There is an annual Membership Fee which is determined by the number of categories that a Member is marketing in the United States. There are four categories: (1) Disc brake linings; (2) Drum brake linings; (3) Brake Blocks; (4) Clutch Facings. The categories are more thoroughly described in the insert enclosed (Regional Members - Category Filing). If engaged in one category, the annual fee is US\$1,850; if engaged in two categories, the annual fee is US\$2,100; if engaged in three categories, the annual fee is US\$2,600; if engaged in all four categories, the annual fee is US\$3,100. To be engaged in a category, one must be marketing that product type in the United States. For Borg & Beck de Mexico, I believe this would be one category, clutch facings, and accordingly the annual membership fee would be US\$1,850.00. These are the fees currently in effect and they could be changed in the future.

FMSI 09081

APPLICATION FOR MEMBERSHIP

To apply, one copy of the Application Form must be completed and signed by a principal of the manufacturer. The party signing cannot be an agent of the manufacturer; he must be a principal - either an Officer, Owner, General Manager, etc. of Borg & Beck de Mexico.

The application form should be sent to the Institute along with a prepayment of the first year's annual dues. Assuming this is one category, clutch facings, the fee would be US\$1,850. It ordinarily takes six weeks for us to review an application. Assuming the application is accepted, the prepayment is applied to the Membership Fee for one year after acceptance. If the application is not accepted, the prepayment is returned.

In addition to the application form and the prepayment of the fee, applicant must complete a Category Filing form and send it when applying. A copy of that form is enclosed.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE

E. W. Drislane
Executive Director

Copy: R. Willingham

Pioneer
Barnes Group Inc.

100 Pioneer Road
N.E. Industrial Park
Meridian, MS 39301
Tel: (601) 483-5211
Telex: 785088
Fax: (601) 483-4762



DATE: 11/23/88

THIS FACSIMILE TRANSMISSION IS FOR: F.M.S.I.

LOCATION: Paramus, N.J.

THIS TRANSMITTAL IS FROM: RICHARD WILLINGHAM - Pioneer

NUMBER OF PAGES: 2 INCLUDING THIS COVER PAGE.

IF YOU DO NOT RECEIVE ALL THE PAGES, PLEASE CALL SENDER.

11/23/88

F.M.S.I.
PARAMUS, N.J.

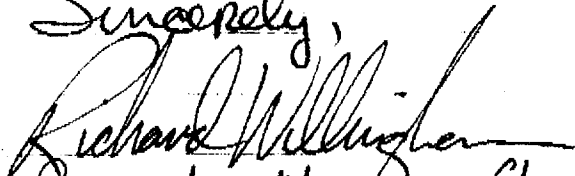
Dear Sir:

As per our phone conversation
of this morning, I am faxing you the
address of a clutch facing manufacturer
interested in membership in the
F.M.S.I.

GERARDO GAONA
BORG & Beck de Mexico
PONIENTE 150 No. 188
DELEGACION AZCAPOTZALCO
02300 Mexico, D.F.
905-567-6000 (PHONE)
905-567-0297 (FAX)

Thank you for your help in assisting
this company.

Sincerely,


PRODUCT LINE MANAGER OF CLUTCH & WATER PUMP PRODUCTS

FMSI 09084

BFB de Mexico SA

TELEPHONE (201) 845-0440

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

BERGEN MALL OFFICE CENTER

E. 210 ROUTE 4

PARAMUS, N. J. 07652

June 30, 1982

COPY

Borg & Beck de Mexico, S.A.
Poniente 150 No. 888
Apartado Postal 78-054
Mexico 16, D. F.
Mexico

Attnetion: Senor Manuel Marquez

Dear Senor Marquez:

I have written several times over the past year concerning the deliquent receivable for your account. You may wish to refer to my letters of July 13, 1981, March 19, 1982 and May 4, 1982. Without repeating what was in those earlier letters, your account balance with us is \$2,175, and the payments are well overdue.

At a recent Board of Directors meeting it was resolved to terminate the Membership of Borg & Beck de Mexico as a Regional Member in the Institute due to its failure to pay its annual fee.

We ask that Borg & Beck de Mexico, S.A. discontinue any use of Friction Materials Standards Institute catalogs, bulletins or the contents thereof including the FMSI numbers and numbering system. Also, as FMS and FMSI are registered trademarks of the Friction Materials Standards Institute, we ask you discontinue usage of FMS and FMSI in any of your sales literature or other copy. United States copyright provisions are supported by International ~~arrangements~~, and we ask that you not use copyrighted Institute material including its numbers and numbering systems in marketing your products.

agreements

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE

EWD/erc

E. W. Drislane
Executive Director

FMSI 09085

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

BERGEN MALL OFFICE CENTER

E. 210 ROUTE 4

PARAMUS, N. J. 07652

May 4, 1982

Borg & Beck de Mexico, S.A.
Poniente 150 No. 888
Apartado Postal 78-054
Mexico 16, D.F.
Mexico

Attention: Senor Manuel Marquez

Dear Senor Marquez:

I have enclosed a copy of the statement of account for Borg & Beck de Mexico, S.A. We have received only two payments on the annual fee billings over the past two years. I have written twice concerning the overdue balances for Borg & Beck de Mexico, S.A.

I have enclosed copies of these letters:

Letter from E. W. Drislane dated July 13, 1981
Letter from E. W. Drislane dated March 19, 1982

At the present time, your account balance is \$2,175.00. I cannot repeat the detail on the account balance. The payments are well overdue. Our Board of Directors will be meeting on June 15, 1982 to consider terminating your Membership in the Institute.

If we have not had payment on these overdue invoices, prior to June 15, I must terminate that Membership. We would, of course, prefer to keep you as a Member.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE

E. W. Drislane
Executive Director

EWD/e

Borg & Beck de Mexico

TELEPHONE (201) 845-0440

FRICION MATERIALS STANDARDS INSTITUTE, INC.

BERGEN MALL OFFICE CENTER

E. 210 ROUTE 4

PARAMUS, N. J. 07652

March 19, 1982

Borg & Beck de Mexico, S.A.
Poniente 150 No. 888
Apartado Postal 78-054
Mexico 16, D.F.
Mexico

Attention: Senor Manuel Marquez

Dear Mr. Marquz:

As I believe you are aware, the Annual Fee for Regional Membership in the Institute is US\$1,450. We bill this quarterly on July 1, October 1, January 1 and April 1. (We are on a July 1 - June 30 Fiscal Year).

I am enclosing a copy of the Borg & Beck de Mexico Account Balance with the Institute. As of this date, there are five (5) quarterly fee installments which have not been paid. I am enclosing a copy of your Statement and the Five Invoices which have not been paid. I am also enclosing a copy of my letter of last July 13, 1981 wherein I advised that three invoices were open and had not been paid at that time. Those invoices are still unpaid.

The following invoicees are not paid:

Invoice No. 3440	October 1 - December 31, 1980	\$362.50
3531	January 1 - March 31, 1981	362.50
3594	April 1 - June 30, 1981	362.50
3767	October 1 - December 31, 1981	362.50
3835	January 1 - March 31, 1982	<u>362.50</u>

TOTAL: US\$1,812.50

We would very much appreciate payment of this balance.

Sincerely,

FRICION MATERIALS STANDARDS INSTITUTE

E. W. Drislane
Executive Director

EWD/e

FMSI 09087

INVOICE

FRICITION MATERIALS STANDARDS INSTITUTE

E-210 ROUTE 4 • PARAMUS, NEW JERSEY 07652 • PHONE (201) 845-0440

SOLD TO

SHIPPED TO

Mr. Manuel Marquez
Borg & Beck de Mexico, S.A.
Poniente 150 No 888
Apartado Postal 78-054
Mexico 16, D. F. Mexico

DATE	DATE SHIPPED	SHIPPED VIA	YOUR ORDER NO.	F.O.B.	TERMS	INVOICE NO.	
7/1/81						003679	
QUANTITY	DESCRIPTION					PRICE	AMOUNT
	Annual Fee for 1981-82 Fiscal Year						
	Full Year \$1,450.00						
	TECHNICAL SERVICES						
	1st Quarter (7/1/81-9/30/81) billed at this time					U.S. Dollars	\$362.50

Form NV R255 The Datascan Board Inc., Box 505 Dallas, Texas

FMSI 09088

DETACH AND RETAIN THIS STATEMENT

THE ATTACHED CHECK IS IN PAYMENT OF ITEMS DESCRIBED BELOW

IF NOT CORRECT PLEASE NOTIFY US PROMPTLY. NO RECEIPT DESIRED

DATE	INVOICE NUMBER	DESCRIPTION	AMOUNT	DEDUCTIONS		NET AMOUNT
				PARTICULARS	AMOUNT	
		CUOTA ANUAL DE 1981. PARA EL- AÑO FISCAL TRIMESTRE JULIO Y- SEPTIEMBRE. AL TIPO DE CAMBIO DE \$ 24.66				8,939. 25
						
					8,939.25	8,939.25

V4-1

BORG & BECK DE MEXICO, S.A.

FMSI 09089

Borg & Beck de Mexico

July 13, 1981

Borg & Beck de Mexico, S.A.
Poniente 150 No. 888
Apartado Postal 78-054
Mexico 16, D. F.
Mexico

Attention: Mr. Manuel Marquez

Dear Mr. Marquez:

The Institute's fiscal year ended on June 30, 1981, and I have been asked to follow up on Membership Fee payments due for the period prior to June 30.

I've attached a copy of the Borg & Beck de Mexico, S. A. statement which indicated that the fee billings for the last three quarters of fiscal 1980-81 were not paid. These are:

Invoice 3440, October 1, 1980, 2nd Quarter	\$362.50
Invoice 3531, January 1, 1981, 3rd Quarter	362.50
Invoice 3594, April 1, 1981, 4th Quarter	362.50

Would you kindly look over these billings? Whatever you can do to settle these balances will be most appreciated.

Thank you.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE

EWD/erc
Enc:

E. W. Drislane
Executive Director

COPY

FMSI 09090

B & B de Mexico

July 23, 1980

Borg & Beck de Mexico, S.A.
Poniente 150 No. 888
Apartado Postal 78-054
Mexico 16, D. F.
Mexico

Attention: Mr. Manuel Marquez

Dear Mr. Marquez:

This is to acknowledge your letter of July 8, 1980 with which you sent your check for \$1,087.15. Thank you.

We apologize for any misunderstanding concerning your Membership, and have changed our records to see that you receive all information and correspondence concerning the Institute.

When we first were in touch with Borg & Beck de Mexico, S.A. we were contacted by Mr. E. Rodriguez who was Sales Manager for Borg-Warner Automotive Parts Division-International. Borg & Beck de Mexico was interested in reproducing copy from our Catalogs. Based on correspondence at that time (1978), in order to use the Institute's copy-righted material and trademarks for marketing its products, Borg & Beck de Mexico applied for Regional Membership in the Institute.

Since your Membership, we had been sending all material to Mr. Jose Luis Gonzalez, whom you indicate is no longer in charge of sales. In summary, we would have sent technical bulletins, offers to purchase catalogs, prints on new clutch facings, and that type information. A fuller description of the services of the Institute follows.

INSTITUTE SERVICES

The Friction Materials Standards Institute publishes bulletins and catalogs concerning brake linings and clutch facings used primarily on over-the-road vehicles. In addition to the Automotive Data Book for Brake Lining and Clutch Facing, we publish Brake Shoe Identification Catalogs, Brake Block Identification Catalogs and special Catalogs or booklets as required. The members are entitled to buy in volume any

FMSI 09091

Mr. Manuel Marquez
Borg & Beck de Mexico, S.A.

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July 23, 1980

of the FMSI Catalogs. The members feel that by having the Institute publish catalogs at much greater volume, they are able to save substantially on their catalog cost. If there are questions concerning new releases, the Institute tries to answer the member with the best information available.

Bulletins are mailed to members as soon as information is available on new releases by the vehicle manufacturers. In addition prints are available from the Institute Office to members at \$.75 per print. For orders of one or two prints, there is no charge.

We attempt to provide our members with the latest information on brake lining requirements by the various States, and to provide information on new regulatory standards, new SAE test procedures, etc.

A primary reason for Membership has been that our catalogs and bulletins including the FMSI Numbers and the Numbering System are copyrighted and FMSI and FMS are registered trademarks. Use of these FMSI Numbers in catalogs, price sheets, packaging, etc. by non-members is a violation of our Copyrights and infringes on our Trademarks. A manufacturer who is a member is permitted full use of the copyrighted numbers and the trademarks and we may permit his customers to use them.

The Institute maintains contacts with the Asbestos Information Association of North America. We presented the Industry viewpoint on asbestos in the work place when the Occupational Safety and Health Administration (OSHA) proposed stringent new exposure levels for asbestos. The Institute published a "Friction Materials Work Practices Guide" to assist brake repair shops, rebuilders and others in handling asbestos-containing friction materials safely. We are currently in contact with the Environmental Protection Agency (EPA) Office of Toxic Substances on the control of asbestos exposure from friction materials. We also have passed information on to our membership concerning the latest OSHA and EPA regulations as concerns asbestos.

I would be happy to provide you with answers to any particular questions you may have. Under separate cover I am forwarding several booklets and catalogs which the Institute has published. Forwarded were:

1979 Automotive Data Book
1980 Supplement to the 1979 Automotive Data Book
Clutch Facings (Published 1974)
Clutch Facings Listed in Order of Size (Published 1974)
Booklet - Friction Materials Standard Institute
Friction Materials Work Practices Guide
DATA BOOK BULLETINS NO. 296 and 297

FMSI 09092

Mr. Manuel Marquez
Borg & Beck de Mexico, S.A.

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July 23, 1980

If you wished other catalogs, such as our "1979 Brake Block Identification Catalog," or the "1980 Brake Shoe Identification Catalog" we'd be very happy to send along copies.

Sincerely,

FRICITION MATERIALS STANDARDS INSTITUTE

EWD/erc

E. W. Drislane
Executive Director

Borg & Beck de Mexico

TELEPHONE (201) 845-0440

FRICITION MATERIALS STANDARDS INSTITUTE, INC.

BERGEN MALL OFFICE CENTER

E. 210 ROUTE 4

PARAMUS, N. J. 07652

July 8, 1980

Borg & Beck de Mexico, S.A.
888 Poniente 150
Mexico City 16, D.F.
Mexico

Attention: Mr. Manuel Marques

Dear Mr. Marques:

Per your telephone call of this date, I am enclosing a copy of our balance with Borg & Beck de Mexico, S.A. as of April 1, 1980.

Also enclosed are copies of the three invoices for the Annual Fee which were billed to the attention of Mr. Gonzalez earlier.

When we receive your check for U.S. Dollars \$1,087.50, we will immediately reinstate your Membership. Please note that we have not prepared a bill for the quarterly fee installment which is ordinarily billed on July 1. We will do that after the Borg & Beck de Mexico, S.A. Membership is reinstated.

Thank you for your phone call of this date.

Sincerely,

FRICITION MATERIALS STANDARDS INSTITUTE

E. W. Drislane
Executive Director

EWD/e

FMSI 09094



Borg & Beck de México, S. A.

PONIENTE 150 Nº 888 MEXICO 16, D. F. APARTADO POSTAL 78-054
TEL. 567-60-00 TELEX: 017-77427

July 8, 1980

FRICITION MATERIALS STANDARDS
INSTITUTE, INC.
Bergen Mall Office Center
E. 210 Route 4
Paramus. N.J. 07652

W

ATTENTION: MR. E. W. DRISLANE
EXECUTIVE DIRECTOR

Regarding your letter dated June 30 and according to -
our phone conversation, I want to inform you that Borg
& Beck de México, S. A. never received the bills of the
quarterly fees that owes to the institute, and this is
the reason of the delay in our payments.

The right adress is

Borg & Beck de México, S. A.
Poniente 150 No. 888
México 16, D. F.
Tel: 567-60-00 Telex: 017-77427

From now on, please send all correspondence to me because
Jose Luis González is not in charge of sales anymore.

We are very interested in belonging to your institute, so
I will appreciate you to inform me about all the benefits
we can get as a member.

Enclosed you will find check of National Bank of Detroit -
For \$1087.15 Dlls. as full payment of the fees.

Hoping to avoid all problems and expecting to have good --

- 2 -

FMSI 09095



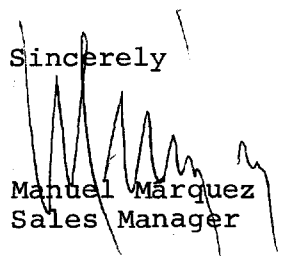
Borg & Beck de México, S. A.

PONIENTE 150 N° 888 MEXICO 16, D. F. APARTADO POSTAL 78-054
TEL. 567-60-00 TELEX: 017-77427

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relations in the future, I'm looking forward to hearing from you soon.

Sincerely


Manuel Márquez
Sales Manager

FMSI 09096

Please be sure all items are properly endorsed. List checks separately.
FOR CLEAR COPY, PRESS FIRMLY WITH BALL POINT PEN.

DATE **JULY 22** 19 **80**

CURRENCY	COIN	CHECKS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
		1388																										
		1,087																										

1,087 **15**

55-728
212

TOTAL
ITEMS **1**

Checks and other items are
received for deposit subject to
the provisions of the Uniform
Commercial Code or any
applicable collection agreement.

PLEASE
ENTER
TOTAL

1,087 **15**

**FRICTION MATERIALS
STANDARDS INSTITUTE, INC.**

ADDRESS

CITY & STATE



MIDLAND BANK

BERGEN MALL OFFICE
PARAMUS, N. J. 07652

40 554 71

Borg & Beck De Mexico, S. A.
888 PONIENTE 150
MEXICO CITY 16, D. F. MEXICO

NO. **433**

JULY 8, 19 **80**

PAY
TO THE
ORDER
OF

FRICTION MATERIALS STANDARDS INSTITUTE INC. \$ **1,087.15**

BORG AND BECK \$ 1,087.15 C.S.

DOLLARS

National Bank of Detroit
DETROIT, MICHIGAN



BORG & BECK DE MEXICO, S.A.

1072000321

058131531

FMSI 09097

Borg & Beck de Mexico

JUN 30 1980

Borg & Beck de Mexico, S.A.
888 Poniente 150
Mexico City 16, D.F. Mexico

Attention: Jose Luis Gonzalez

Gentlemen:

During the past year we had billed you for your annual fee in quarterly installments. On January 22, 1980 we wrote indicating that you had not paid the quarterly fees that were due for your Membership in the Institute.

At a recent Board of Directors meeting it was resolved to terminate the Membership of Borg & Beck de Mexico as a Regional Member in the Institute due to its failure to pay its annual fee.

We ask that Borg & Beck de Mexico S.A. discontinue any use of Friction Materials Standards Institute catalogs, bulletins or the contents thereof including the FMSI numbers and numbering system. Also, as FMS and FMSI are registered trademarks of the Friction Materials Standards Institute, we ask you discontinue usage of FMS and FMSI in any of your sales literature or other copy. United States copyright provisions are supported by International arrangements, and we ask that you not use copyrighted Institute material including its numbers and numbering systems in marketing your products.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE

EWD/lmc

E. W. Drislane
Executive Director

FMSI 09098

Borg & Beck de Mexico, S.A.

January 22, 1980

Borg & Beck de Mexico, S.A.
888 Poniente 150
Mexico City, 16, D.F. Mexico

Attention: Ing. Jose Luis Gonzalez

Gentlemen:

In August 1978 I advised that the Institute had accepted the application for Regional Membership filed by Borg & Beck de Mexico, S.A. Your Membership in the Institute was effective October 1, 1978 and the payment you made at that time carried your Membership through September 30, 1979.

Since then, we billed fees on October 1, 1979 and again on January 1, 1980. A copy of your statement and Invoices 3144 and 3225 are enclosed. As we have not had any payment or correspondence from Borg & Beck de Mexico, S.A. since these invoices were mailed, we're asking whether you intend to continue your Regional Membership in the Institute. As we indicated in our earlier correspondence with you and Mr. Rodriguez, the fee billing for Membership in the Institute is on an annual basis. Since Borg & Beck de Mexico's Membership, we have sent notices concerning the availability of catalogs and we have sent along copies of our technical bulletins as they were issued. One of the main reasons for Borg & Beck de Mexico's joining the Institute was for permission to use the copyrighted FMSI material in their catalogs. As was indicated in earlier correspondence and phone conversations with Mr. Rodriguez, all the Institute copy is copyrighted. Also, the FMS and FMSI are registered trademarks of the Friction Materials Standards Institute. Permission was granted to Borg & Beck de Mexico to use our copyrighted publications and numbering systems in publication of your own catalogs. This permission, of course, is only granted to manufacturers who are members of the Institute.

FMSI 09099

Borg & Beck de Mexico, S.A.
Att: Ing. Jose Luis Gonzalez

-2-

January 22, 1980

We'd very much like to hear that you will be continuing your Regional Membership in the Institute. However, as I have indicated, these two invoices for the quarterly billing on the annual fee are outstanding, and if you will be continuing your Membership we'd very much appreciate payment on these invoices.

If you have any questions, I'd be pleased to try to answer.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

EWD/lmc
Encs.

E. W. Drislane
Executive Director

Borg & Beck de Mexico

August 21, 1979

Borg & Beck de Mexico, S.A.
888 Poniente 150
Mexico City, 16 D.F. Mexico

Att: Ing. Jose Luis Gonzalez

Gentlemen:

This concerns our fee billing for the first quarter of the 1979-80 fiscal year. That is the quarter from July 1, 1979 to September 30, 1979.

On the enclosed invoice we billed Borg & Beck de Mexico for \$362.50 for this first quarter. We neglected, however, to credit you for the last of the quarterly payments which was made with your application to the Institute in June 1978. In other words, a payment for this quarter's dues had been paid when Borg & Beck de Mexico applied for Regional Membership in June 1978. Please destroy Invoice 3055 which had been sent earlier. Your first billing will be \$362.50 for the October 1, 1979-December 31, 1979 quarter to be mailed October 1, 1979. We apologize for any difficulties this earlier billing may have caused.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

EWD/lmc
Enc.

E. W. Drislane
Executive Director

FMSI 09101

B & B de Mexico

August 17, 1978

Borg & Beck de Mexico
888 Poniente 150
Mexico City 16, D.F. Mexico

Attention: Ing. Jose Luis Gonzalez

Gentlemen:

This is to advise that the application for Regional Membership filed by Borg & Beck de Mexico S.A. has been accepted by the Membership. As the Institute is on a fiscal year from July 1 to June 30 and we invoice Membership dues by quarters we will make your Membership effective October 1, 1978. This means that we will apply your \$1300 dues payment over the last three quarters of this fiscal year and the first quarter of the fiscal year to start on July 1, 1979.

In the meanwhile, we will put Borg & Beck de Mexico S.A. on our mailing list for prints and other information concerning the Institute. Under separate mailing we are sending you copies of the following catalogs:

1977 Automotive Data Book
1978 Supplement to 1977 Automotive Data Book
Clutch Facings listed in order of size
Clutch Facings listed numerical

The clutch facing booklets were published in 1974 and there have been several releases since those dates. When we publish catalogs we make announcements ahead of time to solicit orders from all Members. It is important when we solicit orders that Members place their orders at that time as we do not ordinarily stock catalogs after the initial publication. In other words, all catalogs are usually sold to the Members at the time of publication.

This is to advise that the Friction Materials Standards Institute grants permission to Borg & Beck de Mexico S.A. to use the copyrighted catalogs and numbers and numbering systems in their catalogs and in their price

Borg & Beck de Mexico
Eng. Jose Luis Gonzalez

-2-

August 17, 1978

lists and other advertising material. Further, you have our permission to copy from the Institute catalogs.

Please understand that this permission to use the FMSI copyrighted catalogs, numbers and numbering systems is granted for marketing products throughout the world except in the United States. If at some later date you wish to use our catalogs or copyrighted data to market your clutch facings in the United States it would be necessary to pay the same higher dues level paid by United States resident Members. If that is of concern to you, please let us know.

I will look forward to serving you with prints and other information as the occasion arises.

Sincerely,

FRICION MATERIALS STANDARDS INSTITUTE, INC.

EWD/lmc
CC: Mr. Ernest Rodriguez
Borg-Warner Corporation
P.O. Box 468
Franklin Park, Illinois
60131

E. W. Drislane
Executive Director

FMSI 09103

BULLETIN

NO. 626

July 18, 1978

APPLICATION FOR REGIONAL MEMBERSHIP

FROM

BORG & BECK de MEXICO, S.A.

This is to advise the Membership that an application has been received for Regional Membership in the Institute from Borg & Beck de Mexico, S.A. I have had conversations and phone calls with Borg & Beck de Mexico concerning the use of copyrighted pages from the FMSI catalogs for their cataloging purposes. After these discussions and correspondence, Borg & Beck de Mexico, S.A. applied for Regional Membership in the Institute.

This was briefly discussed during the Annual Membership Meeting and at the Board of Directors Meeting in Scottsdale in June of this year. They had indicated that they would apply for Membership. Borg & Beck de Mexico advises that they would be marketing clutch facings internationally, but not in the United States. They would qualify for Regional Membership (on a regular fee basis) in the Institute. Their application was received with the necessary Annual Fee payment. This application is now being reviewed by the Board of Directors, and we are advising the Membership of this application at this time.

EWD/erc
CC-Active Members - List A

E. W. Drislane
Executive Director



Borg & Beck de México, S. A.

PONIENTE 150 Nº 888 COL INDUSTRIAL VALLEJO TEL 5-67-60-00 MEXICO 16 D F
APDOS POSTALES 78-054 Y 78-055 DIRECCION CABLEGRAFICA BORG MEXICO

June 19, 1978

FRICION MATERIALS STANDARDS
INSTITUTE INC.
Bergen Mall Office Center
E. 210 Route 4
Paramus, N. J. 07652
U.S.A.

ATTENTION: MR. E. W. DRISLANE
Executive Director

Dear Mr. Drislane:

I am enclosing herein check No. 326 of the National Bank of Detroit in the amount of U.S. - Dlls 1,300 as full payment of the annual regional membership (regular) in the Friction Materials Standards Institute, Inc.

I also enclose the application form duly filled.

We would appreciate to receive your acknowledgement of receipt.

Truly yours,

Ing. José Luis González
Friction Materials Plant Manager.

'mmb.
Encl./ Check No. 326
Application

c.c. Mr. E. Rodríguez A.P. G.
Mr. P. Ruiz.- BBM
Accounting Department

FMSI 09105

April 13, 1978

Mr. Robert Zieg
Borg-Warner Corporation
200 South Michigan
Chicago, Illinois 60604

Dear Mr. Zieg:

In line with our phone conversation of April 13, 1978, I am enclosing booklets on the Institute (printed 1974) and its activities.

I believe these booklets, coupled with the information I earlier sent Borg and Beck de Mexico, S.A., (copy attached) should help provide background on the organization and activities of the Institute.

REGIONAL MEMBERS

The information as regards REGIONAL MEMBERS (REGULAR) in my recent letter covered that type membership. The other type, REGIONAL MEMBERS, WITH U.S. COPYRIGHT PRIVILEGES, had been covered in an earlier letter to Borg and Beck de Mexico, S.A., but it essentially puts such a manufacturer at the higher dues level paid by an ACTIVE MEMBER (U.S.A. RESIDENT MEMBER).

ACTIVE MEMBER

However, as you were considering the possibility of the parent company Borg-Warner's membership in the Institute, that would require additional explanation that was not in the correspondence with Borg and Beck de Mexico, S.A. concerning Regional Membership.

First, from our conversation, a member must be a manufacturer of friction materials, I'm sure Borg-Warner would qualify from their manufacture of automatic transmission friction discs. This would serve the eligibility requirement. However, we have no direct services for this type manufacturer.

Our services are related primarily to automotive (on-highway) brake linings and dry clutch facings.

The dues schedule for an Active Member is calculated by "categories." The current dues level is as follows:

Basic Annual Fee	\$1,050
Category Fee	650
Total Annual Fee (One Category)	\$1,700

FMSI 09106

Mr. Robert Zieg
Borg-Warner Corporation

- 2 -

April 13, 1978

Categories are: (1) Brake Linings, (2) Brake Blocks, (3) Clutch Facings, and (4) New unlined brake shoes. Thus, if you were marketing 1 category, the fee would be \$1,700; if in 2 categories: \$2,350; 3 categories: \$3,000; 4 categories: \$3,650.

A new Active Member is also subject to a one time initiation fee of \$1,000, which is paid at time of application.

COPYRIGHT PERMISSION

We ordinarily grant permission to use our copyrighted catalogs, bulletins and contents thereof to members for use in marketing their products. If Borg-Warner (Parent American Company) were an Active Member, we would grant this permission. If Borg and Beck de Mexico were a Regional Member, we would grant them permission for its usage depending on their type of membership (Regular or with U.S. Copyright Privileges).

However, we have had problems where a foreign subsidiary was not 100% owned by the American parent. If Borg and Beck de Mexico, S.A. is a 100% owned subsidiary of Borg-Warner, and Borg-Warner were the member, there would be no problem. Actually, there would be no problem if Borg-Warner were marketing the products and Borg and Beck de Mexico, S.A. were not a 100% owned subsidiary. A problem could exist if Borg-Warner was the member, and Borg and Beck de Mexico, S.A. (if not 100% owned by an Active Member) were marketing the products. I don't really envisage any problem if Borg and Beck de Mexico, S.A. were the Regional Member or Borg-Warner Corporation (U.S.A.) were the Active Member.

I hope this has been helpful. I am enclosing a copy of our Constitution and By-Laws, and you will note in ARTICLE II the objects of the Institute. We are not engaged in cooperative research. We do have a sales statistics program. Activities of the committees are discussed in the booklets.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

EWD/erc
Enc:

E. W. Drislane
Executive Director

FMSI 09107

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

BERGEN MALL OFFICE CENTER
E. 210 ROUTE 4
PARAMUS, N. J. 07652

April 7, 1978

Borg & Beck de Mexico, S.A.
Casilla 78-054
Mexico 16 D.F.
Mexico

Att: Pedro Ruiz, Gerente General

Gentlemen:

Based on a phone conversation with Mr. E. Rodriguez of Borg-Warner International, I am forwarding copies of our application form for Regional Membership in the Institute. Last July I had sent similar information on the Institute to Ing. Adolfo Maya.

CLASSES OF REGIONAL MEMBERSHIP

I explained in the earlier letter to Ing. Adolfo Maya, there are two classes of Regional Members:

1. Regional Members (regular)
2. Regional Members, with U. S. Copyright Privileges (normally exporting to the U. S. Market)

As Mr. Rodriguez indicated that you would be marketing your products internationally, in other than the United States market, Borg & Beck de Mexico, S.A. should apply for regular Regional Membership.

REGIONAL MEMBERS (REGULAR)

The current annual fee for a Regional Member (Regular) is U.S. \$1,300 and we would expect it to remain the same for the next fiscal year. This fee is established for manufacturers of brake linings and clutch facings outside of the United States who are entitled to rights and privileges in use of the copyrighted FMSI numbers for foreign distribution, but not for use of the United States Copyright for distribution in the United States.

The regular Regional Member would be entitled to receive all engineering and technological data gathered by the Institute, but not the sales statistics (unit sales of friction materials sold in the U.S.A.).

APPLICATION

I am enclosing the following:

- 1 copy - Constitution and By-Laws
- 2 copies - Application Forms

FMSI 09108

Pedro Ruiz
Borg & Beck de Mexico, S.A.

- 2 -

April 7, 1978

To apply, you should complete the Application Form in English, and forward it to the Institute with a check for \$1,300 in U.S. Dollars. To expedite the application, Mr. Rodriguez indicated that they may send this check. If accepted the \$1,300 is applied to the first year dues. If not accepted, the Institute returns the \$1,300.

The application must be signed by a responsible officer of the manufacturer.

SERVICES TO MEMBERS

The Constitution and By-Laws as well as the booklets sent earlier help explain activities of the Institute. However, I will try to be more specific concerning services of the Institute.

A primary reason for Membership is that our FMSI Numbers, Numbering Systems and catalogs are copyrighted. Use of these copyrighted FMSI Numbers in catalogs, price sheets, packaging, etc. by non-members is in violation of our Copyrights. A manufacturer who is a member is permitted full use of the copyrighted numbers and may permit customers to use these numbers for products purchased from him.

The Friction Materials Standards Institute publishes bulletins and catalogs concerning brake linings and clutch facings used primarily on over-the-road vehicles. The members are entitled to buy in volume any of the FMSI catalogs. The members feel that by having the Institute publish catalogs at much greater volume, they are able to save substantially on their catalog cost. Of course, if there are questions concerning new releases, the Institute tries to answer the member with the best information available.

Bulletins are mailed to members as soon as information is available on new brake lining and clutch facing releases by the vehicle manufacturers. In addition, prints are available from the Institute Office to all members at \$.75 per print. For orders of one or two prints, there is no charge.

A description of our activities was sent in the earlier letter to Ing. Adolfo Maya. We would be happy to send you more information on the Institute on request.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE

EWD/erc
Enc:
cc-E-Rodriguez--Borg Warner

E. W. Drislane
Executive Director

FMSI 09109

Automotive Parts Division—International

Borg-Warner Corporation
P.O. Box 468, Franklin Park, IL 60131, U.S.A.
Telephone: 312/455-3120
Telex 72-1459
Cable: APDINT-CHICAGO



March 3, 1978

Friction Materials Standards Institute, Inc.
E. 210 Route #4
Paramus, New Jersey 07652

Subject: 1977 Brake Lining & Clutch Facing
Automotive Data Book

Gentlemen:

We would appreciate it very much if you would send us three copies of the above publication. We will be happy to send you our check covering the costs.

We would like to know if we could receive your permission to photocopy pages 91 through 102 from the above publication.

Looking forward to hearing from you.

Sincerely,

AUTOMOTIVE PARTS DIVISION
INTERNATIONAL

A handwritten signature in cursive script, appearing to read "E. Rodriguez".

E. Rodriguez
Sales Manager

ER:mb

FMSI 09110

March 28, 1978

Mr. E. Rodriguez
Borg-Warner Corporation
Automotive Parts Division-International
Post Office Box 468
Franklin Park, Illinois 60131

Dear Mr. Rodriguez:

Subsequent to dictating the attached letter I received a call from Mr. Tomlinson of Safeguard Automotive.

I indicated to him, as I am indicating to you in this letter, that it is not sufficient to have a Member request this permission. It is necessary that the party to whom we grant copyright privileges purchase most of the friction materials offered in his catalog from Members of the Institute. I explained this to Mr. Tomlinson when he called.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

EWD/lmc
Enc.

E. W. Drislane
Executive Director

FMSI 09111

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

BERGEN MALL OFFICE CENTER

E. 210 ROUTE 4

PARAMUS, N. J. 07652

March 28, 1978

Mr. E. Rodriguez
Borg-Warner Corporation
Automotive Parts Division-International
P.O. 468
Franklin Park, Illinois 60131

Dear Mr. Rodriguez:

I would like to clarify my letter of March 7, 1978 as regards copying pages 91-102 of our 1972 Automotive Data Book. As I indicated we grant that right only to Members and upon their request to customers of theirs.

However, if the Borg-Warner International Catalog is for products which were not purchased from our Members we would not grant that right if a small quantity was purchased from our Members. The Friction Materials Standards Institute does its cataloging and other works for the benefit of its Members. If you were purchasing a small quantity of materials from our Members we could not grant you the right to reprint pages from our catalogs.

Would you please indicate to me in writing from whom you purchase the substantial majority of clutch facings offered by Borg-Warner International. If they are purchased from non-members we would be happy to accept their application for either Active Membership or Regional Membership in the Institute. If your most substantial suppliers are members and you could identify them, I would contact them as concerns granting Borg-Warner International the right to reprint pages from our Catalogs.

It will not be enough to have a request from one of our Members from whom you purchase limited quantities of clutch facings. If the substantial portion of the clutch facings offered by Borg-Warner International are from manufacturers such as Borg and Beck de Mexico or other non-members, I'm sure you can understand that we cannot grant this permission.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE, INC.



E. W. Drislane
Executive Director

EWD/lmc

FMSI 09112

March 7, 1978

Automotive Parts Division-International
Borg-Warner Corporation
P.O. Box 468
Franklin Park, IL 60131

Attention: Mr. E. Rodriguez, Sales Manager

Gentlemen:

This is to reply to your letter of March 3, 1978. We are just about out of all copies of the 1977 Automotive Data Book. We are forwarding 3 copies to you under separate cover. We do not stock these--they are sold to our Members who distribute them to their customers. I've enclosed a list of our Members. If you need additional copies, please contact the manufacturer from whom Borg-Warner purchase their friction materials.

As regards copying pages 91-102 of the catalog, we grant that right only to Members, and upon their request, to customers of theirs. Would you please contact the member(s) from whom Borg-Warner purchase clutch facings asking them to request the Institute to grant this permission. I must do this in writing, but if I were to receive a phone request from a member(s), I could expedite such a written permission.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE, INC.

EWD/lmc
Enc.

E. W. Drislane
Executive Director

FMSI 09113

July 19, 1977

Borg & Beck de Mexico, S.A.
Poniente 150 NO 888
Col Industrial Vallejo
Mexico 16 D. F.
Mexico

Attn: Ing. Adolfo Maya

Gentlemen:

This is to reply to your letter of July 7, 1977 concerning Regional Membership in the Institute.

As a manufacturer of clutch facings, you would be eligible for Regional Membership in the Institute. I have enclosed two booklets that describe the Institute.

CLASSES OF REGIONAL MEMBERSHIP

There are two classes of Regional Members:

1. Regional Members (regular)
2. Regional Members, with U. S. Copyright Privileges (normally exporting to the U. S. Market)

While all fees are subject to change, we have held the dues level for the last several years. The figure below is for our 1977-78 fiscal year (July 1 - June 30 fiscal year). All figures quoted are U. S. Dollars.

REGIONAL MEMBERS (REGULAR)

The annual fee for a Regional Member (Regular) is \$1,300. This fee is established for manufacturers of brake linings and clutch facings outside of the United States who are entitled to rights and privileges in use of the copyrighted FMSI numbers for foreign distribution, but not for use of the United States Copyright for distribution in the United States.

The regular Regional Member would be entitled to receive all engineering and technological data gathered by the Institute, but not the sales statistics (unit sales of friction materials sold in the U.S.A.).

REGIONAL MEMBERS WITH U. S. COPYRIGHT PRIVILEGES

Since some Regional Members wish to use the copyrighted FMSI numbers on their literature and on their products being exported to the United States for all intents and purposes they have all the rights of a domestic manufacturer. For this reason, Regional Members using the copyrighted FMSI numbers for exporting to the United States pay the same fee that the United States manufacturers pay. If you wish information on this class of membership, please advise.

FMSI 09114

Ing. Adolfo Maya
Borg & Beck de Mexico, S.A.

- 2 -

July 19, 1977

APPLICATION

I am enclosing the following:

- 1 copy - - Constitution and By-Laws
- 2 copies - Application Forms

To apply, you should complete the Application Form in English, and forward it to the Institute with a check for \$1,300 in U. S. Dollars. If accepted the \$1,300 is applied to the first year dues. If not accepted, the Institute returns the \$1,300.

The application must be signed by a responsible officer of the manufacturer.

SERVICES TO MEMBERS

The Constitution and By-Laws as well as the booklets help explain activities of the Institute. However, I will try to be more specific concerning the services of the Institute.

The Friction Materials Standards Institute publishes bulletins and catalogs concerning brake linings and clutch facings used primarily on over-the-road vehicles.

The members are entitled to buy in volume any of the FMSI catalogs. The members feel that by having the Institute publish catalogs at much greater volume, they are able to save substantially on their catalog cost. Of course, if there are questions concerning new releases, the Institute tries to answer the member with the best information available.

Bulletins are mailed to members as soon as information is available on new releases by the vehicle manufacturers. In addition prints are available from the Institute Office to all members for \$.75 per print. For orders of one or two prints, there is no charge.

We attempt to provide our members with the latest information on brake lining requirements by the various States, and to provide information on new regulatory standards, new SAE test procedures, etc.

A primary reason for Membership had been the fact that our FMSI Numbers and the Numbering System are copyrighted. Use of these copyrighted FMSI Numbers in catalogs, price sheets, packaging, etc. by non-members is in violation of our Copyrights. A manufacturer who is a member is permitted full use of the copyrighted numbers and may permit his customers to use these numbers.

The Institute also represents the brake lining manufacturers and clutch facing manufacturers with the Asbestos Information Association of North America. The Institute coordinated a response that was made to the Illinois Pollution Control Board which intended to prohibit the use of asbestos in brake linings sold in the State of Illinois. We presented the industry viewpoint on asbestos in the work place when the Occupational Safety and Health Administration (OSHA) proposed stringent new exposure levels for asbestos. Our Asbestos Study Committee has

FMSI 09115

Ing. Adolfo Maya
Borg & Beck de Mexico, S.A.

- 3 -

July 19, 1977

has given input to the Asbestos Information Association as regards asbestos problems in the friction materials business. We also have passed information on to our membership concerning the latest OSHA and EPA regulations as concerns asbestos. The former Chairman of our Asbestos Study Committee was one of the industry representatives on the Advisory Board that debated the asbestos regulations before they were issued.

The Institute maintains a Brake Performance Study Committee which, when the original New York State Brake Lining Law was being written, helped draft a law that was reasonable to both industry and the public. We have consulted with the Vehicle Equipment Safety Commission when revisions were planned in the V-3 procedure. We have been in contact with AMVA concerning their certification requirements for brake lining and worked out a compromise with them on "grandfathering" existing brake linings certifications. We attempt to keep the industry posted on the progress of the various regulatory authorities as regards brake linings.

In addition, we maintain close liaison with NHTSA as concerns Federal standards on brake lining and brake systems. We have given input to the NHTSA as regards Standard 105-75 (Hydraulic Brake Systems) and Standard 121 (Air Brake Systems). We are in contact with those in the Department of Transportation who have been given the assignment to write a brake lining standard for the replacement market. While we have worked with regulatory people, we have also kept our industry informed as to what was taking place and was likely to take place.

Sincerely,

FRICTION MATERIALS STANDARDS INSTITUTE

EWD/erc
Encs.

E. W. Drislane
Executive Director



Borg & Beck de México, S. A.

PONIENTE 150 N° 888 COL INDUSTRIAL VALLEJO TEL 5-67-60-00 MEXICO 16 D F
APDOS POSTALES 78-054 Y 78-055 DIRECCION CABLEGRAFICA BORMEXICO

July 7, 1977

B

FRICITION MATERIALS STANDARDS INSTITUTE INC.
E- 210 Route 4
Paramus, N. J. 07652
U. S. A.

ATTENTION: REGISTRATION DEPARTMENT

Dear sirs:

We are manufacturers of automotive parts, mainly the clutch and the clutch facings and -- regarding this last point we have technical assistance from H. K. Porter Co. and Thiokol Chemical Division.

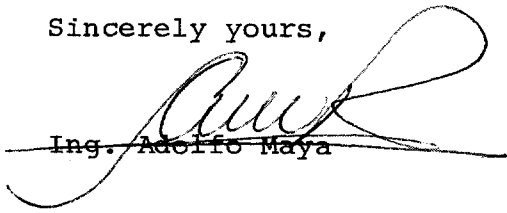
Due to the above mentioned we want to be registered in your organization, so please send us by mail the application forms and the requisites that we have to fulfil for this purpose.

At the same time we would like to - know the rights we will acquire when we belong to your-institute.

Would you please send your reply to the attention of:

Ing. Adolfo Maya
Quality Control & Engineering Dept.
Borg & Beck de México, S. A.
Poniente 150 # 888 Colonia Industrial Vallejo , México 16, D. F.

Sincerely yours,


Ing. Adolfo Maya

mmb.

FMSI 09117

BORG & BECK DE MEXICO

APPLICATION FOR MEMBERSHIP

TO THE BOARD OF DIRECTORS OF
FRICTION MATERIALS STANDARDS INSTITUTE, INC.

Gentlemen:

The undersigned hereby applies for membership in the FRICTION MATERIALS
STANDARDS INSTITUTE, INC., as a Regional Member, and certifies to the following:
Borg & Beck de Mexico, S.A.

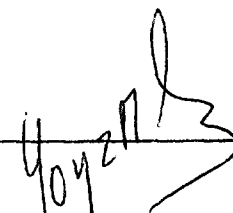
1. Name of Applicant: INC. JOSE LUIS GONZALEZ MILLA
2. State of Incorporation: BORG & BECK DE MEXICO, S. A. Mexico, D.F.
3. Principal Office: PONIENTE 150 No. 888 COL. INDUSTRIAL VALLEJO MEXICO 16, D.F.
4. Date of Incorporation: APRIL 25, 1963
5. Length of time dealing with friction materials: FROM 1970 UP TO 1978
6. Do you manufacture friction materials from the basic materials or do you
buy partially finished products from other companies: I MANUFACTURE
FRICTION MATERIALS FROM THE BASIC MATERIALS
7. Type of friction materials manufactured, and approximate annual capacity
of plant: WOVEN FACINGS
ANNUAL CAPACITY 1'500,000 FACINGS
8. State approximate amount of said materials manufactured in commercial
quantities: 1'000,000 FACINGS
9. Is the distribution of your product national, international or local: NATIONAL
10. Do you list the materials you manufacture in catalogs or in some other
form; if so, will you furnish us with a copy of same: YES, I DO
11. Reference as to financial strength in relation to operations: BORG WARNER CORPORATION
200 S. MICHIGAN AVE., CHICAGO ILL. 60604
12. Is plant owned by applicant or leased: OWNED

FMSI 09118

APPLICATION FOR MEMBERSHIP

Page two

The undersigned hereby acknowledges receipt of a copy of the Constitution and By-Laws of the Institute and agrees that, if elected to membership, it will accept and be bound by the said Constitution and By-Laws, together with any amendments that may from time to time be made thereto.


BY Ing. José Luis González

Friction Materials Plant Manager

FMSI 09119



Borg & Beck de México, S. A.

PONIENTE 150 N° 888 COL INDUSTRIAL VALLEJO TEL 5-67-60-00 MEXICO 16 D F

APDOS POSTALES 78-054 Y 78-055 DIRECCION CABLEGRAFICA BORGMEXICO

P A S T A S

Nº DE PARTE	Nº DE PARTE
652	1062
655	1064
736	1072
743	1077
750	1142
764	1152
772	1163
773	1166
804	1169
821	1174
857	1181
884	1233
909	1235
927	1236
955	1267
978	1312
990	1322
993	1325
1005	1332
1006	1335
1007	1365
1008	1367
1056	1409
1057	1430
1059	1513



Borg & Beck de México, S.A.

PONIENTE 150 N° 888 COL INDUSTRIAL VALLEJO TEL 5-67-60-00 MEXICO 16 D F
APDOS POSTALES 78-054 Y 78-055 DIRECCION CABLEGRAFICA BORMEXICO

P A S T A S

Nº DE PARTE	Nº DE PARTE
1517	
8002	
8017	
8018	
9008	
9012	
9014	
9020	
10000	
11004	
11005	
1425	
1270	
1521	
1553	
1606	