A photograph of a modern glass skyscraper at night. The building's facade is composed of a grid of glass panels, reflecting the dark blue sky and the interior lights. The interior lights are warm and yellow, contrasting with the cool blue of the exterior. In the foreground, there is a large, multi-tiered fountain with water cascading down. The fountain is illuminated from below, creating a warm glow. The water in the pool in front of the fountain is still, reflecting the lights from the building and the fountain. The overall scene is a blend of modern architecture and natural elements, captured in a serene, nocturnal setting.

THE  
GLOBAL GROUP

Corporate Brochure



It all began with a single chair



# W E L C O M E

In 1966, Global began as a manufacturing plant with a single product and a few employees. Today, The Global Group of Companies is the fifth largest multinational manufacturer, marketer, and distributor of office furniture and related products – with more than six million square feet of manufacturing space and over 8,000 employees – shipping more than 200,000 units to market every week.

At the heart of Global is the desire to bring to market innovative, technologically advanced, affordable products that meet the needs of its users. Global currently manufactures thousands of products in a multitude of styles and prices.

While most other companies rely increasingly on outsourcing to produce its products, Global continues to invest heavily in vertical integration. To Global, vertical integration guarantees superior product design, consistent product quality, and timely

distribution. Global manufactures a diverse range of products including office, reception, and task seating; laminate and wood veneer desking systems; metal filing and storage products; panel systems; and, ergonomic furniture and accessories.

In 1993, Global Contract was established to bring the Global philosophy of value and quality to the end-user and specifier communities. Global Contract provides effective business solutions in a fully integrated line of systems furniture, wood casegoods, laminate desking, seating, and filing. Their approach to the contract furniture industry is to focus on customer requirements; to develop products that minimize the costs of ownership; and, promote customer satisfaction.

As Global's customers moved into the international marketplace, Global moved with them, setting up marketing, manufacturing, and distribution facilities in

strategic locations worldwide. Today, Global's extensive North American operations are augmented by new facilities in the United Kingdom and Europe; in the Far East and Australia; and, most recently, in South America. North American distribution is built around 22 strategically located distribution centers and a network of over 2,000 dealers. Worldwide, Global distributes through a comprehensive dealer network supported by corporate sales and marketing divisions.

Global recognizes that without the contribution and dedication of its people, it could not have succeeded. Global employees all over the world continue to work together in a rewarding environment to achieve the objectives the company was founded upon.

Long before there were government-issued regulations concerning the protection of the environment, Global had already invested in "Earth Friendly" initiatives. These included reforestation programs and elimination of

the use of tropical woods and harmful, ozone-damaging chemicals. A recipient of the ISO 14001 certifications, Global continues to invest in new technologies that can reduce the environmental impact of its manufacturing processes. Why? Because it is the right thing to do.



T H E

G L O B A L F A M I L Y

The Global family – its heart and soul – is comprised of more than 8,000 full-time employees worldwide. Global's is a unique culture: a genuine fellowship of equals, with over fifty nationalities and languages. Today, Global is seeing second-generation sons and daughters of long-standing Global employees join its ranks.

Highly skilled and sharing an entrepreneurial spirit, Global employees work together, congenially and with mutual respect, to keep each project moving forward effectively. Without question, its employees are among Global's most valuable assets.

Global returns much of its profits to its employees. Global employees reap the benefits of their individual and team

efforts, including a production-incentive program that rewards recommendations for improving processes and reducing costs, an exceptional profit-sharing program, and a full employee-benefits plan. More importantly, Global is truly interested in each individual's well-being and development.

Global counts its strong and extended network of dealers and customers as members of its family; many of them have been with Global since the early days. Like Global employees, they too have been joined by second-generation family members.



# RESEARCH



*The inseparable elements of research and design have always been essential to Global's growth and market success. Indeed, while research focuses on improvements in design, design builds on a foundation of solid research. Together, they have helped Global develop a wide range of proprietary products and services with which to respond to customers' needs. To ensure research and product development remain at the forefront of the industry, Global maintains a dedicated staff of designers, manufacturing engineers, researchers, scientists, and ergonomists, all supported by the latest technology. In addition, Global has scouts who travel the world to seek out new technology and manufacturing processes.*

# & DESIGN



## BUTTON ADJUST™ TECHNOLOGY

Designed and patented by Global, Button Adjust Technology is a revolutionary development in seating ergonomics, and the result of years of effort and millions of investment dollars in research, design, and manufacturing technology. This next generation of seating enables the user to adjust the seat height, back angle, and lumbar support to the exact degree of comfort desired at the push of a button – and all without ever leaving the chair or reaching below the chair. This revolutionary new technology is available only from Global.

## RENEWAL™

Global purchases millions of yards of fabric from suppliers worldwide, working closely with them to develop new fabrics that meet a multitude of performance requirements. Global now has its own proprietary recycled fabric: Renewal™, made from Eco-Pop fiber, a high-tech product created from recycled beverage bottles. Every year, 2.4 billion plastic

bottles – constituting 20 percent of landfill materials – are reclaimed. Flaked and melted, they are then spun into fine fibers, fluffed to resemble cotton, and then woven into fabrics.

Renewal offers a number of remarkable benefits: its source is an inexhaustible supply of so-called waste products; its end fabric is extremely durable, soft, and comfortable; it comes in a wide range of colors; and it is highly affordable. Once again, the environment wins and so does the customer.

## RECYCLING

The Global Wood Recycling and Reclamation program is the cornerstone of Global's environmental initiative as well as a major R&D achievement. Wood and plastic waste by-products from Global manufacturing facilities that were once destined for landfill sites are collected and shredded. Then they are mixed with a synthetic compound and molded into seat and back frames

and a variety of other internal components. The resulting products feature exceptional strength, and at significantly lower costs than those manufactured from virgin material. At the same time, the process totally eliminates wood waste.

## INNOVATIVE PRODUCTS

Global Contract offers an integrated line of worksurfaces, storage, and power delivery products designed to meet the growing need for mobility and flexibility in the workplace. In a stand alone application or integrated with systems furniture, these new products provide 'alternative office' solutions for training rooms and team work environments. Global Contract's success in the marketplace builds on the Global philosophy: bringing new products to market at the right time, and at the right price.



Global succeeds in bringing innovative products and technologies to the market at an affordable price.



# TESTING AND QUALITY



## TESTING

The Global Testing Facility is one of the few such in-house facilities that are registered by the Standards Council of Canada to ISO Guide 25, General Requirements for the Competence of Testing & Calibration Laboratories. Staffed by highly experienced professional engineers, the testing facility is located in the heart of Global's manufacturing operations.

The Testing Facility permits Global not only to certify components and finished products quickly and accurately, but also to ensure that they meet or surpass industry and government standards. The Facility certifies

a wide range of office furniture, components, and materials to CSA, BIFMA and ANSI standards, and provides accurate comparison testing to determine the most suitable components for specific products.

More than 20 Global quality-control inspectors extend the work of the Testing Facility to the production process itself. They constantly check all of Global's production lines, components, and products, and those of its outside suppliers. Finished products are randomly selected for testing on a 30, 60 or 90 day cycle in order to verify the integrity and safety of components and materials used in production.

All Global products are tested to meet or surpass North American standards of quality and durability set by such North American government bodies as the Canadian General Standards Board (CGSB), a government agency within Public Works and Government Services Canada; and the American National Standards Institute (ANSI). Products are also tested against standards set by the Business Institutional Furniture Manufacturers Association (BIFMA). Internationally, products produced in the U.K. meet the requirements of the British Standards Institute (BSI) and the European Committee for Standardization (CEN).

## QUALITY ASSURANCE

Global's Quality Assurance Program is registered by CGSB to ISO 9001 for quality assurance in design and development, production, installation and servicing. ISO 9001 is the international standard that defines quality requirements in the manufacturing process from product design through to testing and delivery.

A product label attached to the finished product provides the purchase order number, date of manufacture and final inspection stamp to ease tracking and the correction of errors. The Quality Assurance Program also audits the performance and

product standards of Global suppliers prior to shipment.

Additional quality assurance support is provided by two other important programs. The first, "Total Quality Management Initiatives", a proactive Global approach to quality, identifies recurring problem areas and develops appropriate and sustainable solutions, applying them to the manufacturing processes so as to eliminate any repeat problems. The second, "Value Engineering" has Global's own engineers constantly checking and updating the company's manufacturing processes, in an effort to improve them and reduce costs.

Global's rigorous testing and quality assurance processes are an essential part of its philosophy to provide customers with products built to stringent international standards of safety and durability.



# INTERNATIONAL ORGANIZATION FOR STANDARDIZATION

With its present mandate – “to go to market with quality products on time and at the right price, while maintaining corporate responsibility to the environment” – Global is totally committed to supporting the Geneva-based International Organization for Standardization (ISO). The ISO, a worldwide federation of national standardization bodies, is dedicated to establishing a universal program of industrial quality standards.

To promote their universal industry standards, ISO has created a series of ISO Certifications. It awards these by way of national accreditation bodies (SCC, ANSI, etc.) and Registrars (CGSB, UL, etc.) to manufacturing and other companies that

reach and surpass high international standards of quality assurance and control in key business areas.

Global has received ISO 9001, 9002 and most recently, 14001 certifications. These designations hold great meaning: the end users of Global products can be confident, knowing that the products they rely on conform to the highest standards of quality; corporations that use Global products know that they are working with a company that supports its product and the environment; Global’s business partners can be assured that they are working within the network of ISO companies; and Global employees recognize Global’s commitment to providing a positive workplace.



• *ISO 9001 Certification recognizes a continuing commitment to quality in customer satisfaction, through ongoing improvements in design, purchasing, manufacturing, functions, sales, marketing, and customer services.*

• *ISO 9002 Certification recognizes a continuing commitment to quality assurance and control in production and installation processes.*

• *ISO 14001 Certification recognizes a continuing commitment to effective environmental management.*



*Global's successful marriage of good business and environmentalism is reflected in its many innovative processes, two of which are painting and wood recycling. Both demonstrate the extent to which Global values the environment, and how far Global will go to protect it.*



# O U R E N V I R O N M E N T

Global believes that preserving and protecting the environment is an essential part of doing business today. It makes good management sense; it makes good Global sense; and, it is the right thing to do. Once again, Global has taken the initiative to lead the industry.

Global's reduction of waste and pollution levels, along with its many other environmental initiatives, qualified it for ISO 14001 Certification. Like ISO 9000, ISO 14001, the international standard for environmental management systems, is the next step in environmental accountability.

Global's successful marriage of good business and environmentalism is reflected in its many innovative processes – two of which are painting and wood recycling. Both demonstrate the extent to which Global

values the environment, and how far Global will go to protect it.

## GLOBAL'S PAINT LINES

In the typical powder spray line, only 30 percent of the paint sprayed sticks to the product. Global paint lines recover 99 percent of the unused paint powder which is recycled and reused again and again without any loss of quality. Thus Global saves money while protecting the environment from added pollution. With more than 200,000 units going to market every week, these savings translate as a win-win situation: for Global, its customers, and the environment at large.

## GLOBAL'S WOOD RECLAMATION

Instead of being sent to already overburdened landfill sites, Global wood waste by-products are collected and shredded.



Then they are mixed with a synthetic compound and molded into a variety of structural components. The resulting products feature exceptional strength, reduced costs, and the total elimination of wood waste. Again, everyone wins.



Several laminate casegoods lines have positioned Global as a value leader in the office furniture industry.



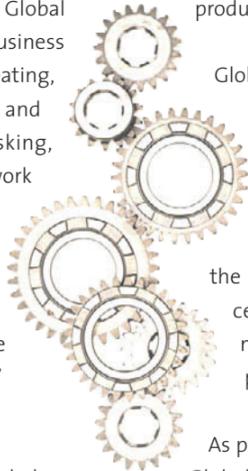
*Long before cellular production became a popular concept in North America, Global's founder, Saul Feldberg, was already successfully utilizing this business model. In fact, Global was founded on the creation of a number of independent cells which, as the business expanded, were replicated instead of enlarged. For Saul Feldberg and Global, this proved to be the model that made perfect business sense.*

# M A N U F A C T U R I N G

From budget-priced products for mass retailers to mid-market, project-based solutions for corporate end users, Global manufactures a wide range of business and commercial furniture – seating, wood casegoods, metal filing and storage units, laminate desking, and panel systems – for every work environment. The success of Global's manufacturing process rests on four key elements: cellular production, vertical integration, just-in-time delivery, and "The Global Family."

assembly, quality control and shipping. This group became Global's first production "cell."

Global has always believed that strong company/employee relationships are built on mutual loyalty and respect. Because Global's employees and owners share comprehensive management of the entire production, the production cell approach proved to be the most responsive and efficient production method.



**CELLULAR PRODUCTION**  
Cellular Production began at Global on a very modest scale, with a few employees and a single seating product known as the Express Series™. Within a short time, the Express Series was a runaway success. To meet the demand, Global assembled a compact and highly effective group of approximately 50 employees, whose capabilities included manufacturing,

As product demand continued to grow, Global's solution was a practical one: it created a duplicate cell and, in due course, a third, and so on. Today, Global has more than 60 manufacturing and assembly operations, all based on the same cellular production structure. The benefits are several: superior efficiency, a healthy level of competition, employee satisfaction, and, most important, customer satisfaction.



*When Pope John Paul II visited the United States in 1988, his schedule was suddenly rearranged to include a special stop in Philadelphia. His impromptu visit meant that 1,000 white chairs had to be made and delivered within a few days. Global was called in. Day one saw the chair frames, seating, and upholstery components produced. Day two saw the chairs assembled, checked, packed, and shipped – all on time! This is just one example of what Global’s “can do/will do” attitude and just-in-time philosophy are able to accomplish.*



#### VERTICAL INTEGRATION

From the very beginning, Global has believed in the benefits of vertical integration – and it has proven to be a highly successful system. Global sends more than 200,000 units to market every week, and approximately 70 percent of all components used in this production are manufactured by Global.

Supporting the vertical integration of Global’s manufacturing facilities is its internal order management system, which links each and every company. Daily, as each new product order is received and entered into the system, it is instantly broken down into detailed lists of the components required for its completion, together with sequenced delivery dates. In this way, components are available to the production process as needed. A continuous flow system then coordinates the flow of components through the production process to completion.

Whether the order is for a single chair or for multiple items for a large project, all products are produced quickly and efficiently and delivered singly or together, as required. The end result is a tightly coordinated manufacturing system that produces high-quality products at exceptional prices and delivers them on time.

#### JUST-IN-TIME

While many see Just-in-Time (JIT) only as a manufacturing process that reduces inventory and lowers costs, Global sees it as a positive corporate philosophy. Fully supported by Global employees, JIT converts the manufacturing process into a strategic tool that, in turn, increases product quality, reduces costs, and improves customer service.

The JIT process starts with the arrival of the product order itself, specifying exactly what is to be made. It continues throughout the

manufacturing process, to assembly and final delivery. Components that arrive in the morning are often shipped the same day as part of a finished product.

The benefits of the Just-In-Time philosophy are self-evident: enhanced employee involvement and satisfaction; reduced inventory carrying, storage, and obsolescence costs; and improvements in customer service, customer satisfaction, and product value. In short, Just-In-Time is key to Global’s total manufacturing philosophy and is at the center of its value equation.

Global continues to apply its unique philosophy – combining leading-edge design, performance, and quality with an affordable price – to every product it makes today. Global’s success began with value and it continues to lead with value.



# DISTRIBUTION



Global is exceptionally well positioned to deliver its products, whenever and wherever needed. Indeed, Global's offices, showrooms, distribution and manufacturing facilities, sales and marketing personnel, as well as its customers, literally circle the globe.

The backbone of Global is its unique, proprietary distribution system, created and developed in North America. In addition, Global's distribution capabilities are enhanced by manufacturing and sales facilities in the United Kingdom, Malaysia, France, Brazil, and Australia.

In North America, Global distributes through more than 2,000 dealers and retailers, backed

by in-stock factory quick-ship programs and 22 strategically located regional distribution centers. Together, they provide extremely responsive support and service to dealers and customers. Global supports its distribution network with major investments in staff training, to ensure the best possible customer service in its markets around the world.

Global's e-commerce capabilities are already well established with the Global Express Electronic Catalogue and the GlobalLINK On-Line Ordering System. The latter enables Global's dealers to view the complete Global Express product selection, to check out new promotions, and to place and confirm orders with Global dealers.

Today, Global's vast distribution network continues to expand in step with the expansion of its manufacturing and marketing facilities worldwide.

- Distribution Centers
- ★ Manufacturing / Corporate Offices

# OUR CUSTOMERS



Global's customers represent a broad spectrum: from small and large businesses, multinational corporations, and governments to the unique needs of such specialized sectors as education, industry, hospitality, beauty, and health.

Customers purchase Global products through a variety of channels. Small and mid-sized business customers are served by commercial dealers and mass retailers. Corporate customers and end users are served by selected Global dealers, with support from Global sales and marketing departments. Special sector customers are served by specialized Global dealers, with factory support.

Global considers their customers to be all those who use its products in the course of their business day. Global believes that customer satisfaction is not a one-time affair, but a constant reality earned by hard work – day after day, customer after customer. To this end, Global conducts product-quality checks on a continuing basis – on everything from basic raw materials, through the entire manufacturing process, to a final check of each product just before shipping. Equally important is customer feedback from Global dealers, and particularly feedback from customers themselves. Every Global executive and sales person regularly seeks out this feedback through one-on-one visits with customers large and small.





Global Contract offers exceptional value and quality in an integrated line of wood casegoods for management and executive office applications.

# T R A I N I N G

# & E D U C A T I O N



The focal point for Global training and education is the new 100,000-square-foot Global Group Center, located in Toronto, Canada. Designed by renowned architects Moriyama and Teshima, this facility demonstrates Global's unwavering commitment to training and education as it moves into the future.

Situated in the heart of Global's research, manufacturing, sales, and marketing facilities, The Global Group Center will ensure the continuing education of Global employees, dealers, and customers at all levels by providing them with the skills and information to successfully sell and support Global products. Programs will include extensive training in product application, business management, sales development, and employee orientation.

The Global Group Center builds on the ideology behind Global's first employee training program... a natural extension of the company's cellular manufacturing approach. As production and assembly processes were set up – and where necessary, invented – employees learned, first hand and together, the new skills necessary to work with these processes. As Global grew larger and more complex, its employee-training programs became more streamlined and formalized. Never, though, did Global's programs lose the original spirit of learning on the job.

Today, Global is a multinational corporation with thousands of employees worldwide and highly successful employee-training programs, and it still stands by that same apprenticeship methodology. All new Global employees join a production cell team,

learning with and from other team members. As they work their way through the various steps of each process, they develop into fully experienced team members. In due course they have the opportunity to become team leaders, working hand in hand with new employees just entering the training process. This process encourages team productivity by teaching interchangeable skills; it also allows a production team great flexibility when restructuring to adapt to new challenges.

The Global Group Center will also serve to educate and bring together Global's international family and its customers.



# MARKETING AND SALES



Global knows, from experience, the challenges faced by today's businesses and the solutions that help them stay on top. In less than two generations, Global has expanded from a small company with a single product to a world leader in its field. Along the way, it has developed many new proprietary products and technologies, and built a global sales, marketing, and customer support network.

Today, all Global sales and marketing personnel are electronically linked worldwide, enabling them to track customer projects, orders, and schedules; it also helps them educate sales representatives in advance of new product releases.

Global invests heavily in building the knowledge of its sales and marketing personnel – each receives thorough training

in Global's products, manufacturing processes and office planning requirements.

Global's senior management plays an essential role in ensuring that customers receive the business and facilities management services so necessary in today's marketplace. The managers are readily accessible to clients and customers alike, constantly making one-on-one visits with customers to gain first-hand knowledge of market realities and customer expectations.

Global has learned that the special requirements of large corporations often provide early indications of the changing needs in the general workplace. Global's sales and marketing representatives work closely with manufacturing facilities to identify emerging opportunities for new products.





# G L O B A L



e n g l a n d a u s t r a l i a b r a z i l m a l a y s i a



# I N T E R N A T I O N A L

In the 1980's, as its customer base expanded internationally, Global began extending its own operations beyond North America, both to support present customers and to develop new business opportunities. In the process, Global came to realize that successful physical expansion into the international marketplace required the same strength, vision, and investment in proprietary manufacturing that had sustained its growth in the North American market.

In the early 1990's, a manufacturing facility was established in Malaysia, south of Kuala Lumpur. Today, strategically located to serve the fast-growing Asian markets of Singapore, Malaysia, Hong Kong, and Japan, the facility produces panel systems and seating products.

In 1992, Global established its first sales office in France. In 1993, it acquired a U.K. chair manufacturing company. By 1998, the

U.K. plant had grown significantly and was a state-of-the-art, 150,000-square-foot entity. This facility enabled Global to enter the Swedish, Danish, and German markets through local dealers.

In 1995, Australia was added when Global acquired an interest in a manufacturing facility in Sydney. In 1999, Global acquired an interest in Mobilinea, a major Brazilian office furniture company in that country. Global has since expanded its distribution in Brazil, Uruguay, Argentina, Venezuela, Peru, Chile, and throughout Central America.

This powerful combination of international proprietary manufacturing, office, and showroom facilities enabled Global to do business with foreign dealers and wholesalers. This substantially improved product delivery time by averting the delays caused by importation and customs complications.

Global begins the new millennium with exceptional state-of-the-art manufacturing facilities, poised to serve the rapidly expanding European marketplace. Global will expand the market for its products in Brazil, Argentina and Uruguay through its recently established manufacturing partnership in Brazil.

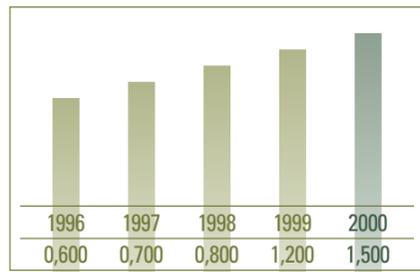


Global Contract manufactures a fully integrated office furniture system for open and closed office environments.

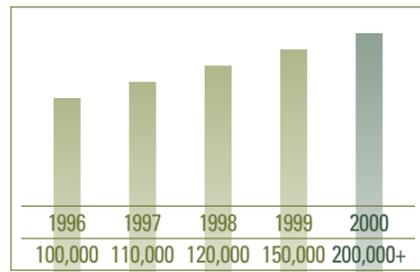
# FINANCIAL STRENGTH



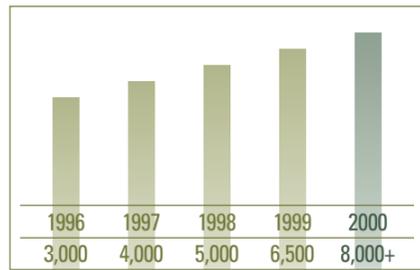
The Global Group of Companies' remarkable growth and sound financial health stem from a number of key business philosophies. Most important is Global's proprietary approach to new product development: manufacturing and assembly companies are commonly owned and closely linked through interdependent vertical integration; company-owned distribution centers are strategically located to serve key markets throughout North America; much of each year's earnings in new products and distribution processes are reinvested; worldwide expansion continues; and a stable, loyal, highly skilled, and motivated workforce is developed and retained.



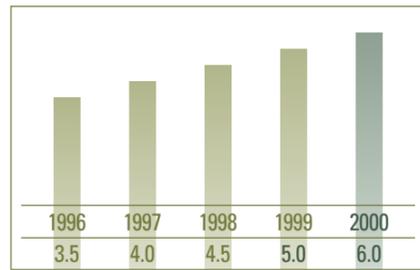
Gross Annual Sales / Billion \$



Units Shipped Weekly



Permanent Full-Time Employees



Manufacturing Area / Million sq.ft.



*Global markets a wide range of seating, desking, and filing products for the budget and commercial markets throughout North America. Internationally, Global is identified as GGI or Global Group International.*



*A comprehensive offering of mid-market office furniture is marketed to specifiers and corporate end-users by Global Contract through a network of interrelated dealers.*



*Global is affiliated with Teknion Corporation, a manufacturer and marketer of high-performance office furniture, and a publicly traded company since 1998. Founded by Global in 1980, Teknion distributes its products and furniture systems worldwide, through a network of independent dealers and resellers.*



# A LOOK AHEAD



Saul Feldberg  
Chairman, Worldwide



Joel Appel  
Chairman, U.S.A.



David Feldberg  
Vice Chairman, Worldwide

For more than three decades, Saul Feldberg and Joel Appel have provided Global with its leadership and direction. Saul Feldberg, the founder of The Global Group, established the vision of a Global family by building a comprehensive, vertically integrated manufacturing structure, and by continuing to reinvest earnings in future growth. Joel Appel, founder of Global Industries Inc., provided Global with the advantages of its own national distribution system in the United States. Together, they deserve much of the credit for the passion and success that accompanied the growth of The Global Group – from its initial steps, to the worldwide manufacturing and marketing reality that Global embodies today.

The Global family enters the twenty-first century guided by a new generation of senior management. Under the direction of David Feldberg – Vice-Chairman of Global, president of Teknion, and son of Saul Feldberg – they now face the challenge of shaping Global's vision on its continuing voyage of growth and discovery.

Since its inception in 1966, Global has matured into the fifth largest manufacturer in the office furniture industry. During this period, more than Global's size has changed. Today, Global's products and services reach customers worldwide.

Yet even as the world changes, certain values remain as fundamental to Global's vision as they were in Global's first days. The Global family, worldwide, is still bound by strong, loyal, and mutually supportive relationships. Global still believes that good business and maintaining a sustainable environment are mutually interdependent activities. Global's continuing objective is still to manufacture and market a well-made product at a reasonable price. In point of fact, Global still markets its first product – at the same high quality and at an increasingly affordable price.

In a world where many things change, and many remain the same, what does the future hold for Global? And what can Global bring to that future? Global knows that nothing is guaranteed, and that all must be earned. Therefore it intends to continue serving as a leader in the office furniture industry, to consolidate its position in existing markets, and to expand into new markets. Global understands that as it grows larger, so too will its challenges grow larger. However, Global is confident that the values that have sustained it to date will help it to meet those challenges. In the process, Global's growth will continue into the future.



The legacy continues



GLOBAL

GLOBALContract

GGI

The Global Group Center 1350 Flint Road, Toronto, Canada M3J 2J7 Tel (416) 650-6500 Fax (416) 661-5671

560 Supertest Road, Downsview, Ontario Canada M3J 2M6 tel (416) 661-3660 fax (416) 661-4300

17 West Stow Road, Marlton, New Jersey USA 08053 tel 1-800-220-1900 tel (856) 596-3390 fax (856) 596-5684

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