

Copy - A. W. Stendel, Cleveland

Cleveland

Bid Sales

Cleveland

April 1, 1947

M. E. Van Stone

Chemical History

[Handwritten signature]
APR 4 1947

I hand you herewith two copies of the history of the Sherwin-Williams manufacture of chemicals as requested by the History Committee, Inc. in their letter of October 24, 1946. You will remember at that time they asked for 5,000 to 6,000 words covering this phase of the Sherwin-Williams Company's business.

In compiling this paper, I have used data gathered over the years from various sources including Messrs. Kay, Doty, yourself, Holton, Sommerville, Van Cleave and many others in an endeavor to compile these facts in a readable paper.

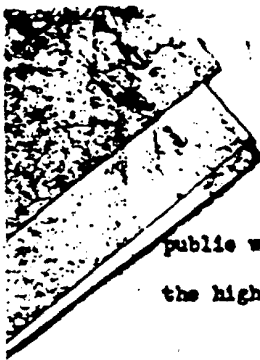
I am gratified that you recently have read over and approved a rough copy. The present draft is a copy of what you last saw with a few very minor changes.

I am sending copy of this also to Messrs. Stendel, Van Cleave, Holton and Miller. If you feel it would be well for me to send this to others, please let me know. I trust this paper will be found acceptable to Mr. W. J. Hale of the History Committee.

W.R. Sieple:mr
cc: AMS

W.R. Sieple
Supervisor of Bid Sales

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THE SHERWIN-WILLIAMS COMPANY

For 80 years the Sherwin-Williams Company has been serving the public with Paints, Varnishes, Lacquers, Insecticides, Chemicals, etc., of the highest quality.

In July, 1866, Henry A. Sherwin, then a young man 24 years old, joined in partnership with Truman Dunham selling White Lead, Linseed Oil, Colors, Brushes, Glass, etc. Then very little ready-mixed or prepared paint was offered on the market. Mixing paint suitable for the job was practiced only by professional painters.

D. R. Averill of Newburg, a suburb of Cleveland, in 1867 invented a ready-mixed paint which would not settle in the package. Averill's patented paint did not settle, but unfortunately, he did not use materials which would cover or wear well and Sherwin would have nothing to do with ready-mixed paint of this kind. However, realizing the possibilities of the prepared paint business, he concluded to leave his partnership with Truman Dunham and go into the manufacture of paints of high quality.

In 1870 he was joined by Edward F. Williams who had been part owner of a glass manufacturing company selling glass to Truman Dunham & Co. Sherwin and Williams became partners under the name of Sherwin-Williams and Company, starting with a modest capital of \$2,000. In 1884 this partnership became The Sherwin-Williams Company which has now developed into the great company with a capital and surplus of over 60 millions.

The partners soon developed plans to make paint and in 1873 bought from The Standard Oil Company an old one-story cooper shop on the site of the present Cleveland plant.

Their first paint-making machinery consisted of one second-hand stone mill and a putty chaser. Through successive plowing profits back into the business and bringing in additional capital, the manufacturing facilities now

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served through factories at two different points - warehouses in 42 cities, 375 branches and dealers in every large city in the United States.

White Lead

To more definitely control the quality of ingredients used in paints offered to the public, the Company entered into the manufacture of linseed oil, white lead, leaded zinc, lithopone and synthetic resins. These developments were under the general management of Mr. George A. Martin, then Manager of Auxiliaries and who, in 1922, became President. The present manufacture of white pigments and linseed oil is managed by Mr. S. B. Coolidge.

The manufacture of Carbonate of Lead was undertaken in 1910. A large plant for producing Old Dutch Process White Lead was erected making all of the carbonate of lead used in the Company's paint products and White Lead in Oil supplied to the dealer trade. This plant proved very successful and in 1920 a Quick-Process Plant was erected. This process has now entirely displaced the slow Old Dutch Process. Also, a plant for the manufacture of Red Lead and Litharge was added.

Leaded Zinc

As the exterior house paint made by the company used large tonnage of Carbonate of Lead and Zinc Oxide or Leaded Zinc, it was decided to enter into the manufacture of Leaded Zinc.

In 1904 the Company bought the G & G Zinc Oxide Company of Joplin, Mo. This operation was later moved to Coffeyville, Kans., largely because of the advantageous supply of Natural gas. It was re-organized under the name of Clark Mining and Smelting Company in 1906.

Many additions and improvements have been made to keep pace with refinements and processes and increased demand. Leaded Zinc containing different proportions of Lead Sulphate and Zinc Oxide are supplied to all S-W Plants as well as to other consumers.

Lithopone

To supply the enormous quantity of Lithopone required for flat wall paints and other similar paints, Sherwin-Williams Company established a Lithopone Plant in Chicago in 1917. This produced a very fine product admirably suited to the exacting requirements of high-grade interior wall paints. Continued increase in the demand for Lithopone soon exceeded the capacity of the Chicago Plant and a new plant was erected at Coffeyville in 1931. The zinc sulphate content of Lithopone also could be conveniently consolidated with the other zinc operations at that time.

Linseed Oil

In addition to the chemical products mentioned, the Company also has devoted much attention to the manufacture and treatment of linseed oil. In 1902 a plant to crush flax seed was erected in Cleveland, equipped with hydraulic presses. Later, a number of screw presses were added. Beyond the production of large quantities of raw linseed oil, many refined and treated oils are produced. About 10 years ago when tung nut oil became so difficult to procure because of the Chinese-Japanese troubles, Sherwin-Williams Company was in the forefront dehydrating castor oil as a substitute for tung oil in many varnishes. This has been so successful that it has greatly reduced the consumption of tung nut oil for varnishes and enamels.

At the present time, a solvent extraction plant for the production of linseed, castor, and soya bean oils is being erected.

Synthetic Resins

The Sherwin-Williams Company began the development of synthetic resins in 1928 at Cleveland and by 1932 were making a substantial quantity for use in the varnishes and enamels produced in their many paint and varnish plants. Having outgrown facilities in Cleveland in 1933, the production of synthetic resins was added at Chicago. Construction of other plants is under way at Oak-

land and Detroit and Newark. The Company now manufactures a wide variety of allyd and phenolic resins and varnishes for use in the many paints and enamels offered to the dealer and industrial trade. Also, a considerable quantity of such varnishes and resins are sold to other consumers.

The development of synthetic resins was supervised from the beginning under Dr. J. V. Egan until very recently when he transferred his attention to research in oils to be succeeded by J. A. Arvin.

The sale of dry colors, intermediates, pigments and resins is managed by E. M. Van Cleave whose office is at New York with District Managers at Cleveland, Chicago and San Francisco.

Lacquers

Shortly after the close of World War I the Company undertook the manufacture of nitrocellulose lacquers which were beginning to be used by the automobile industry. Intensive research developed a superior product under the name of Opax in 1922. This found much favor for automobiles, furniture, aircraft and many metal products.

The demand grew rapidly and in 1926 a complete plant devoted exclusively to the manufacture of lacquers was erected at Chicago and the production of lacquer materials was also undertaken at the Company's plants in many other cities. Dr. E. E. Van Stone was the active superintendent of this department for many years, later succeeded by Mr. F. E. Lang who is now Superintendent.

A wide variety of lacquers - both clear and pigmented, also undercoaters and reducers were developed and are now being marketed. This represents a very large proportion of the protective and decorative coatings sold by the Sherwin-Williams Company.

Management

The Sherwin-Williams Company attained its leading position in the Paint and Chemical Industry through continuity of sound business management.

Mr. Henry A. Sherwin starting in 1866 was the President and General Manager until 1898. In that year he appointed Mr. Walter H. Cottingham as General Manager after his successful management of the Company's Canadian business.

In 1909 Mr. Sherwin retired as Chairman of the Board of Directors and Mr. Cottingham was appointed to the Presidency. He was a great builder, building on the sound foundation laid down by the founders.

During Mr. Cottingham's administration the business was greatly expanded until when he retired from the Presidency and became Chairman of the Board in 1922, the business had grown to a volume 25 times as much as in 1898 when he became the guiding force. This great expansion included acquisition of the Lewis Berger & Sons Ltd., of London, England and the establishment of manufacturing branches in Australia and New Zealand and offices and warehouses in many other cities, thus greatly developing the export business. Also, during that period the Detroit White Lead Works and Martin-Sensur Co., of Chicago were brought into the Sherwin-Williams organization.

Mr. George A. Martin succeeded as President in 1922 after a wide experience as manager of the several factories producing White Lead, Lead Zinc, Linseed Oil, etc., and further development in the many factories producing paint, varnish, lacquer, etc. He greatly expanded the manufacturing facilities and was much interested in the establishment of the plants in Havana, Cuba; Buenos Aires, Argentina; and Sao Paulo, Brazil. He added to the Sherwin-Williams organization the businesses of Ames White Lead and Color Company of Detroit, Lowe Brothers Company at Dayton, John Lucas Company at Philadelphia and the W. W. Lawrence Company of Pittsburgh. Mr. Martin was a great leader, a good judge of

men and brought into the organization many men who are now top executives. During his administration the business trebled up to the time he retired as Chairman of the Board in December, 1940.

He was succeeded as President by Mr. Arthur W. Staudel who had grown up in the ranks and through a wide experience among other duties directed the sales of dyes, intermediates and dry colors and chemicals.

Under the guidance of Mr. Staudel, the distributing facilities of the Company have been greatly extended and now embrace 42 warehouses, about 375 branches in leading cities all over the United States and over 150,000 retail outlets. Also, many new products have been introduced including such items as a complete line of household polishes and waxes - also DDT insect repellent 2,4-D Weed Killer and Bug Blaster. Already under Mr. Staudel's able management the business has increased over 50% since he became President in 1940 until now the total business of The Sherwin-Williams Company approaches 500 times the volume of the first year.

He guided the business during the difficult war period - 1941-45 - supplying enormous quantities of paints, varnishes, lacquers, and a considerable number of chemicals for military use. Also, the Company managed a shell loading plant for the War Department.

This continuity of good management had guided a staff of long experience and at the close of 1946 there were over 13,000 employees of whom 1,020 had completed 25 years in the Company's service. Since the beginning of the business, 1,538 have served for 25 years or longer, 55 completed 50 years in the Company's service, 8 of whom are still active.