

asbestos-metallic cloth for conversion into folded and compressed brake lining. HYCO brake lining consisted of frictioned asbestos cloth, folded to the desired width and thickness, then stitched, and finally cured. This was a popular style of brake lining, prior to 1926, when automobiles had external contracting brakes on the rear wheels only.

U.S. Asbestos Co. also sold tremendous quantities of untreated brake lining tape to the Raybestos Company at Bridgeport, Connecticut. Raybestos was simultaneously purchasing large footages of untreated brake lining tape and large tonnages of asbestos yarn from General Asbestos and Rubber Company, North Charleston, South Carolina. These three well-established buyer-seller relationships were largely instrumental in the formation of Raybestos-Manhattan, Inc., in 1929. The four mills—U.S. Asbestos, Manhattan Rubber, Raybestos and General Asbestos—comprised the foundation of Raybestos-Manhattan, Inc.

Prior to 1926 U.S. Asbestos sold "private brand" brake lining to almost any wholesaler who could purchase in adequate quantity. Numerous branding wheels were carried in stock for product identification. In 1926 the company decided it would be more advantageous to offer a full line of brake linings and clutch facings under its own brand name and the "Grey-Rock" brand name was selected. A small sales organization was established under Sales Manager Paul Jones to sell Grey-Rock brake lining to stocking jobbers in almost all major marketing areas. Carl Sachs was Marketing Manager. The year 1929 saw the introduction of "Grey-Rock Eagle" brake lining, woven from pretreated yarns (an important improvement at that time). In 1932 Franklin Miller took over as Sales Manager. Together, he and Carl Sachs built Grey-Rock into a major factor in the automotive aftermarket.

In June 1932 S. R. Zimmerman, Jr., graduated from the Sheffield School at Yale University. In September he joined U.S. Asbestos Division as an engineer working in the mill and in the Development Laboratories. In 1937 he was appointed Assistant Sales Manager of the Original Equipment Department. In 1948 he was appointed Director of Research for Friction Materials for the entire corporation. Mr. Zimmerman was appointed Assistant General Manager of the U.S. Asbestos Division in 1953, Vice President of R/M in 1955 and General Manager of the Division in 1968. He had been Executive Vice President of the corporation since 1961.