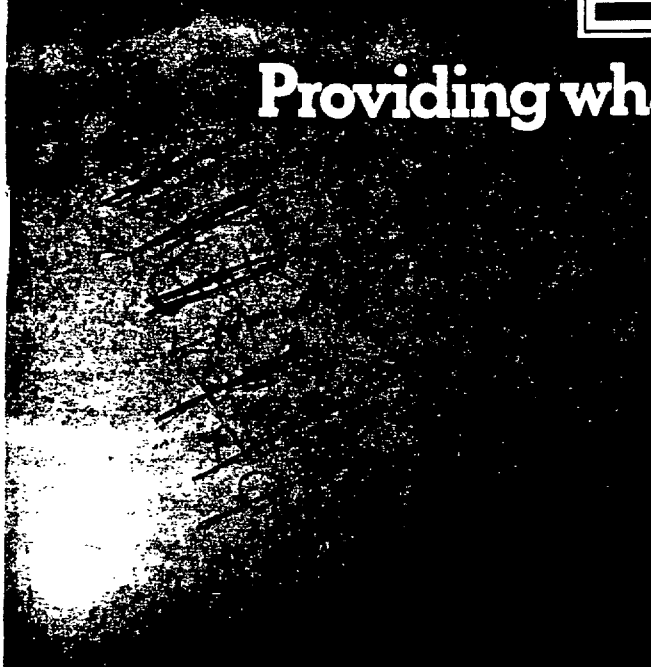
PLAINTIFF'S EXHIBIT
JM-1178

TURNER & NEWALL LIMITED

Providing what the future needs



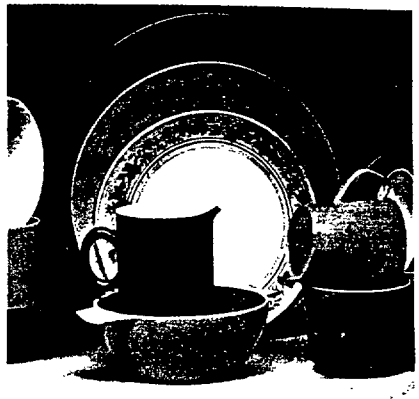
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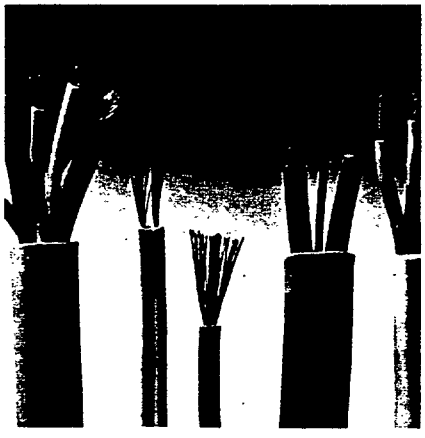
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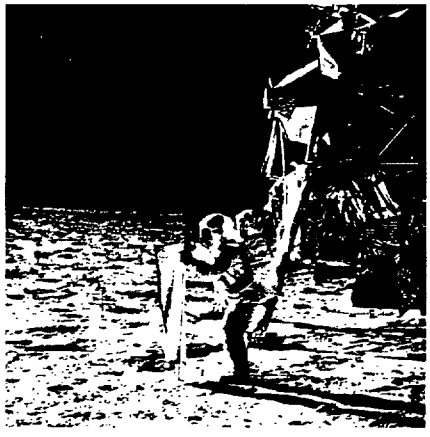
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The world needs Turner & Newall industrial materials and components

Turner & Newall was formed in 1920 by the merger of four industrial concerns: Turner Brothers Asbestos Co., The Washington Chemical Co., Newalls Insulation Co. and J W Roberts, subsequently joined by Ferodo in 1925.

Today it has eight subsidiary companies in the UK, 40 subsidiaries and 27 associates overseas in 28 countries and exports from the UK to more than 120 countries.

From being largely identified with asbestos, the Group has grown into a world-wide supplier of a wide range of plastics, chemicals, vehicle components, man-made mineral fibres and building materials. Non-asbestos products now account for nearly half the total output.

It is a world leader in the development and application of composite materials, in friction materials technology, and in the manufacture of amino plastics moulding materials, spiral wound industrial gaskets and asbestos-cement building materials and pipes.

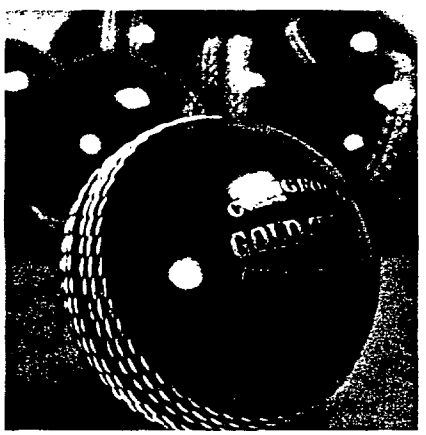
In Europe, T & N is the leading automotive gasket producer, and one of the largest manufacturers of PVC compounds.

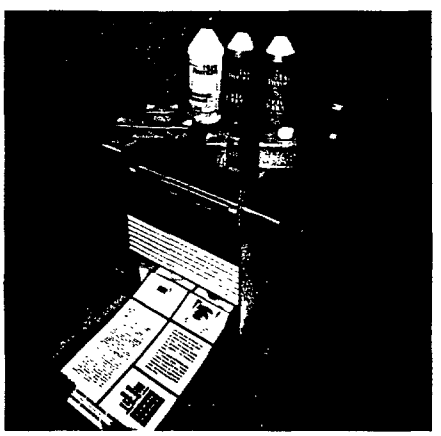
In the USA, as a result of a substantial investment, it is a significant supplier of specialty chemicals.

This brochure is a brief introduction to T & N: the people and products that give the Group the great range of activities and markets and wide geographical base that it enjoys today.

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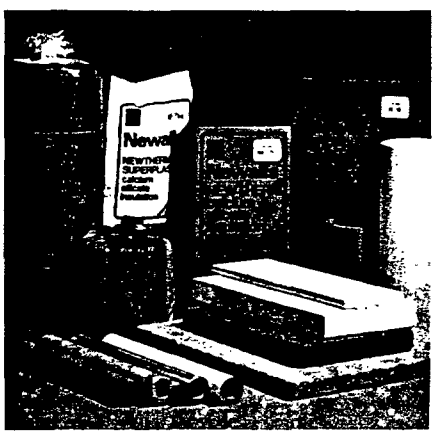












Managing for growth

Recent developments at T & N have expanded its plastics, glass fibre, automotive components and construction materials output, and taken it further into the field of chemicals.

Under the present management structure, the Group is divided into five worldwide divisions: Plastics and Industrial Materials, Automotive Components, Chemicals, Construction Materials and Asbestos Mining and Fibre Distribution.

The three largest manufacturing divisions are each headed by a chief executive, who is also a director of Turner & Newall.

Since these divisional chief executives are also chairmen of individual operating companies, they bring to the main T & N board detailed knowledge and experience of the Group's worldwide operations.

This organisation speeds the flow of information on T & N decisions quickly and efficiently through the whole Group, and assists the implementation of Group policies.

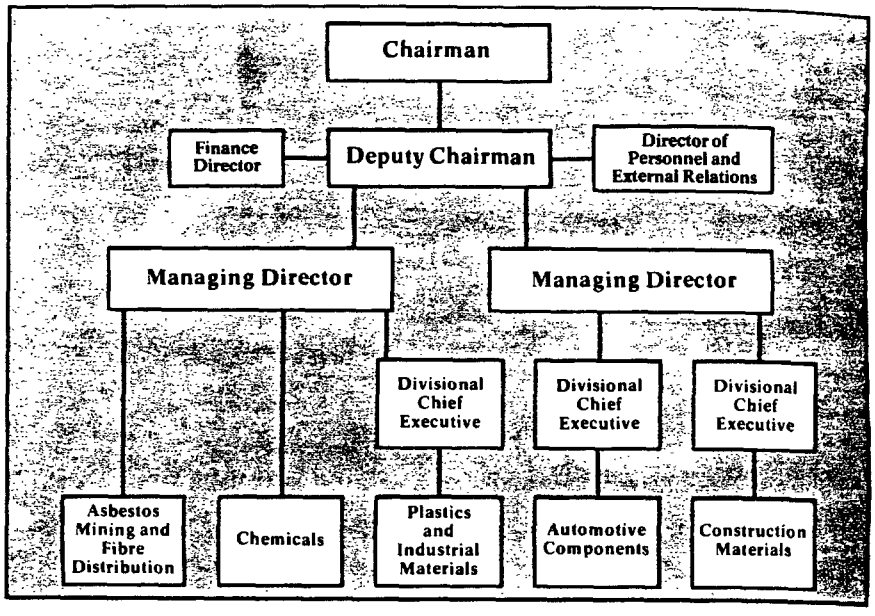
Group services

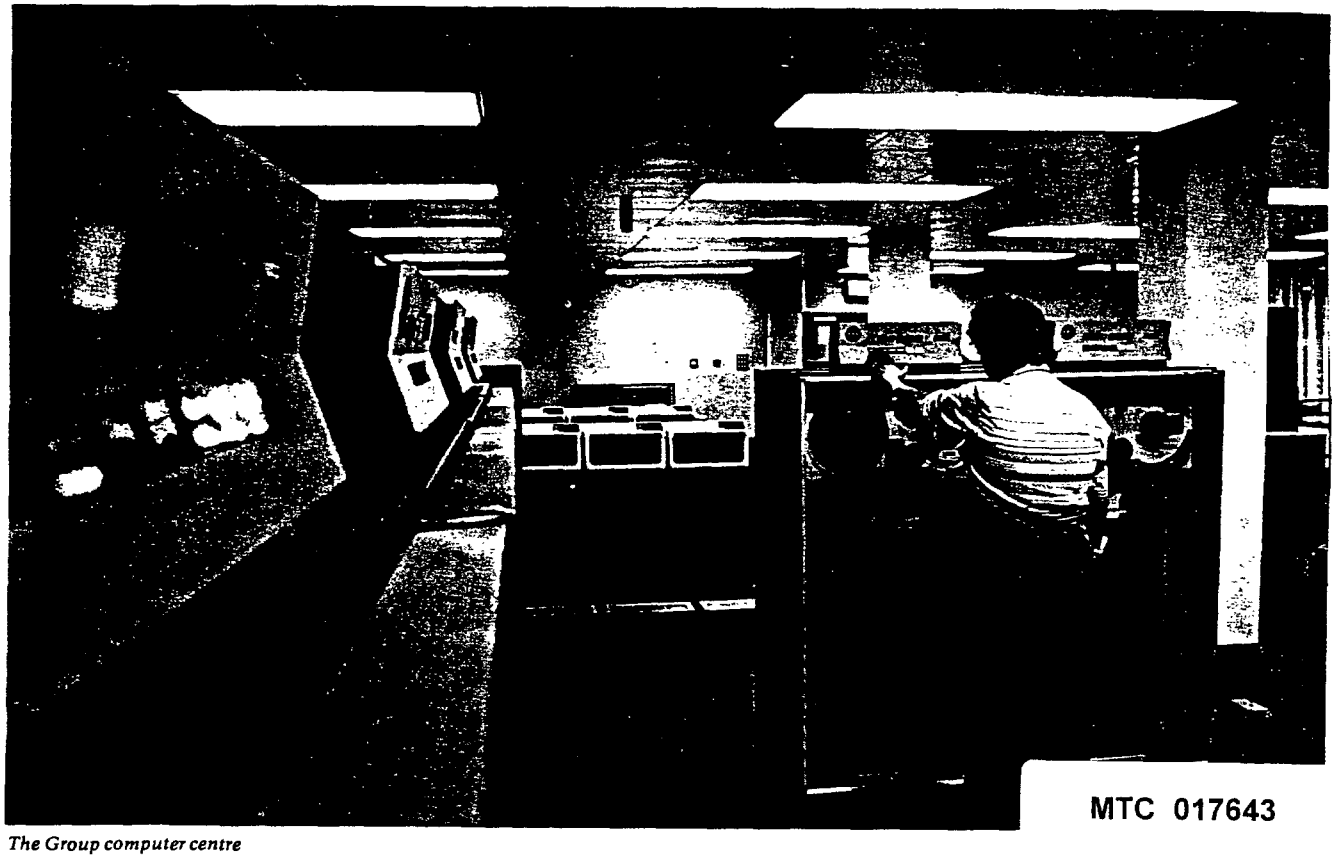
Substantial authority is delegated to operating management.

At the same time, tight control is maintained at the centre over profit planning, capital budgets and cash flow, and a number of essential services are available from T & N headquarters in Manchester. These include financial, legal, corporate planning, personnel, public relations and medical services.

The company also operates two central research units, one for asbestos fibres, the other for the development of asbestos-free materials and fibres.

The Group computer at headquarters is the centre of a telecommunications network which is linked to over 40 different UK sites through more than 300 terminal units. Group companies in the UK can use the network to reduce their own computing costs, increase the efficiency of their operations, and, above all, improve their service to customers.



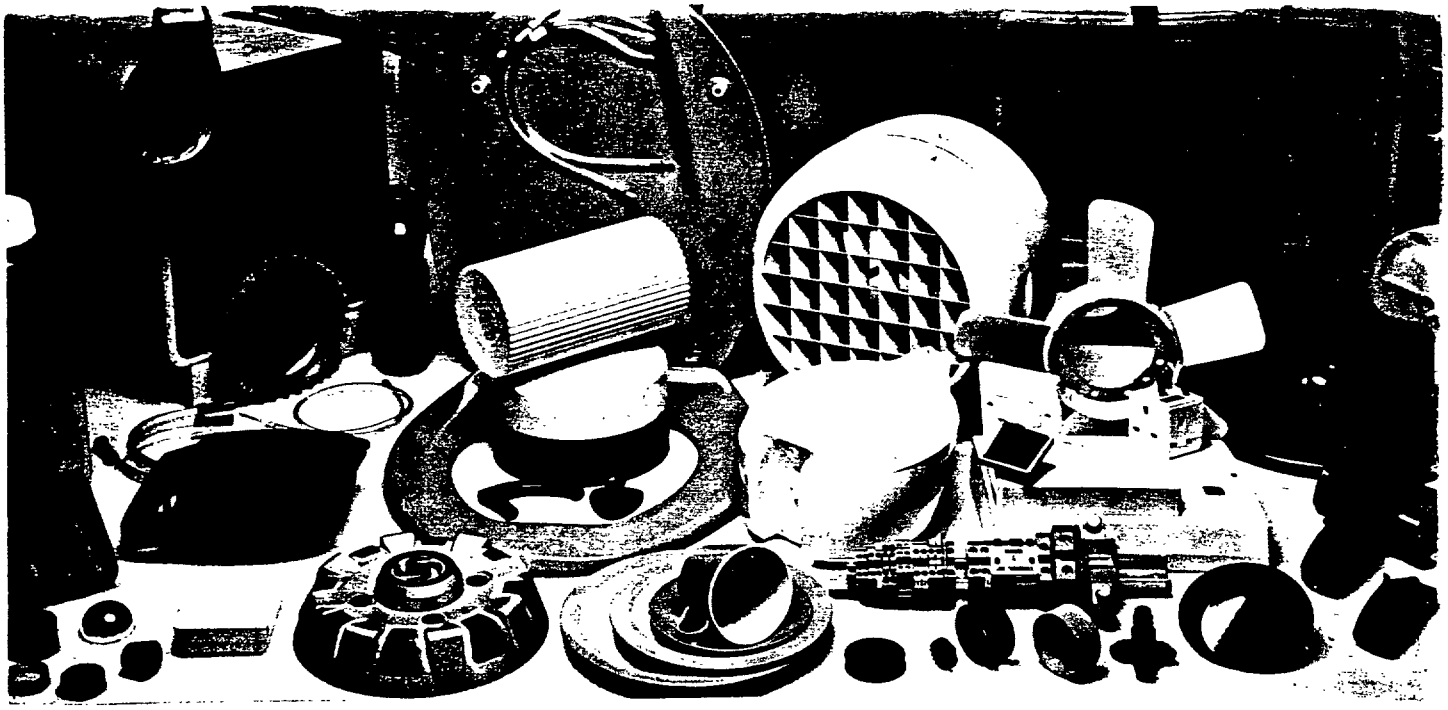


The Group computer centre

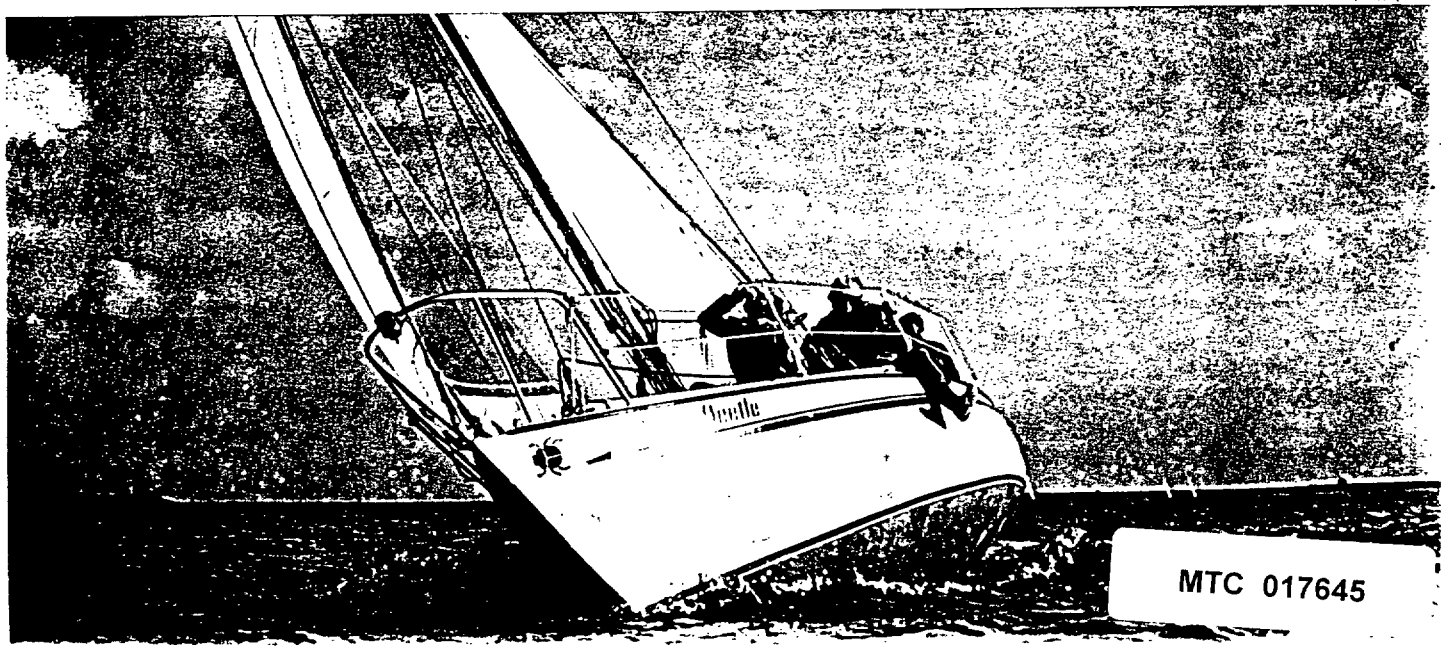


Group headquarters in Manchester

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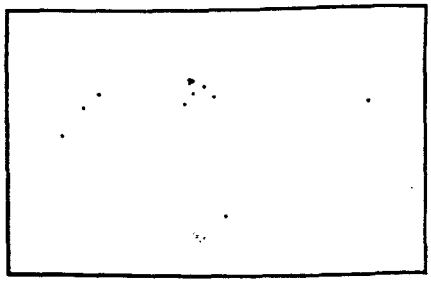


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Plastics and Industrial Materials

During the late '50s, T & N saw plastics as a major industrial growth area, both in the UK and overseas. Since then, diversification and acquisition in this field have been consistent management policies.

Today plastics provide over 40% of total UK turnover, and the Plastics and Industrial Materials Division of T & N is expanding steadily.





British Industrial Plastics

The history of BIP stretches back to the earliest days of the British plastics industry. The company has always concentrated its activities in specialised areas and today BIP is the largest producer of amino plastics moulding materials in the world. It is also one of the largest UK producers of PVC compounds and holds a significant share of the UK market for PVC pipes. BIP is a major manufacturer of PVC resins and indeed, as a result of a £15m internal expansion project, at Aycliffe, production of PVC resin is being doubled.

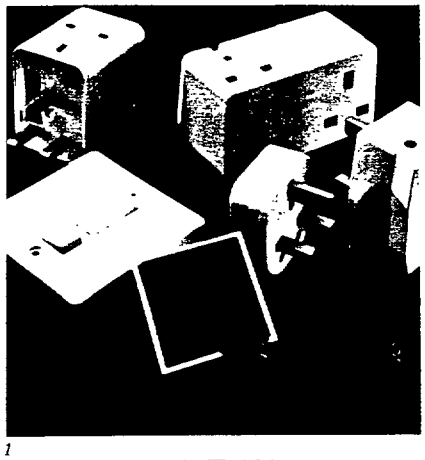
In addition to providing plastics raw materials, BIP serves industry in two further important areas. Its trade moulding business is one of the largest in the UK and since 1949 it has supplied plastics processing plant to 64 countries.

Overseas, BIP interests extend to Germany, South Africa, USA, Mexico, and Iran, with licencees in ten countries.

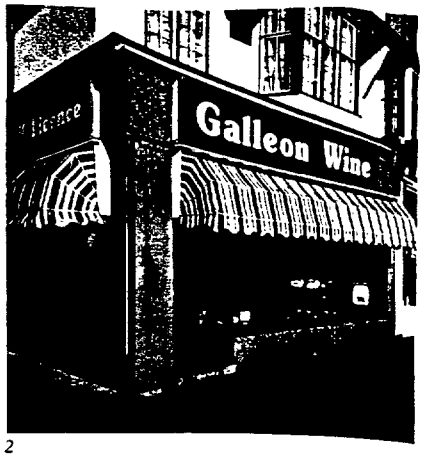
(Top) A selection of plastics mouldings produced by the trade moulding division of BIP (Centre) Furniture covered with Storeys Mistral polyurethane coated fabric (Bottom) TBA supplies glass fibre for use in glass-reinforced polyester boat hulls. The polyester resins are manufactured by BIP

(Photograph by courtesy of the Tyler Boat Co. Ltd.)

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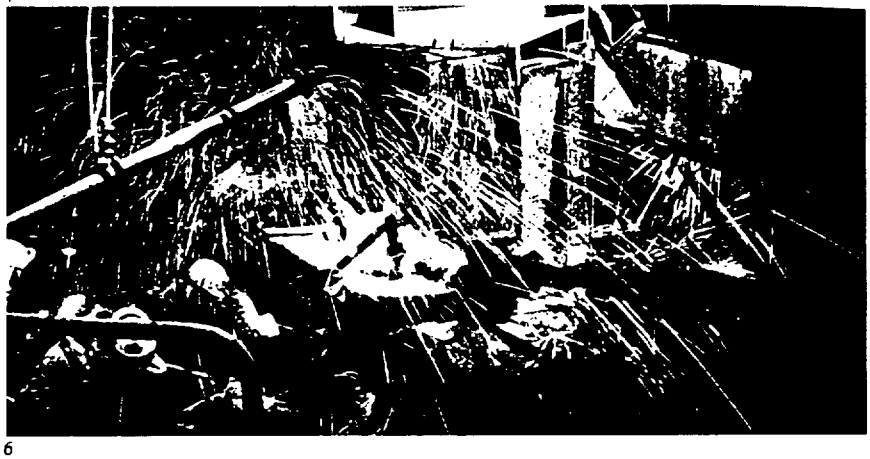
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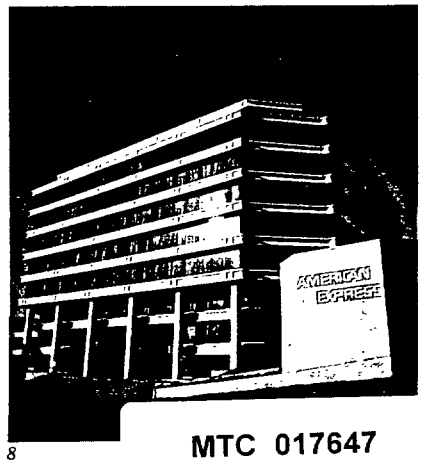
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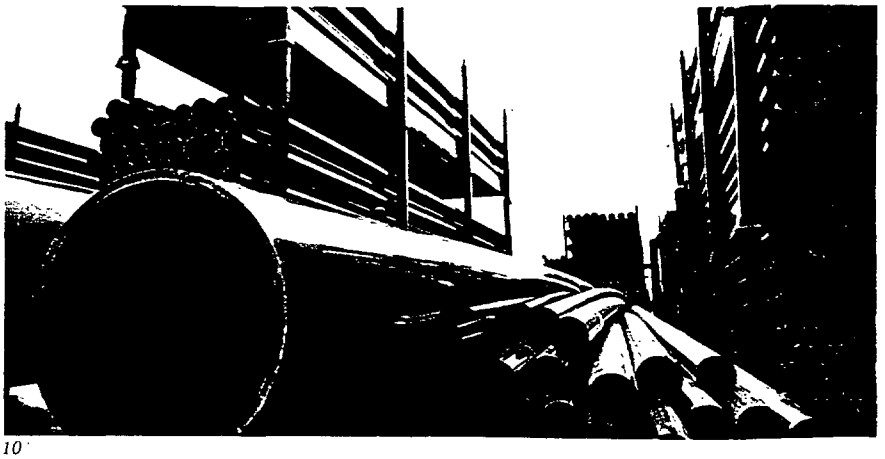


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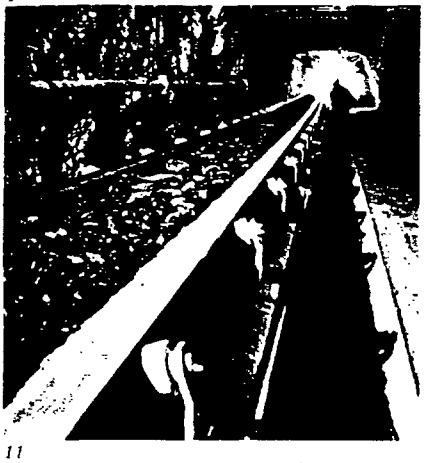
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Into new markets with Storeys

In 1977 T & N acquired Storey Brothers and Co. significantly strengthening the Division in a number of ways. Storeys is a well-respected name in the plastics industry and some of its major products – flexible plastics sheeting, wall coverings, plastics-coated materials and synthetic rubber sheeting, parallel those already produced by BIP's sheet and film division, now merged with Storeys.

An important difference from the rest of the Group, and one taking it into new markets, is that Storeys primarily manufactures for consumer industries – home decor, furniture, pram and nursery goods, fashion garments, footwear, luggage and fancy goods.

A further advantage is that Storeys is an international business, strong in Europe where it has marketing subsidiaries in seven countries. This opens up new outlets for T & N plastics, which are exceptionally well-placed to take advantage of growing overseas demand.

TBA Industrial Products

The third member of the Division, TBA, is the Group's expert in fibre processing and a world leader in the field of composites (solids modified or reinforced by the addition of fibres). The company has four factories in the UK and an associate in Spain.

TBA not only operates the largest asbestos textile factory in the world, but also processes other fibres. In 1971 it received the Queen's Award to Industry for developing 'FORTEX,' a wet process for producing lighter and stronger asbestos yarns which are virtually dust-free.

In the field of sealing materials, the company produces packing and jointings for a wide range of automotive and other engineering applications.

TBA is also a leading manufacturer of continuous filament glass fibre for plastics reinforcement.

It is a major supplier of PVC fire-resistant conveyor belting to the National Coal Board, as well as manufacturing a wide range of transmission belts for automotive and industrial applications.

From it's early involvement in the reinforcement of phenolic resins for aircraft components, TBA now makes a wide range of thermoset and thermoplastics materials reinforced with a variety of fibres.

TBA is the Group's largest exporter, with nearly 50% of its output going directly overseas.

1 BIP produces the amino plastics used for electrical switchgear
2 Plastolene reinforced flexible vinyl material made by Storeys is used for blinds and awnings
3 Continuous filament glass fibre is made by TBA for plastics reinforcement
4 Glass fibre from TBA reinforces the polyester resins used for the cab on this Scammell Routeman truck
5 PVC sheet materials produced by Storeys are used for such products as flexible doors
6 TBA manfactures FORTEX a lighter, stronger asbestos yarn used extensively for protective clothing
7 Storeys produces a wide range of PVC sheet and film
8 TBA supplied the glass fibre used in the glass reinforced plastics beams which are a structural feature of the American Express building in Brighton
9 BIP also produces rotationally moulded products
10 BIP holds a significant share of the UK market for PVC pipes
11 TBA fire-resistant PVC conveyor belting.
12 BIP is the largest producer of amino plastics moulding materials in the world
13 Amino plastics, as plastics foam, are used for cavity wall insulation

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Automotive Components

T & N has been in the automotive components business since 1925, the year Ferodo joined the Group. Over fifty years later, the Automotive Components Division has a strategic network of 32 factories and 12 associates in 17 countries. It supplies the original equipment needs of the automotive industry, as well as the demand for replacement parts in over 120 countries around the world.





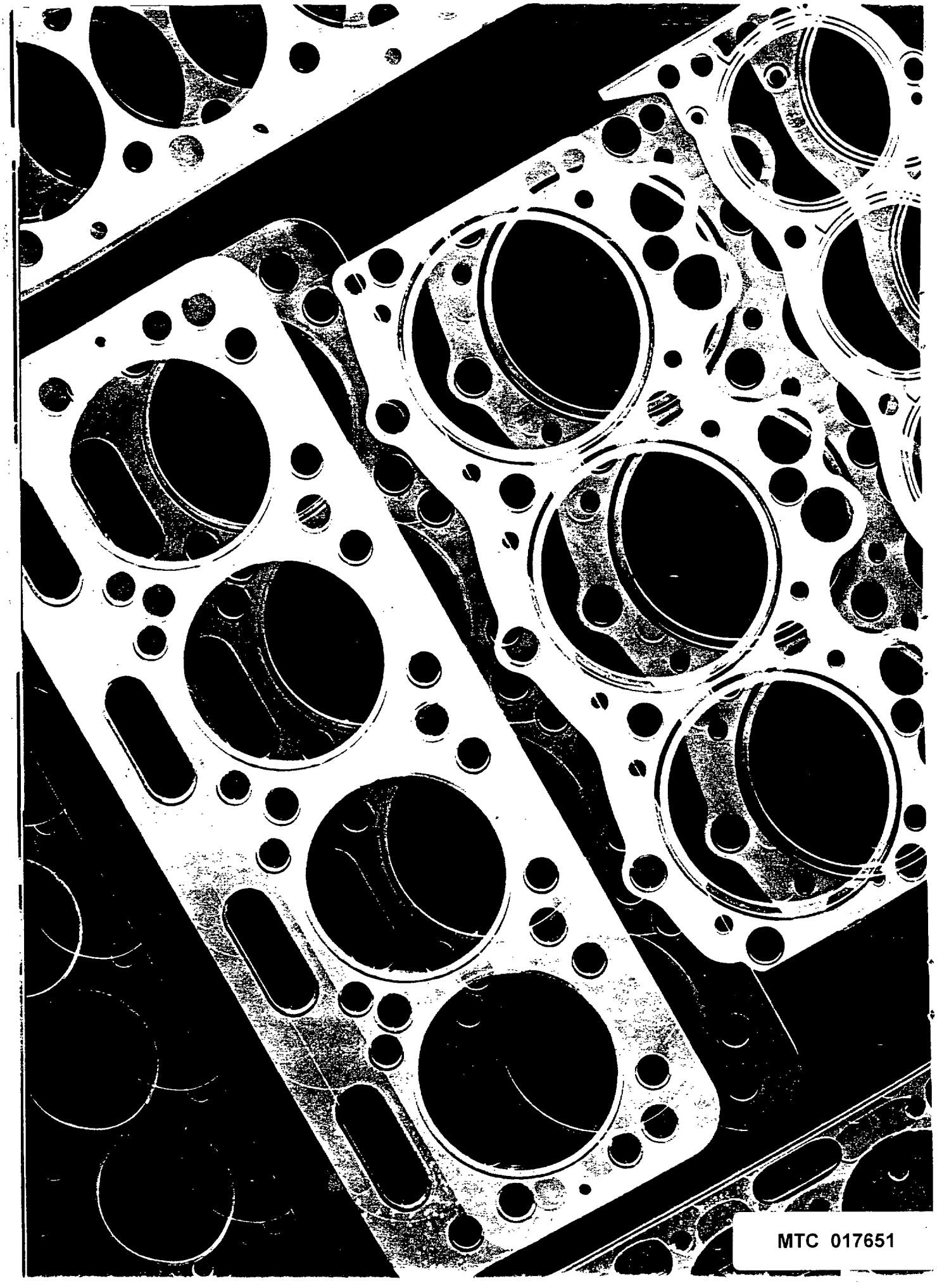
Engineering Components

Engineering Components makes and supplies more automotive gaskets than any other company in Europe. The company's European activities include substantial interests in Curty, France's leading automotive gasket manufacturer, and Industrias Cabre, important suppliers of gaskets to the Spanish automotive market. Engineering Components has 17 other subsidiaries and associates operating in eight countries.

It is also a significant manufacturer of air cleaners and oil filters for car and heavy duty applications. With the purchase of another UK producer of air,

(Top) T & N manufactures automotive components as original equipment for most European car manufacturers
(Bottom) Flexitallic, an Engineering Components subsidiary, supplies gaskets to the oil and petrochemical industries

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oil and fuel filter elements, Engineering Components doubled its filtration interests in 1977 and amalgamated them to form Coopers Filtration. It has subsequently acquired an Italian filter manufacturer, FIAAM, making it a major force in European automotive filtration.

Another significant Engineering Components activity is its Flexitallic gaskets operation, with established bases in the UK, USA and South Africa.

Flexitallic is the world's leading manufacturer of spiral wound and other industrial gaskets for high temperature use, mainly in the oil and petrochemical industries.

A Flexitallic subsidiary in Germany and an associate in Spain have given the company important bases for penetrating European markets. The company has also diversified into the manufacture of drain orifice assemblies, revolutionary replacements for conventional steam traps throughout industry.

The other main company within the Engineering Components Group is Cork Manufacturing, the largest manufacturer of cork and cork/rubber products in the UK.

Ferodo

Ferodo, a household name, manufactures disc brake pads and brake and clutch linings. These are used not only by the greater part of the UK automobile industry, but also extensively overseas.

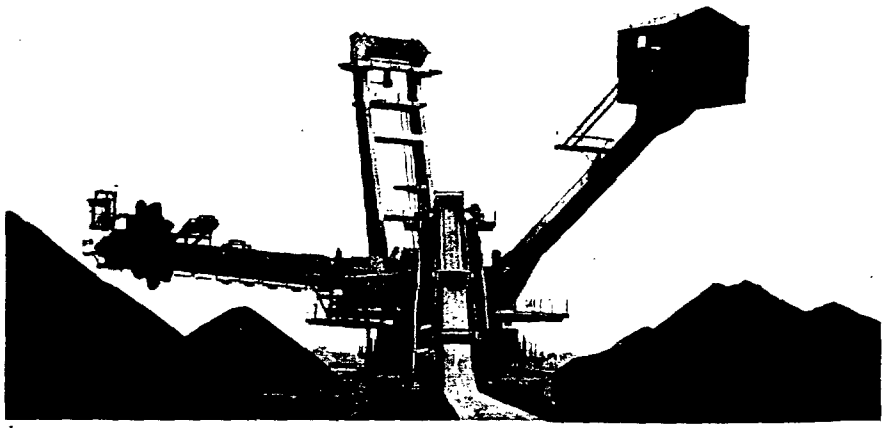
Less well-known products manufactured by the company include friction materials for agricultural, industrial and railway applications and non-slip stair-treads and stairtiles.

Ferodo is the world's largest exporter of friction materials. It operates the largest and most sophisticated research centre in the world devoted entirely to the study of friction and wear, and in 1969 and 1972 received a Queen's Award for Industry for technical innovation.

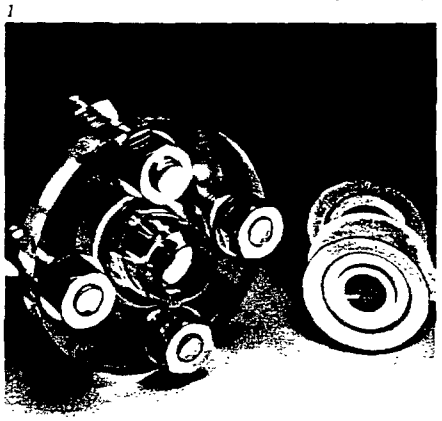
The acquisition of Brake Linings, a company manufacturing friction materials, mainly for commercial vehicles, has recently improved the Group's market penetration.

New United States base

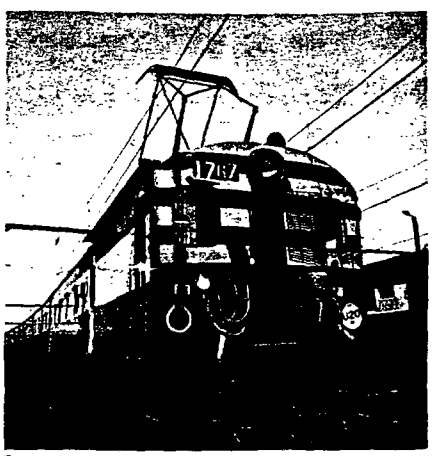
T & N has a stake in the US automotive components manufacturing industry through its 80% interest in the Nuturn Corporation. Nuturn was set up in 1977 in partnership with the Maremont Corporation to acquire Maremont's friction material and brake parts operation.



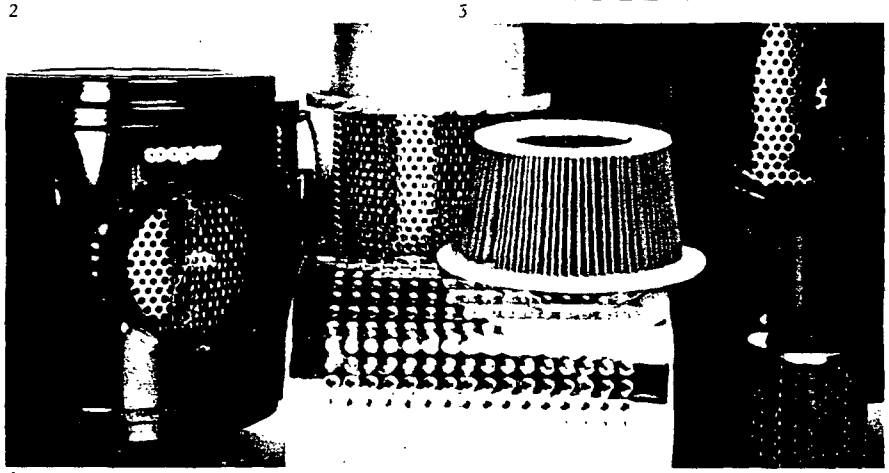
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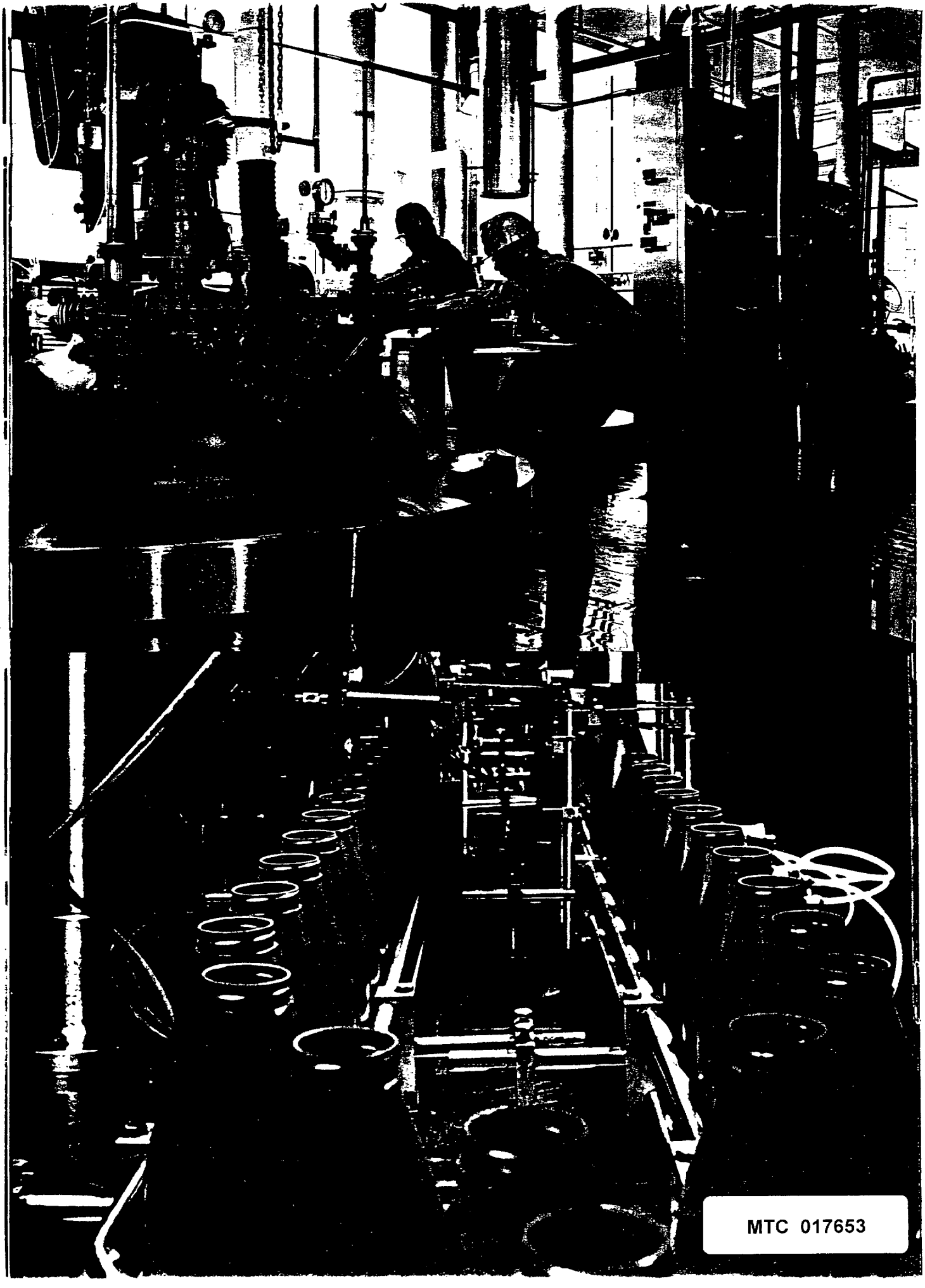


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1 Ferodo also supplies friction materials throughout industry, as with this giant reclaimer at a National Coal Board loading terminal
2 Flexitallic manufactures the drain orifice assembly, a replacement for conventional steam traps
3 Ferodo brake linings in use on a train in South Africa
4 Coopers Filtration, an Engineering Components subsidiary, is a major supplier of air cleaners and oil filters

Coopers, Payen and Halls automotive gaskets are known throughout the world

MTC 017652



MTC 017653

Chemicals

In 1977 T & N bought a 52% interest in the Philip A Hunt Chemical Corporation of New Jersey, USA. It gave T & N a new division – Chemicals.

Hunt has a well-earned reputation for technical excellence. It produces a highly developed range of specialty chemicals for the photographic, electrostatic, graphic arts and electronic industries – with applications as diverse as letterpress and rotogravure printing, office copying and printed circuitry for space and defence equipment. Its growth in recent years has reflected this excellence.

Hunt is compatible with the T & N Group. The new partnership gives T & N access to a new base in extremely advanced technology. At the same time, Hunt's skills in organic chemistry parallel the organic and polymer chemistry employed by British Industrial Plastics.

Hunt is expanding rapidly in Europe, with a manufacturing base in Belgium.

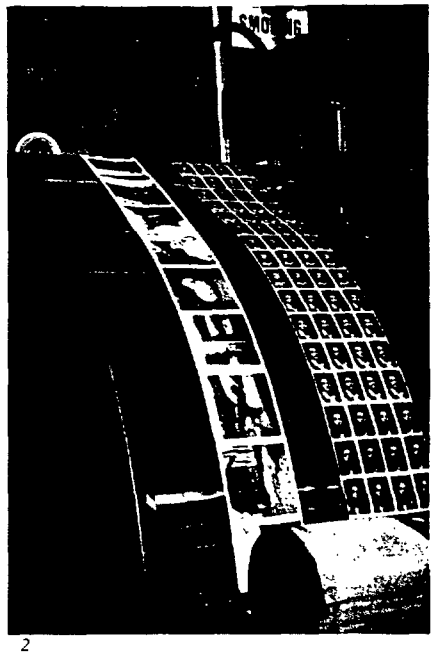
Chemicals

Philip A Hunt Chemical Corporation

Overseas:
4 Subsidiaries



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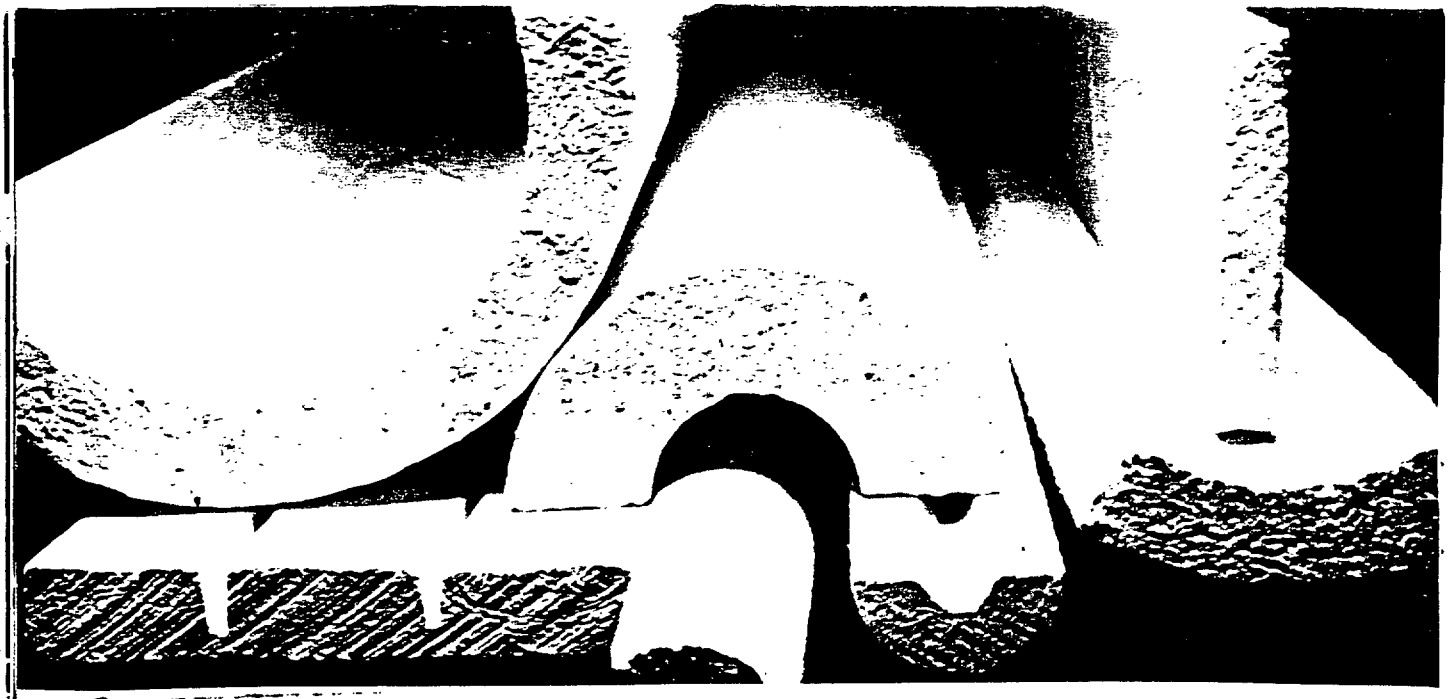


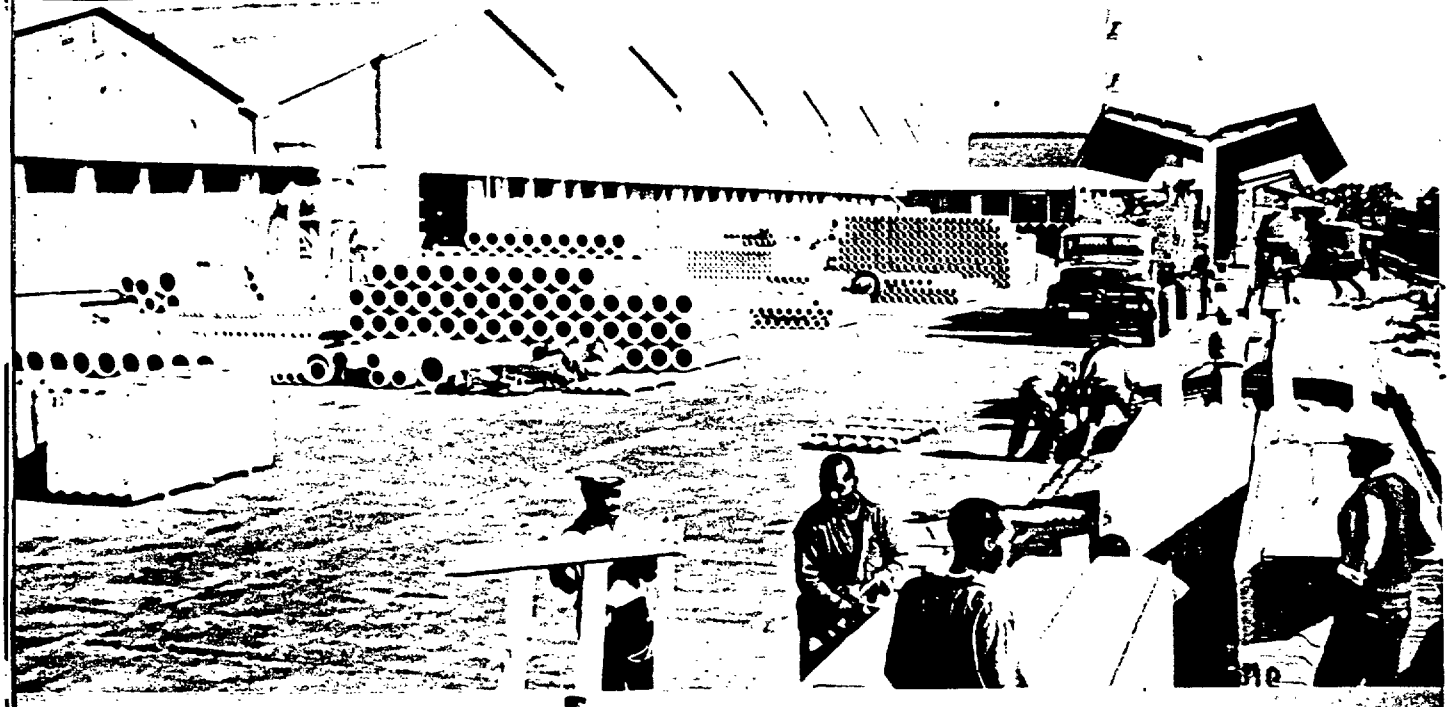
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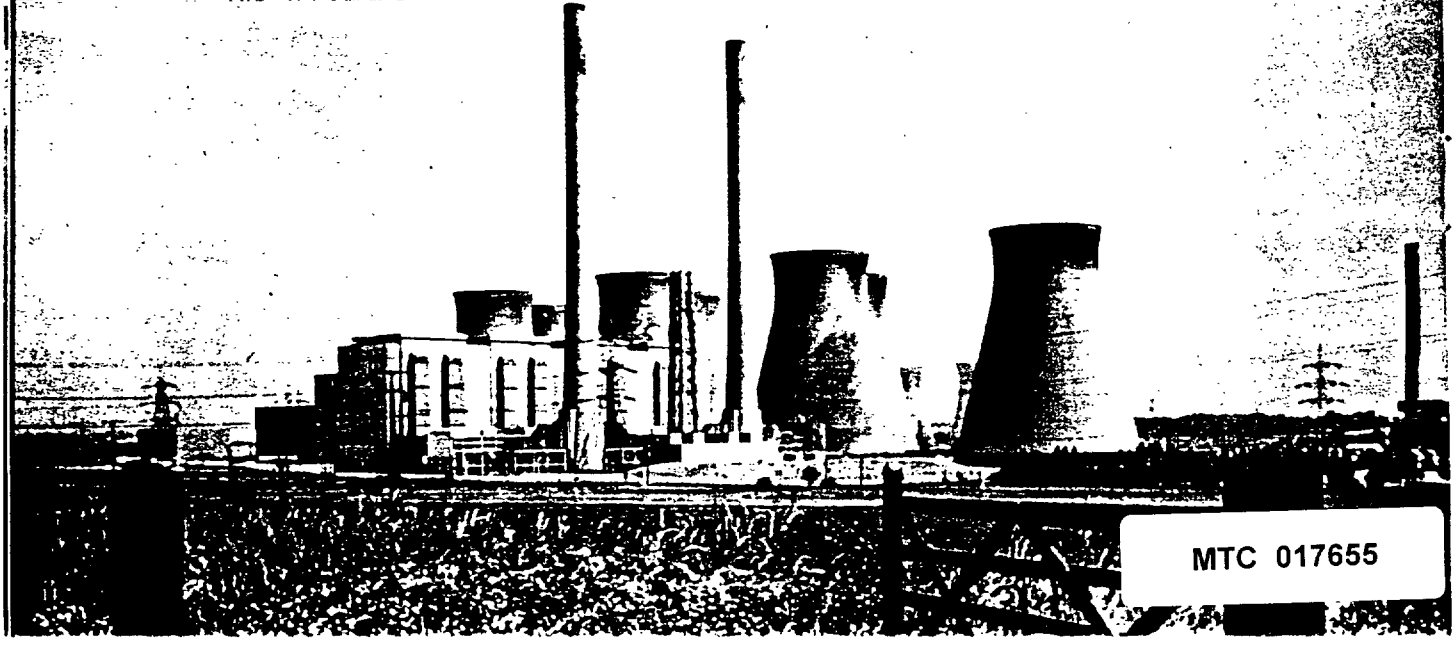
(Top) Charging a chemical reactor at Hunt Chemical's organic chemicals plant
(Bottom) One of the production lines at Hunt Chemical which produces dry toners for office copying machinery

1 Hunt Chemical produces filming agents for etching printing plates
2 Photographic colour prints on an inline production drum dryer at a Hunt Chemical photofinishing plant

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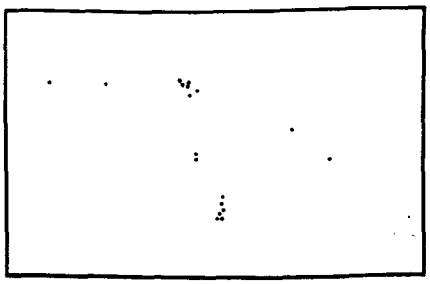




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Construction Materials

T & N's Construction Materials Division produces building and insulation materials for the construction, ship-building and mechanical and electrical engineering industries. With 25 factories and 5 associate companies worldwide, and with customers in at least 80 countries, the division's strength is broadly based.



TAC Construction Materials

TAC Construction Materials, one of the major companies in the Division, dominates the UK market for asbestos-cement products. Over half the UK's industrial and farm buildings are roofed with TAC materials; housing, schools and hospitals are other markets. TAC is also one of the largest producers of asbestos-cement water and sewerage pipes in the world and is the only British manufacturer. It makes over 1,000 miles of pipe every year, exporting nearly half to 45 countries.

Recently, TAC has diversified into the production of building blocks. One type, the lightweight aggregate block, is being made at Halton, Lancashire, while gas-concrete blocks for the home building market are made in a £3.8m plant at Alfreton, Derbyshire.

Construction Materials

Newalls Insulation Co Ltd

TAC Construction Materials Ltd

Overseas:
9 Subsidiaries
5 Associates

(Top) Newalls produces calcium silicate materials for high temperature insulation applications
(Centre) One of T & N's twelve overseas asbestos-cement factories
(Bottom) Both Newalls and TAC provide materials used in the construction of power stations

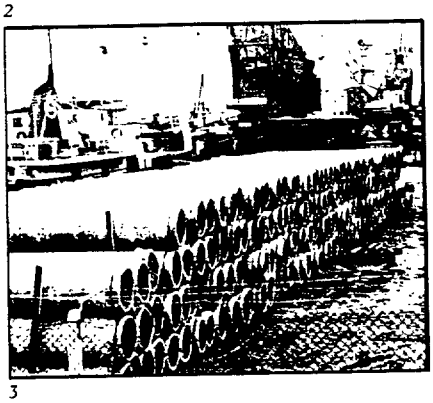
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TAC vigorously pursues the export market, with the Middle East a prime target. Exports represent over 25% of the company's business, and in 1977 won it a Queen's Award for Industry, the fifth time the T & N Group had been honoured in this way.

Developing countries and growing economies have a particular need for relatively cheap, non-combustible building products and, for this reason, much of T & N's asbestos-cement manufacturing capacity is based overseas.

The division includes important companies in India, Zambia, South Africa, Nigeria and Canada which operate a total of 12 factories.

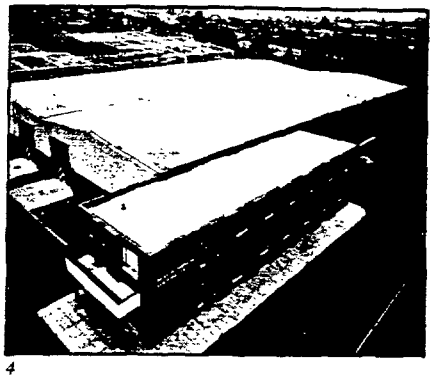
New moves at Newalls

Newalls Insulation, the other UK company in the Division, is an important producer of glass fibre, rock fibre and calcium silicate products for heat, cold and sound insulation, and technically well positioned to take advantage of energy conservation programmes.

MTC 017657

In all Turner & Newall areas of activity, the need to anticipate changes in technology is of great importance. Newalls has done this with success.

It was the first manufacturer in the world to produce asbestos-free calcium silicate materials for use in high temperature work in ships' engine rooms, power stations and petrochemical installations. A £6m expansion will produce even more sophisticated insulation materials, based on glass fibre technology new to the UK.



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1 Asbestos paper, manufactured by TAC, is used for packings and jointings in the engineering and automotive industries

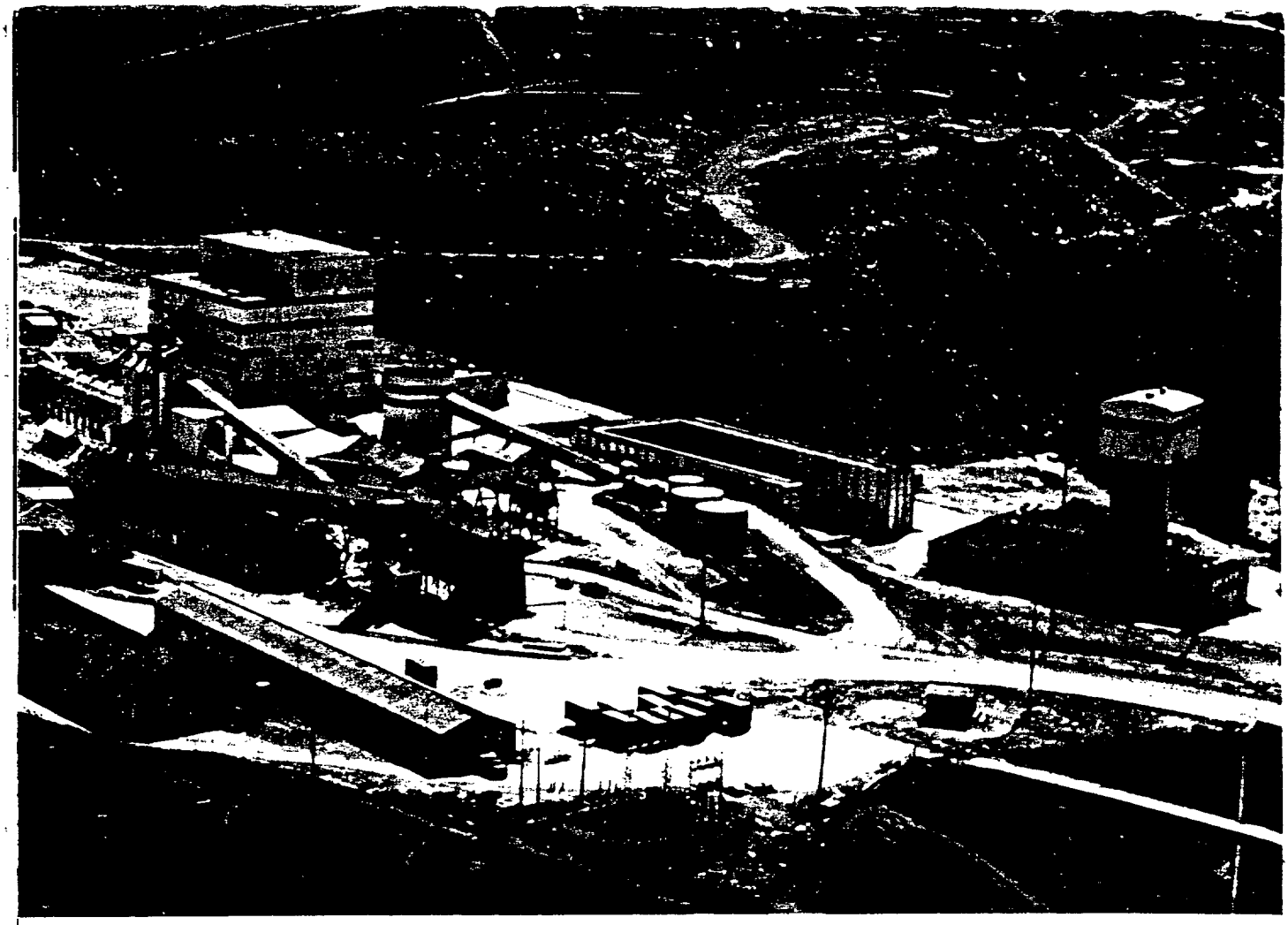
2 TAC manufactures asbestos-cement materials for agricultural buildings

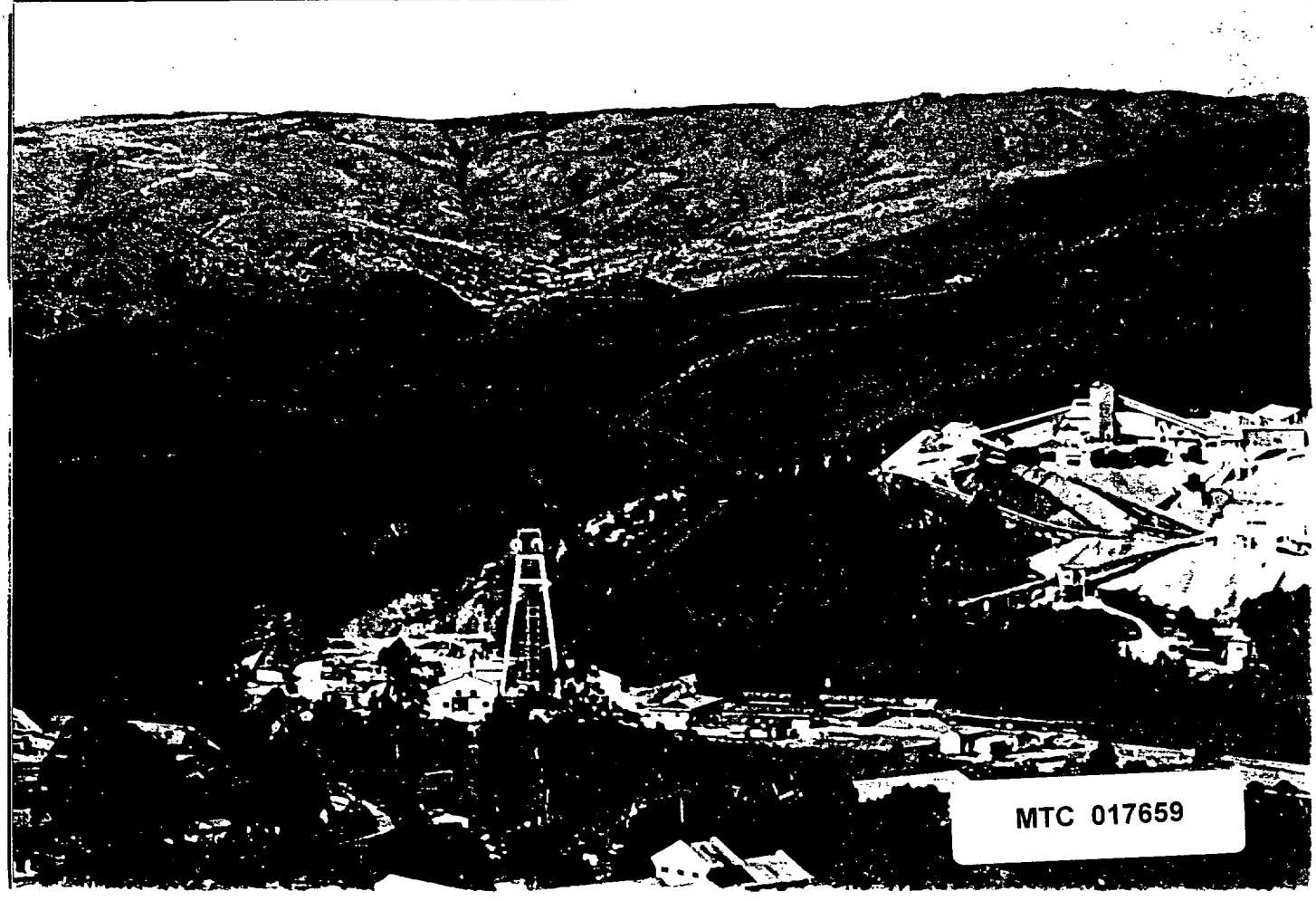
3 TAC asbestos-cement pipes are exported to 45 countries

4 Over half of the industrial buildings in the UK are roofed with TAC materials

(Below) Newalls insulation materials are used overseas by all the major petrochemical companies

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MTC 017659

Asbestos Mining and Fibre Distribution

Since 1960 T & N has expanded non-asbestos products in such a way that today they represent nearly 50% of the Group's worldwide business.

Nevertheless asbestos, with its unique combination of strength and incombustibility, is still one of world industry's important raw materials. Its properties will continue to be utilised in friction materials and gaskets, in asbestos-cement building materials and pipes, in asbestos textiles, asbestos-based engineering materials and reinforced plastics.

The principal companies in the Asbestos Mining and Fibre Distribution Division are Bell Asbestos Mines in Canada, Havelock Asbestos Mines (Swaziland), jointly owned with the Swazi Nation, and a company with mines in Rhodesia from which T & N has been cut off since Unilateral Declaration of Independence in 1965. The mines produce chrysotile asbestos fibre, widely used in the materials and components made by other divisions.

Asbestos Mining and Fibre Distribution

Bell Asbestos Mines Ltd

Havelock Asbestos Mines (Swaziland) Ltd

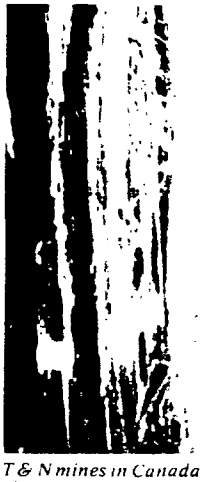
Rhodesian & General Asbestos Corporation

Turners Asbestos Fibres Ltd

1 Associate



The company school at Havelock Asbestos Mines in Swaziland



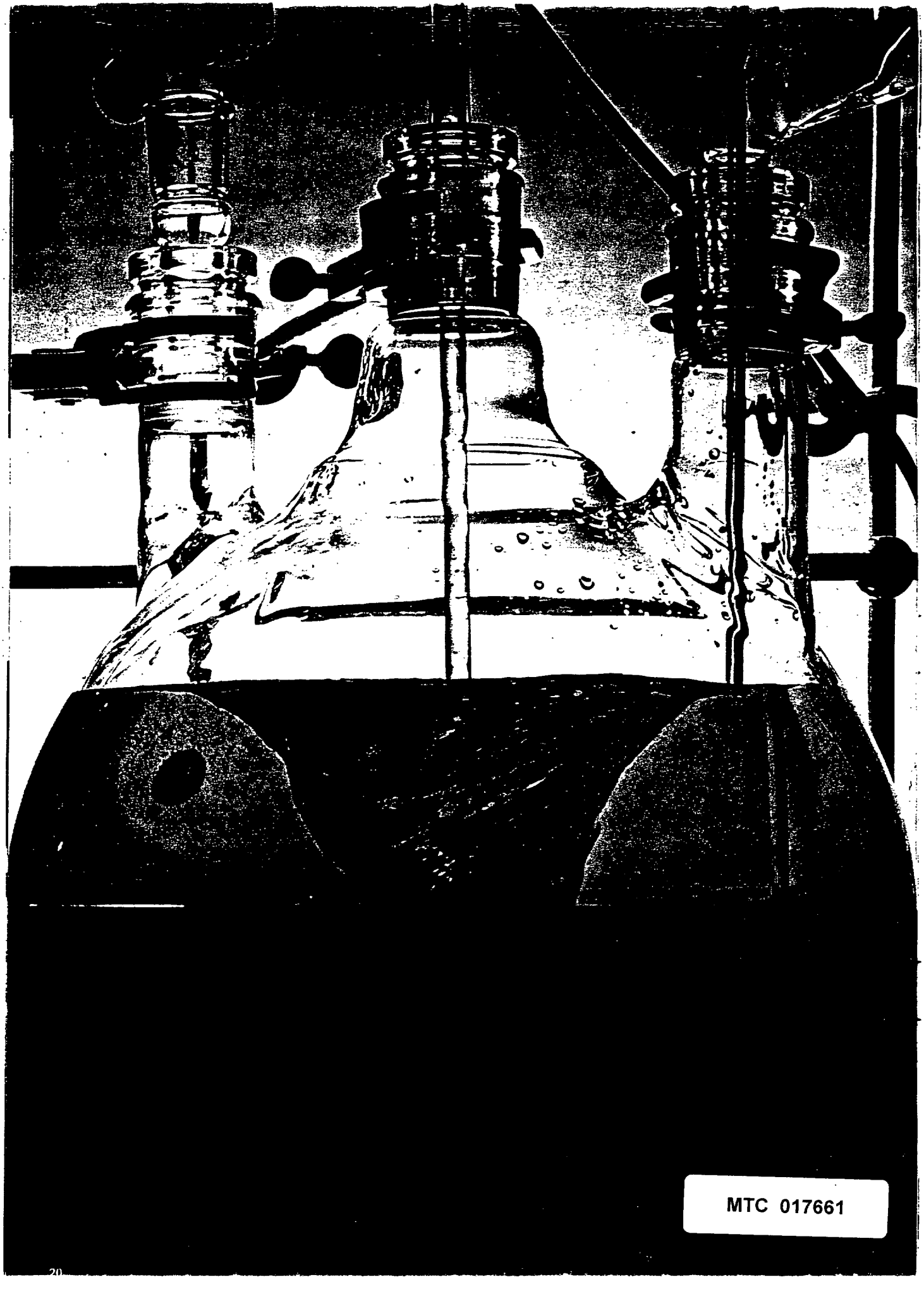


T & N mines in Canada and Africa produce chrysotile asbestos fibre



(Top) Bell Asbestos Mines, Quebec, Canada
(Bottom) Havelock Asbestos Mines in Swaziland

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MTC 017661

Technical development

The dynamic growth of the T & N Group, resulting in greater diversification in its activities, is sustained by heavy expenditure in research and development – £4m a year allocated in the UK alone to the manufacturing companies and the two Group research organisations.

Scientists and technologists responsible for the technical base of the manufacturing companies are mainly involved in applied research.

These companies supply materials and components largely used in the finished products of other manufacturers, such as PVC components for cables, brake linings and gaskets for the automotive industry and insulation materials for the construction industry. It is therefore essential that T & N technical personnel anticipate and match the changing technological needs of the customers and the industries they serve.

New and improved products and processes, coupled with better product quality control and process cost reductions, result from this applied research effort.

The great diversity of T & N's interests embraces many fields of science and technology, including polymer science and technology, materials science applied to composites, silicate chemistry, fibre science, textile and rubber technology, hydraulic engineering, thermal and acoustic insulation technology, particle physics and photographic science.

Although the major R & D work in the above fields is applied, each company undertakes the basic research necessary to maintain a firm technical base and stimulate innovation. Basic techniques include electron microscopy, infra-red and ultra violet spectrometry, x-ray diffraction, gas chromatography, thermogravimetric analysis, flame photometry, atomic absorption, spectrophotometry and differential thermal analysis.

The two Group research organisations are engaged in research which concerns most of T & N's manufacturing companies.

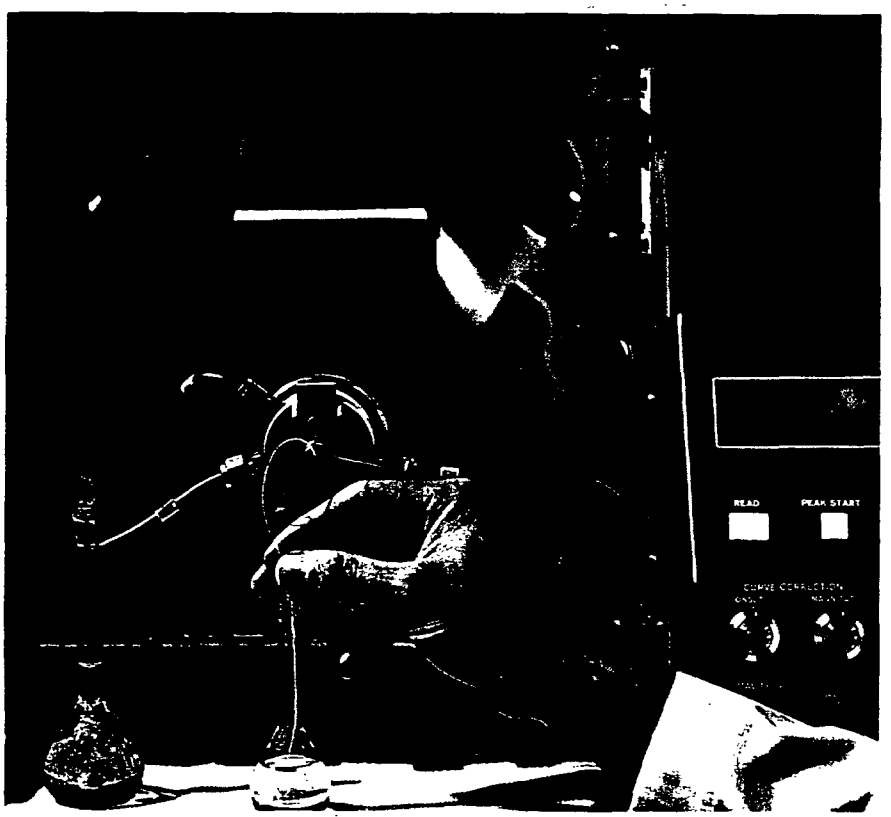
The T & N Asbestos Fibre Laboratory is probably the only establishment in the world working exclusively on fundamental investigations of the properties and behaviour of asbestos fibres.

The second Group research organisation is the Alternative Materials and Fibres Unit. It is an enlargement of the Fibre Research Unit founded in 1971 and undertakes medium and long term investigations not only on the many new fibres becoming available to industry, but also on the application of such fibres in products of potential interest to T & N, world-wide. This unit has attracted scientists from all over the world.

Broad research aims are similar throughout T & N, and to avoid duplication and ensure co-operation in matters of common concern, a Research Advisory Committee was established some years ago. This committee ensures that regular contact is maintained between research establishments, arranges periodic technical conferences and is responsible for identifying those areas of R & D where Group resources, rather than those of an individual company, should be deployed.



(Above)
The Test House in the Ferodo laboratories



(Left)
Atomic absorption spectrophotometry is one of a number of basic techniques employed by T & N technologists

MTC 017662

The world of Turner & Newall

■ Plastics and Industrial Materials Division

	Country
British Industrial Plastics Ltd Head Office Oldbury, near Birmingham Factories at Oldbury, Whiston, Streetly, Maryport and Aycliffe	United Kingdom
BIP Plastics (Europa) GmbH Head Office: Dusseldorf	Federal German Republic
British Industrial Plastics (SA) (Pty) Ltd Head Office and Factory: Pinetown, Natal	South Africa
Storey Brothers & Company Ltd Head Office: Lancaster Factories at Lancaster and Brantham Incorporating. **Controform Ltd,** Lancaster **Rembrandt Engravers Ltd,** Lancaster **Touchdown Adhesive Products Ltd** Lancaster **Whalley & Haddow Ltd,** Warrington	United Kingdom
Storey Brothers & Company GmbH Vienna	Austria
Storeys of Lancaster A/S Copenhagen	Denmark
Storeys of Lancaster Oy, Helsinki	Finland
Storeys France SA, Paris	France
Storey Brothers and Company (Deutschland) GmbH Offenbach am Main	Germany
Storeys of Lancaster (NZ) Ltd Auckland	New Zealand
Storeys of Lancaster A/S, Oslo	Norway
AB Storeys of Lancaster, Stockholm	Sweden
The Storey Corporation of Virginia Richmond, Va.	United States
TBA Industrial Products Ltd Head Office: Rochdale Factories at Rochdale, Hindley Green, Dungannon and Camberley	United Kingdom

▲ Automotive Components Division

Engineering Components Ltd Head Office: Slough Incorporating: **Coopers Filtration Ltd,** Abergavenny, Hemel Hempstead, Luton **Coopers Mechanical Joints Ltd** Slough **Cork Manufacturing Co Ltd** Chingford and Reading **Ecsos Development Co Ltd** Slough **Flexitallic Gaskets Ltd,** Heckmondwike, Cleckheaton and Paisley **Halls Gaskets Ltd,** Slough **J. Payen Ltd,** Slough	United Kingdom
Coopers—FIAAM SpA , Mantova	Italy
Payen BV Head Office and Factory: Vlaadingen	Holland
Payen New Zealand Gaskets Ltd Head Office and Factory: Auckland	New Zealand
J. Payen (Ireland) Ltd Head Office and Factory: Ballindine, Co Mayo	Republic of Ireland
Payen Components South Africa Ltd Head Office: Port Elizabeth Factories: Port Elizabeth and Johannesburg	South Africa
Components (Eastern) Ltd Head Office: Hong Kong	Hong Kong
Flexitallic Gasket Co Inc Head Office: Camden, New Jersey Factories: Camden, Houston (Texas) and Los Angeles (Ca)	United States of America
HDF Flexitallic GmbH Head Office and Factory: Burscheid	Federal German Republic
Cork Manufacturing Co (Canada) Limited Head Office and Factory: Weston, Ontario	Canada
Ferodo Ltd Head Office Chapel-en-le-Frith Factories at Chapel-en-le-Frith and Caernarfon Including: **Belaco Ltd** **Brake Linings Ltd,** Buxton **Presswork-Components Ltd,** Rochdale	United Kingdom
Ferodo GmbH Head Office: Wiesbaden	Federal German Republic
Hindustan Ferodo Ltd Head Office and Factory. Ghatkopar, Bombay	India
Ferodo Italiana SpA (Including Payen Division) Head Office and Factory: Mondovi near Turin	Italy
Bureau Technique International SA Head Office and Factory: Brussels	Belgium
Ferodo (Pty) Ltd Head Office and Factory: Prospecton	South Africa
Ferobrake (Pty) Ltd Durban, Natal	South Africa
Turners Engineering Products (Nigeria) Ltd Head Office: Ibadan	Nigeria
Nuturn Corporation Head Office: Nashville, Tennessee Factories: Nashville, Tennessee and Paulding, Ohio	United States of America

■ Chemicals Division

Philip A Hunt Chemical Corporation Head Office: Palisades Park, New Jersey Factories: Palisades Park, Harrison and Pompton Lakes, N.J. Long Island City, N.Y.; Cleveland and Berea, Ohio; Chicago and Rolling Meadows, Ill; Los Angeles, Ca, Lincoln, Rhode Is; Tempe, Ariz; Incorporating:	United States of America
Marvel Photo Company Harrison, N.J.	United States of America
Hunt Chemical Canada Ltd, Toronto	Canada
NV Hunt Chemical, St Nicklaas	Belgium
Hunt Chemicals Ltd, Coventry	United Kingdom
Hunt Chemicals SARL, Paris	France
Hunt Chemicals GmbH, Mainz	Federal Ger. Republic

● Construction Materials Division

Newalls Insulation Co Ltd Head Office Washington, Tyne and Wear Factories at Washington and Middlesbrough	United Kingdom
TAC Construction Materials Ltd Head Office: Trafford Park, Manchester Factories at Trafford Park, Widnes, Erith, Rhoose, Tamworth, Ditton, Alfreton and Halton	United Kingdom
Turners Building Products (Northern Ireland) Ltd Head Office and Factory: Ballyclare	United Kingdom
Atlas Asbestos Co Ltd Head Office and Factory: Montreal, PQ	Canada
Turners Building Products Ltd Head Office and Factory: Mission, Vancouver, BC	Canada
Ets Dagard et Fils SA Head Office and Factory: Boussac	France
Asbestos Cement Ltd Head Office: Delhi Factories at Mulund, Kymore, Calcutta and Podanur	India
Turners Building Products (Emene) Ltd Head Office and Factory: Emene, Enugu, Anambra State	Nigeria
Turners Building Products (Arewa) Ltd Head Office and Factory: Kaduna, Kaduna State	Nigeria
Turnall Ltd Head Office: Jacobs, Durban. Factories at Jacobs and Wentworth	South Africa
Turnall (Cape) (Pty) Ltd Factory at Kuils River	South Africa
Turnall (Pvt) Ltd Head Office: Salisbury Factories at Salisbury and Bulawayo	Rhodesia
TAP Building Products Ltd Head Office: Lusaka. Factory at Chilanga	Zambia

● Asbestos Mining and Fibre Distribution Division

Turners Asbestos Fibres Ltd Head Office: Manchester	United Kingdom
Bell Asbestos Mines Ltd Head Office and Mine Thetford Mines, PQ	Canada
Dublin Consolidated Asbestos Mines (Pty) Ltd Head Office: Johannesburg	South Africa
Havelock Asbestos Mines (Swaziland) Ltd Head Office and Mine: Havelock	Swaziland
Rhodesian & General Asbestos Corporation (Pvt) Ltd Head Office: Bulawayo Mines at Shabani and Mashaba	Rhodesia

▲ Holding Companies

Turner & Newall International Ltd Head Office: 20 St. Mary's Parsonage, Manchester	United Kingdom
Newturn Holdings Ltd Head Office: Montreal, PQ	Canada
Turner & Newall Holdings (Pty) Ltd Head Office: Pretoria	South Africa
Turner & Newall Industries Inc Head Office: Wilmington, Delaware	United States

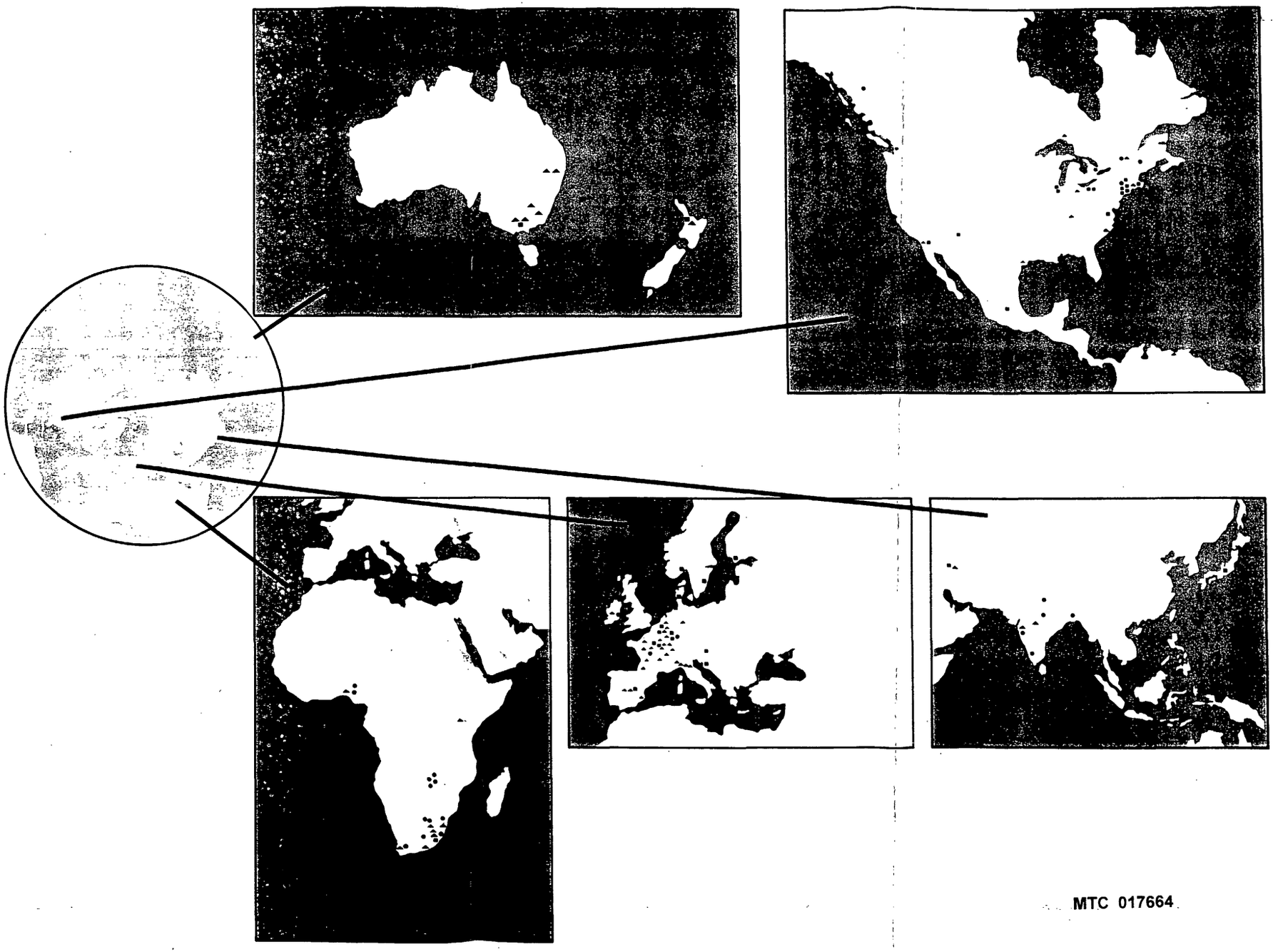
Associated Companies

Materiales Moldeables SA de CV	Mexico
Ascol Laminates Ltd	United Kingdom
Butyl Products Ltd	United Kingdom
Debron Carpets Ltd	United Kingdom
Nissha-Storeys Company Ltd	Japan
Transprints (UK) Ltd	United Kingdom
Tekstilna Industrija	Yugoslavia
TBA Iberica SA	Spain
Curty SA	France
Coopers Mechanical Joints (Australia) Pty Ltd holding the issued capital of: **Payen, Byrne & Blackford Pty Ltd** **Associated Power Seals Pty Ltd**	Australia
Super Seals Pty Ltd	Australia
Industrias Cabre SA	Spain
Kenya Components Ltd	Kenya
Payen Iran Industrial and Manufacturing Company	Iran
Payen Waxstat Sales Ltd	United Kingdom
Empacaduras Troqueladas SA	Venezuela
Flexitallic Gaskets (Africa) Ltd	South Africa
Flexitallic Iberica SA	Spain
Ferodo Española SA	Spain
Hardie-Ferodo Pty Ltd	Australia
British & Universal Spares (Pty) Ltd	South Africa
Tegral Pipes Ltd	Republic of Ireland
Tegral Building Products Ltd	Republic of Ireland
Unipipe (Pty) Ltd	South Africa
Bailey's Roofing (Zambia) Ltd	Zambia
Cassiar Asbestos Corporation Ltd	Canada

Other Investments

F & T Plastics (Australia) Pty Ltd	Australia
SA Française du Ferodo	France
Payen Talbros Ltd	India
Persepolis Industrial Plastics Ltd	Iran
Satamv SpA	Italy

MTC 017663



MTC 017664



MTC 017665

People

It is all too easy to see a modern, international company like T & N in the abstract terms of balance sheets, technologies and organisation charts. Such a view is seriously incomplete.

It overlooks the fact that the most valuable assets are the commitment and skills of the individuals who alone can make the systems work and lay the foundation for future growth.

T & N has always devoted a major part of management attention to the problems of recruiting and, far more important, retaining people of the right calibre at all levels.

The Group's policy is to provide a working environment and training facilities so that all employees can develop their talents and experience to the full extent of their capabilities – to the benefit of the company as well as themselves. Individual companies within T & N each have their own training programmes for all employees.

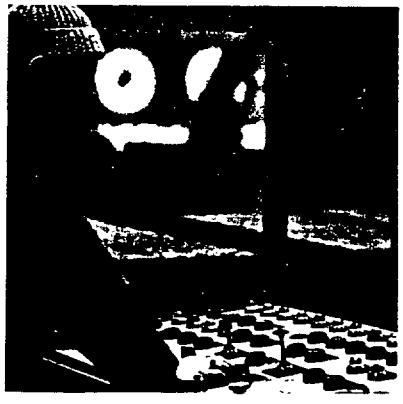
The Group's management training scheme is well-known as one of the most attractive in British industry. It is open to graduates from the universities and to younger employees already with the Group who are not necessarily graduates Under this scheme trainees are introduced to the management functions of production, marketing and finance in the light of social and economic change, through a mixture of academic and operational training. All of this is undertaken in the first year of the scheme, before the trainee is committed to a particular specialisation.

Concern for good employee relations shows itself in the companies' systems for joint consultation, which include health and safety matters (especially important when dealing with fibres, chemicals and plastics). People matter, wherever in the world T & N employs them, and the relatively low turnover of Group employees is a measure of the success of its personnel policies.







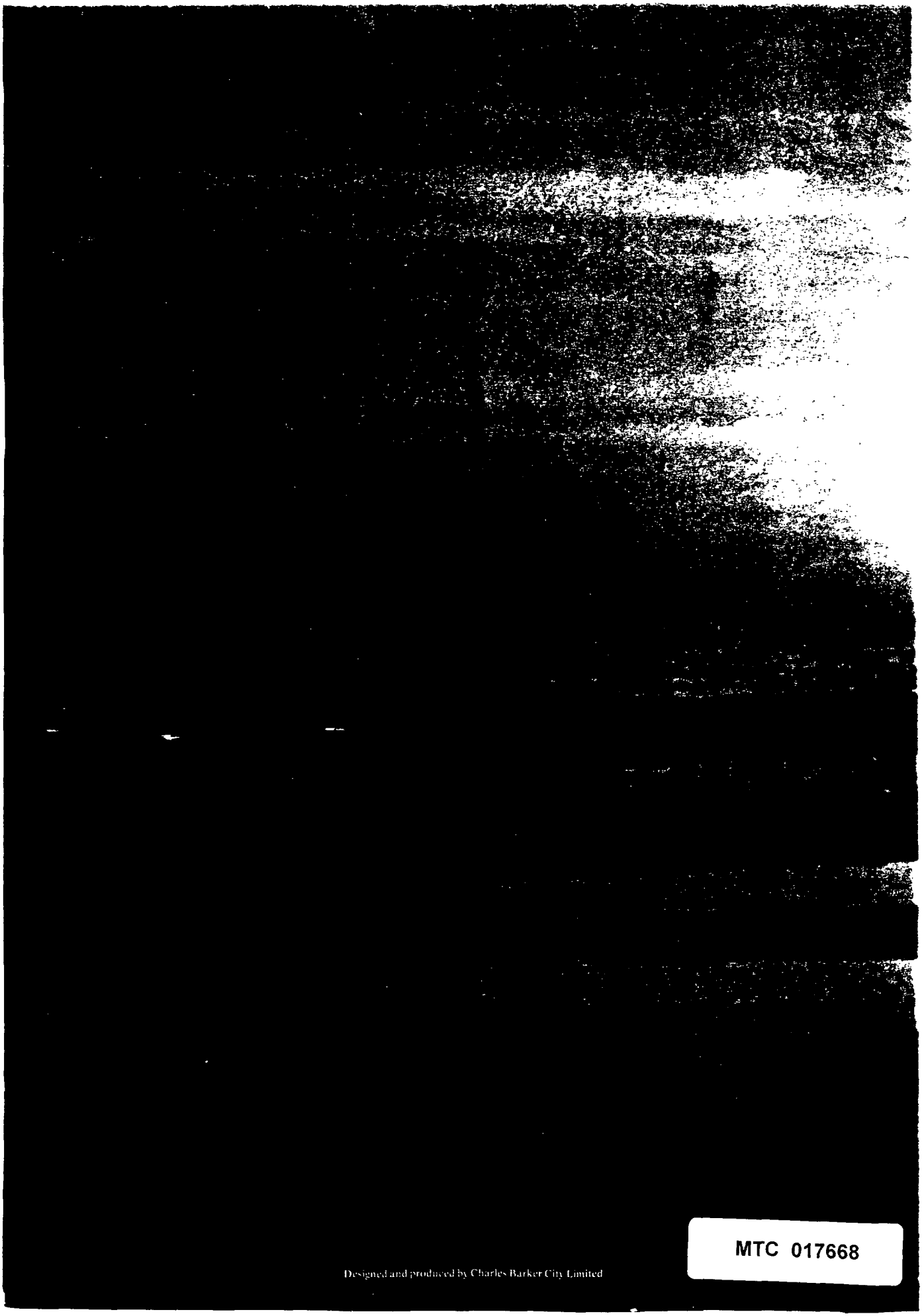

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TURNER
& NEWALL
LIMITED

20 St. Mary's Parsonage
Manchester M3 2NL

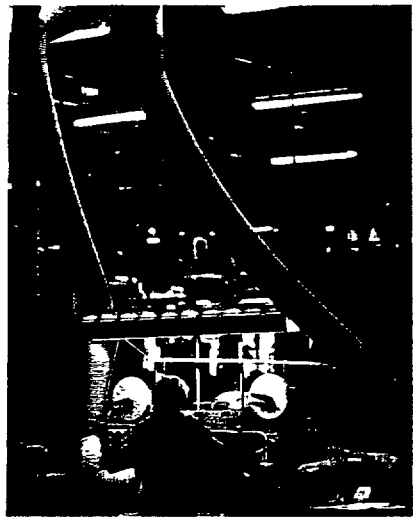
Telephone 061-833 9272
Telex 667664
Telegrams Turnerall Manchester



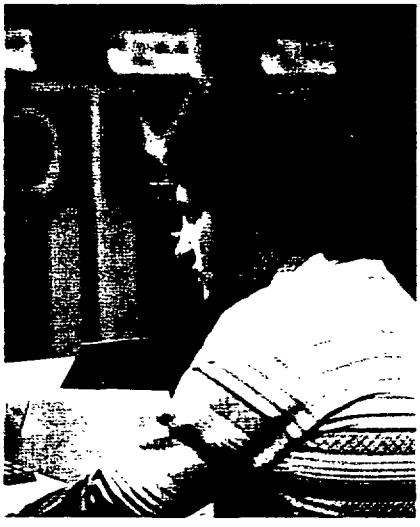
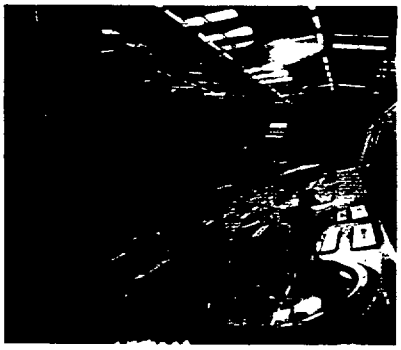
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Designed and produced by Charles Barker City Limited

Turner & Newall
How we are organised

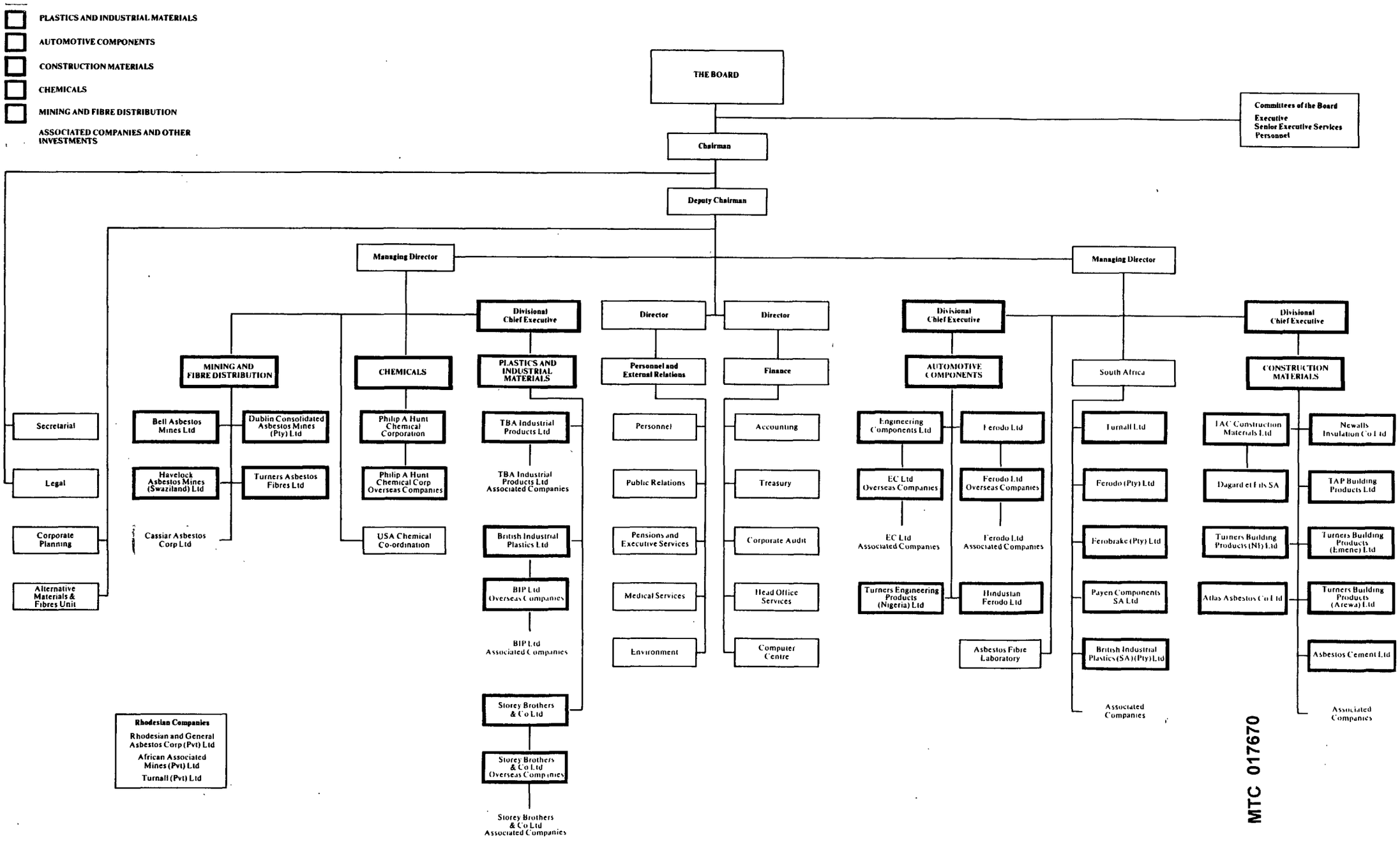




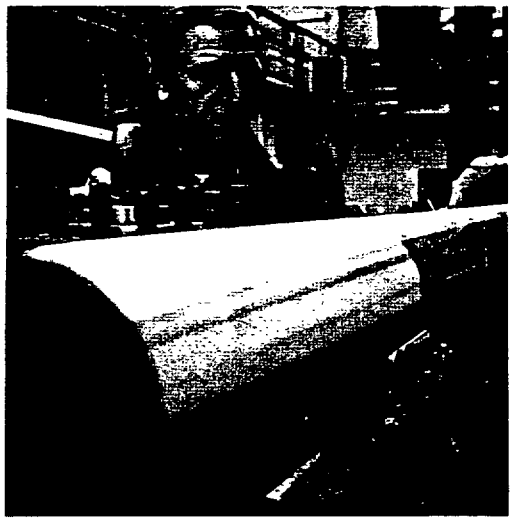



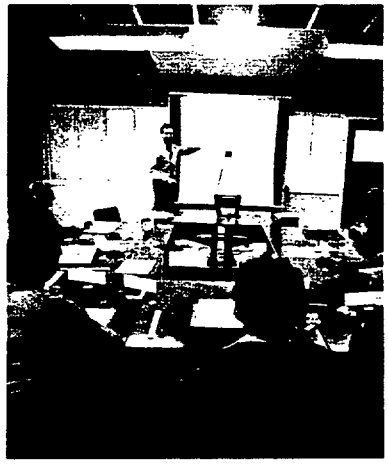
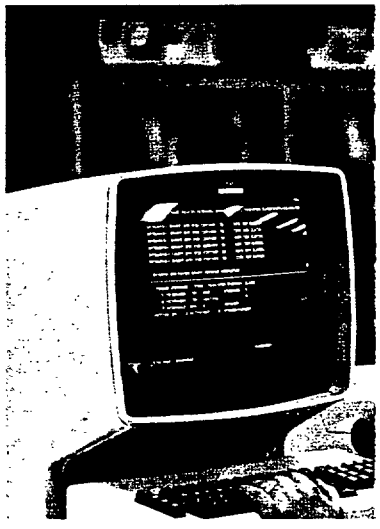


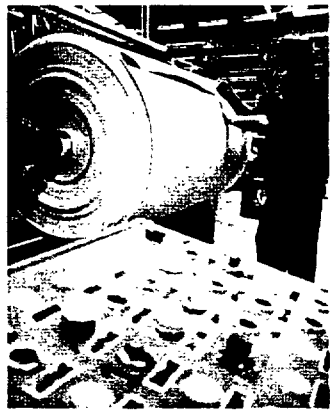
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PLASTICS AND INDUSTRIAL MATERIALS
AUTOMOTIVE COMPONENTS
CONSTRUCTION MATERIALS
CHEMICALS
MINING AND FIBRE DISTRIBUTION
ASSOCIATED COMPANIES AND OTHER INVESTMENTS
THE BOARD
Committees of the Board
Executive
Senior Executive Services
Personnel
Chairman
Deputy Chairman
Managing Director
Managing Director
Divisional Chief Executive
Director
Director
Divisional Chief Executive
Divisional Chief Executive
MINING AND FIBRE DISTRIBUTION
CHEMICALS
PLASTICS AND INDUSTRIAL MATERIALS
Personnel and External Relations
Finance
AUTOMOTIVE COMPONENTS
South Africa
CONSTRUCTION MATERIALS
Secretarial
Legal
Corporate Planning
Alternative Materials & Fibres Unit
Bell Asbestos Mines Ltd
Dublin Consolidated Asbestos Mines (Pty) Ltd
Havelock Asbestos Mines (Swaziland) Ltd
Turners Asbestos Fibres Ltd
Cassiar Asbestos Corp Ltd
Philip A Hunt Chemical Corporation
Philip A Hunt Chemical Corp Overseas Companies
USA Chemical Co-ordination
TBA Industrial Products Ltd
TBA Industrial Products Ltd Associated Companies
British Industrial Plastics Ltd
BIP Ltd Overseas Companies
BIP Ltd Associated Companies
Storey Brothers & Co Ltd
Storey Brothers & Co Ltd Overseas Companies
Storey Brothers & Co Ltd Associated Companies
Personnel
Public Relations
Pensions and Executive Services
Medical Services
Environment
Accounting
Treasury
Corporate Audit
Head Office Services
Computer Centre
Engineering Components Ltd
EC Ltd Overseas Companies
EC Ltd Associated Companies
Turners Engineering Products (Nigeria) Ltd
Ferodo Ltd
Ferodo Ltd Overseas Companies
Ferodo Ltd Associated Companies
Hindustan Ferodo Ltd
Asbestos Fibre Laboratory
Turnall Ltd
Ferodo (Pty) Ltd
Ferobrake (Pty) Ltd
Payen Components SA Ltd
British Industrial Plastics (SA) (Pty) Ltd
Associated Companies
IAC Construction Materials Ltd
Dagard et Fils SA
Turners Building Products (NI) Ltd
Atlas Asbestos Co Ltd
Newalls Insulation Co Ltd
TAP Building Products Ltd
Turners Building Products (Emene) Ltd
Turners Building Products (Arewa) Ltd
Asbestos Cement Ltd
Associated Companies
Rhodesian Companies
Rhodesian and General Asbestos Corp (Pvt) Ltd
African Associated Mines (Pvt) Ltd
Turnall (Pvt) Ltd

MTC 017670



MTC 017671

Turner & Newall Ltd
Financial Performance



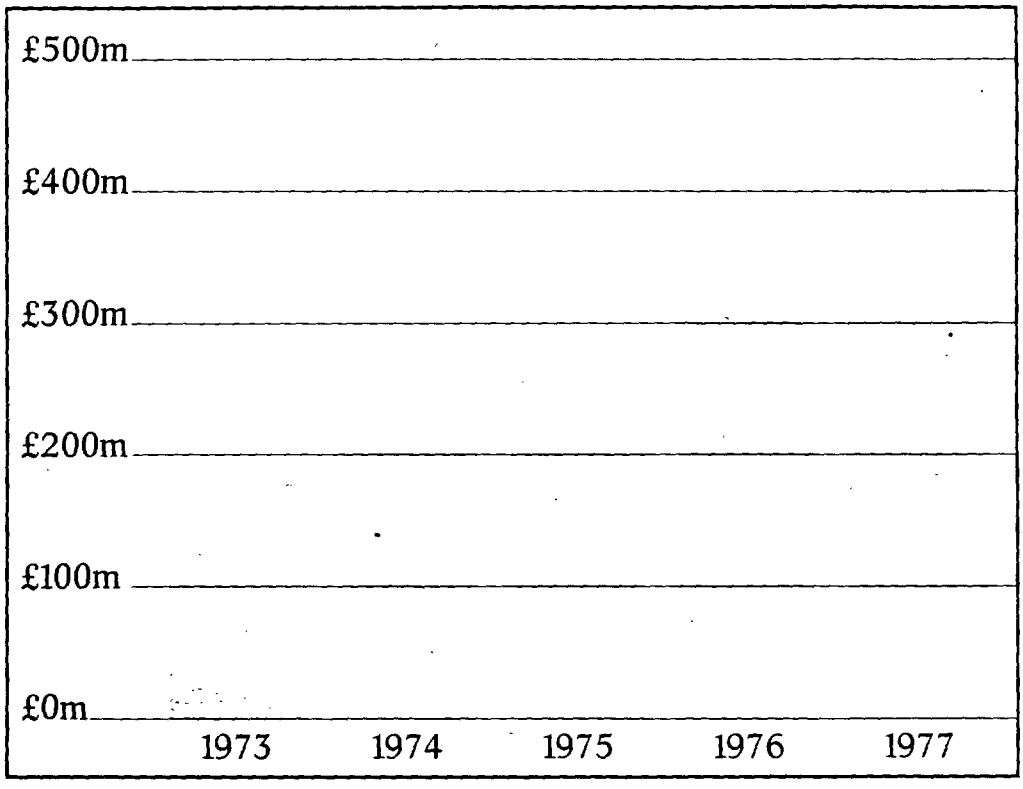
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Group Performance

Trading and Profits	1973	1974	1975	1976	1977
Sales: (£m)	178	236	257	332	414
UK Exports: (£m)	33	47	55	72	94
Profit before taxation: (£m)	20	21	22	35	45
Earnings per £1 stock unit	16.27p	16.95p	13.15p	26.34p	31.72p
Number of Employees:	38,400	39,000	34,200	34,800	40,100

Sales revenue

Third Party Sales



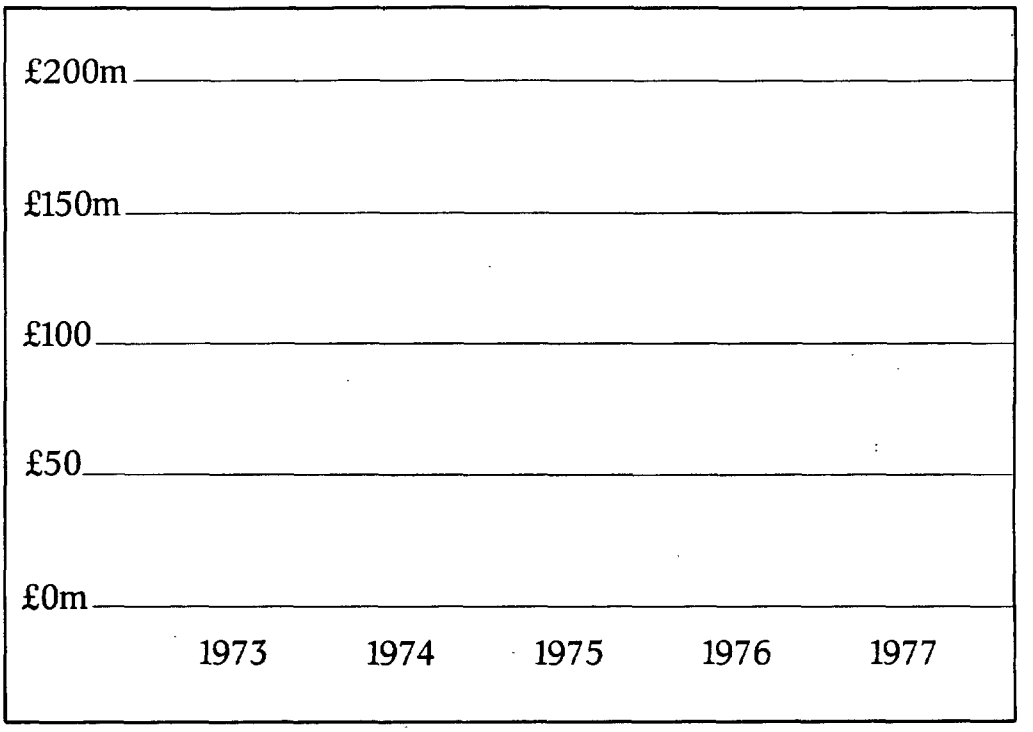
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Divisional Review of Activities: 1977

	Capital Employed £m	Total Sales £m	Trading Profit £m
Plastics and Industrial Materials*	106.5	151.4	12.2
Automotive Components	68.1	132.1	16.6
Chemicals†	31.2	11.7	.9
Construction Materials	69.6	131.3	12.2
Asbestos Mining and Fibre Distribution	11.6	43.0	6.6

**Sales and trading profit of Storeys are included from 29th September 1977*
†Philip A Hunt Chemical Corporation from 3rd October 1977

Value added





cc: L. Siebert
10/X

TAF Turners Asbestos Fibres Limited

TURNER & NEWALL LIMITED

ALAN NELSON *Director & General Manager*

OCT 17 1977
AFD

Monday,
10th October,
1977.

Mr. D. Poutiatine,
Johns-Manville International Corporation,
Ken-Caryl Ranch,
Denver,
Colorado 80217,
U.S.A.

Dear Dmitri,

I am writing to thank you for your kind hospitality during my visit to Denver and for the useful business discussions which we had.

No doubt I will be hearing from Luke Siebert about the question of a pre-blended 5K/5M grade to meet our needs in Nigeria from 1979 onwards, as well as about any further thoughts which you might have had regarding our requirement for a Group 4 brake lining fibre.

As usual Bell will be contacting your people to order our firm requirements for 1978 and this will probably be towards the end of October or the beginning of November.

I enclose for your information a copy of the Interim Report for T&N for the first six months of 1977. I would be grateful if you could let me have a copy of any such publication from yourselves when it is available.

Kind regards,

Yours sincerely,

pp.

MTC 017676

(Dictated by Mr. Nelson but signed in his absence.)

AN/BAO

TAF **Turners Asbestos Fibres Limited**
P.O. Box 15 (Salford PDO) Ashburton Road West, Manchester M17 1TA
Telephone 061-833 0485 Telex 667561
Cable & Telegraphic address: Vulbeston

Registered in England No. 89658 Registered Office: 20 St. Mary's Parsonage. Manchester M3 2NL

TAF Turners Asbestos Fibres Limited

TURNER & NEWALL LIMITED

Wednesday,
22nd March,
1978.

ALAN NELSON *Director & General Manager*

Mr. D. Poutiatine,
Director Marketing,
Johns-Manville Sales Corporation,
Ken-Caryl Ranch,
Denver,
Colorado 80217,
U.S.A.



Dear Dimitry

Many thanks for your letter dated March 16th which was awaiting me on my return this week from my trip.

As ever I very much enjoyed my visit to Denver, and found it most helpful to exchange views with you and your people on the world market situation.

I am truly sorry that the position with our companies in India has reached the point which it has, and I shall be trying hard to resolve this matter with the minimum of further irritation to both our companies. Please be assured that as a Group we are most keen to maintain the best possible links with your company.

With regard to my request for some further price concession on grade 6D I was, of course, aware that Bell are receiving a discount of 5% on all fibre which we purchase from you, apart from Paperbestos 5, and the point that I was making in conversation was that we have been offered discounts of 10% in order to try to woo us away from you. I was not in fact looking for you to increase the discount to this level, but hoping you might see your way clear to increasing the discount for 1978 to 7½%, in order to go some way to ensuring that our purchases remain competitive with those made by other major buying organisations, e.g. MMTC!!

I look forward to seeing you again in the near future, probably in North America in the Fall, unless you throw off your parochial cloak and come to visit some of your important customers in the U.K.!!

Kind regards,

Yours sincerely,

MTC 017677

AN/BAO

TAF Turners Asbestos Fibres Limited
20 St. Mary's Parsonage, Manchester M3 2NL
Telephone 061-833 0485 Telex 667561
Cable & Telegraphic address: Vulbeston

Registered in England No. 89658
Registered Office: 20 St. Mary's Parsonage, Manchester M3 2NL