THE HISTORY OF THE SHERWIN-WILLIAMS CO.

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The Sherwin-Williams Co. is the world's largest manufacturer of paints, varnishes, lacquers, insecticides, and associated products.

1866 - Sherwin-Williams dates from 1866 when Henry A. Sherwin invested $2,000, his savings bank account, in a partnership with Truman Dunham and H. O. Griswold under the name of Truman Dunham & Co. Total capital invested $57,000. Sales the first year were $400,574 of lead, oil, paints, and painters' supplies.

1868 - A. T. Osborn admitted to the partnership. Bought linseed oil mill.

1870 - Partnership dissolved, Dunham and Griswold entered linseed oil manufacture. E. P. Williams joined with Sherwin and Osborn, each investing $15,000 in partnership, Sherwin-Williams & Co. to handle paint end of the business. Store at 126 Superior Street, Cleveland. Now 42 warehouses, 550 branches, 25,000 authorized dealers and an untold number of retail outlets procuring products from jobbers.

1873 - Began manufacturing paint in one small building on Canal Road, Cleveland. Output the first year 450,000 pounds of oil paste paint. Now 32 factories, 700 buildings, manufacturing 35,000 products, a total of over one billion pounds.

1874 - Manufacture of tin cans by hand begun. Now two plants manufacturing 500,000 daily. 400 employees. Printing of labels and color cards started - one small press, two men and a boy. Now 200 employees, 18 modern presses and other modern equipment printing many millions of labels and advertising features.

1880 - First manufacture of SWP - set standard for high-grade house paint, leading industry away from cheap, poor-quality, ready-mixed paint then offered to an unsuspecting public.

1884 - Partnership dissolved. The Sherwin-Williams Co. incorporated July 18, 1884, capital $300,000. Now capital and surplus over $80,000,000.

1888 - Manufacture established at Chicago through purchase of the Calumet Paint Company from the Pullman Company.

1895 - Manufacture begun in Montreal through organization of Walter H. Cottingham and Co., Ltd.

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1898 - W. H. Cottingham appointed General Manager. Put complete line of varnishes on the market.

1900 - Paint and varnish factory established in Newark, N. J.

1900-1910 Manufacture of linseed oil, leaded zinc, white lead, lithopone, dry colors, and insecticides. Many prepared paints and enamels added.

1914 - Because of war with Germany, undertook manufacture of dyes and intermediate chemicals at Chicago.

1919-1920 Plants established at Detroit, Dallas, Oakland and Bound Brook.

1922 - Manufacture of automobile lacquers begun.

1929-1930 Began manufacture of synthetic resins for use in varnishes and enamels. Plants established at Dayton, Philadelphia, Pittsburgh, and Havana.

1939 - Dehydrated castor oil manufacture undertaken at Cleveland.

1940 - Plant established at Buenos Aires.

1941 - First manufacture of resin emulsion paint - Kem-Tone, leading the industry in the introduction of this important new product.

1941-1945 Manufactured many paint, varnish, lacquer, and chemical products for military use. Managed shell-loading plant for War Department at Carbondale, Illinois.

1944 - Plant erected at Sao Paulo, Brazil.

1947 - Plant established at Mexico City.

1948 - Modern white enamel plant and new plant for manufacturing lithographed cans installed at Chicago. Pigment research and vegetable product laboratory established at Cleveland. Kem-Glo put on the market. ~~[illegible]~~.

1949 - Property acquired for factory, and warehouse building erected at Atlanta, Georgia. New warehouse building at Gibbsboro. Extensive additions to plant at Dallas.

1950 - Super Kem-Tone put on the market. Alkyd varnish kettles installed at Newark.

Business has grown consistently until it is now 700 times as much as the first year. Capital increased from $45,000 to capital and surplus over $80,000,000.

The Company now includes:

Acme Quality Paints, Inc.
Detroit, Michigan

W. W. Lawrence & Co.
Pittsburgh, Pennsylvania

The Lowe Brothers Company
Dayton, Ohio

John Lucas & Co., Inc.
Philadelphia, Pennsylvania

The Martin-Senour Co.
Chicago, Illinois

Rogers Paint Products, Inc.
Detroit, Michigan

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The Sherwin-Williams Co. of Canada, Ltd.
Montreal, Canada

Cia. Sherwin-Williams, S. A.
Mexico City, Mexico

The Sherwin-Williams Co. of Cuba, S. A.
Havana, Cuba

Sherwin-Williams Argentina, S. A.
Buenos Aires, Argentina

Sherwin-Williams de Brazil, S. A.
Tintas e Vernizes, Sao Paulo, Brazil

The Company also has English connections with 33 branches all over the rest of the world. Sherwin-Williams products surely "cover-the-earth."

Constant growth and leading position in the industry is due to continuity of good management and capable and loyal employees:

. Henry A. Sherwin, President and Chairman of the Board 1870-1916.

. Walter H. Cottingham, General Manager, President, Chairman of Board 1898-1930.

. George A. Martin, General Manager, President, Chairman of Board 1921-1944.

. A. W. Steudel, President 1940 to date.

Number of employees increased from about a dozen in 1870 to over 14,000 now.

2074 men and women completed 25 years in Company's service up to December 31, 1949; 1309 still active; 59 completed 50 years, of whom 7 are still active.

"A Company is Known by the Men it Keeps."

Organization now includes over 1,000 managerial and supervisory positions. Vacancies occurring usually filled from ranks. Outsider taken into one of these higher positions only when some special knowledge or skill is needed beyond that possessed by some available member of the staff. Thus business is guided by approximately 40,000 years of practical experience.

PRODUCTS

Paint, varnish, lacquer; every variety of protective and decorative coatings for —

- Home owners, office and Public Buildings, Hotels, etc.
- Industrial manufacturers
- Rail, Marine and Air Transportation companies
- Federal, State, County and Municipal governments

Over 50 distinct lines of protective and decorative coatings and similar products sold to dealers for household use and building maintenance.

125 distinct lines of product finishes and protective coatings for general industrial use.

A wide variety of products for transportation, factory maintenance and requirements of War, Navy, highway and other Government departments.

Insecticides for general household and agricultural control of insect pests and plant diseases.

Primary and Intermediate Chemicals for many industries.

Plain and lithographed tin and fibre cans for paint and similar products.

EMPLOYEE RELATIONS AND LABOR SITUATION
RESEARCH

Great care and thorough testing of candidates for employment.

Employees educated and trained for each job, to thoroughly understand Company policy, then permitted much latitude in action and given full responsibility and held accountable for results.

Opportunity - Almost all of the higher officers grew up from the ranks.

Long Service - 1300 out of 14,000 employees have been in service over 25 years.

Compensation — Comparable with other industries.

Insurance - In force since 1887.

Retirement - Pensions in effect since 1911.

Health and Safety - Record very high. Every facility provided.

Cafeterias - In major employment centers.

Recreational activities - provided at all larger establishments.

Very little labor trouble. Factories organized under C.I.O. or A.F. of L.

Over 200 trained chemists, 25 college fellowships constantly occupied in research, development of products, and control of manufacture.

Headquarters laboratories for research on paint, varnish, lacquer, resins, oils, pigments and agricultural chemicals.

Field tests carried on at many points.

Local control laboratories at each plant.

SALES AND DISTRIBUTION ORGANIZATION.

From the beginning Sherwin-Williams sales have been through dealers. Many have continued handling products and still are on books since 1870.

In trading areas requiring greatest distribution some 550 Company branches have been established to supply dealers and sell direct to consumers.

Distribution of products accomplished through 12 companies, 32 factories, 42 warehouses, and a total of about 150,000 retail outlets. Parent S-W Co. has 8 regional offices, 32 sales divisions, 1500 sales representatives, 25,000 Sherwin-Williams full-line dealers, many department stores, hardware and paint stores.

Each subsidiary company has its own label and brand of products. Some items are sold by all members of the institution, thus consolidating advertising, research and manufacture.

Sales representatives are paid a base salary and extra compensation for sales beyond normal quota set for territory.

Branch managers participate in profit earned by branches.

Many sales campaigns and contests are organized.

Aggressive advertising carried on through descriptive literature, newspapers, magazines, radio, movie films, and demonstrations. Novelty features such as Style Guide and Metropolitan Auditions of the Air radio program.

Trade sales products sold by representatives and branches direct to dealers.

Industrial, transportation, aircraft, marine, automobile, and Pigment, Color and Chemical sales handled through zone representatives reporting to regional offices. Much special technical service is required for such business.

Agricultural chemicals sold through best channels to reach farmers and growers.

Household items are sold through paint stores, as well as department stores and hardware stores.

The census reports of the paint industry included 680 establishments in 1949 doing a business of $1,083,340,000. 1950 showing increase over 1949. Sales per capita about $7.00, in entire United States.

Tremendous backlog of painting deferred during wartime shortage of paint materials. Many new buildings and houses being constructed. Paint industry potential business emanates from the original painting of new structures, bridges, equipment, railways, ships, aircraft, and th repairing of same. "Save the Surface and You Save All."

Paint is used to maintain present property with great economy in view of present high cost of new construction. A survey of paintable buildings, construction and equipment in the U. S. recently indicated a value of approximately ~~three~~ billion dollars. To protect this investment is therefore about 1/4 of 1%. "Paint Protects America" at a nominal cost.

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