

CRANE CO. ANNUAL REPORT 1971

PLAINTIFF'S
EXHIBIT

CRA-202

Trane Co. Annual Report 1971

Financial Highlights

	1971	1970
Sales	\$791,508,000	\$680,207,000
Income before income taxes	13,458,000	2,841,000
Income taxes	3,169,000	(5,414,000)
Income before extraordinary credit	10,289,000	8,255,000
Extraordinary credit	873,000	—
Net income	11,162,000	8,255,000
Cash dividends	4,189,000	4,165,000
Net working capital	173,409,000	180,352,000
Total assets	589,202,000	597,207,000
Common shareholders' equity	154,810,000	149,619,000
Common shares outstanding at year end	2,581,755	2,577,868

Ratios at year end:

Net income to sales	1.4%	1.2%
Common shareholders' income to average equity	7.3%	5.5%
Current ratio	2.5	2.6

Per common share:

Income before extraordinary credit	\$ 3.91	\$ 3.09*
Extraordinary credit	.33	—
Net income	4.24†	3.09*
Depreciation	10.31	8.53*
Cash flow from operations	14.55	11.62*
Cash dividends	1.60	1.60
Common shareholders' equity	59.96	56.90*

† Adjusted for 2% stock dividend in December, 1971.

* Assuming conversion of subordinated debentures, net income

per common share would amount to \$3.41 (\$2.48 in 1970).

To our shareholders:

Crane operations in 1971 showed an improvement over the prior year with CF&I Steel Corporation and Huttig Sash & Door Company contributing the principal increase. However, these gains were partially offset by operating problems at other plants, particularly the new automated enamelware foundry at Chattanooga, Tennessee.

Consolidated net sales for 1971 were \$791,508,000, compared with \$680,207,000 for 1970, an increase of 16.4 per cent. Huttig Sash & Door financial results, shown on the equity method for 1970, were included for the full year 1971 and accounted for \$70,530,000, or 63.4 per cent of this increase. Consolidated net income for 1971 was \$10,289,000, or \$3.91 per share, excluding an extraordinary gain of \$.33 per share, compared with \$8,255,000, or \$3.09 per share, for 1970.

Income before income taxes in 1971 was \$13,458,000, compared with \$2,841,000 in 1970, and income taxes were \$3,169,000, compared with a tax credit of \$5,414,000 last year, or a net change in tax provision of \$8,583,000. The significant change in income taxes was caused by the higher operating income and limitation on use of investment credits.

Cash flow (net income plus depreciation) in 1971 was \$38,000,000, or \$14.55 per share, compared with \$30,714,000, or \$11.62 per share, for 1970. During 1971, the regular \$.40 quarterly dividend was paid and in December a 2 per cent stock dividend was paid as in the previous three years. All per share statistics have been adjusted to reflect this stock dividend.

During 1971, the remaining 40,568 Alcan Aluminium shares were exchanged for

\$1,193,000 par value of Crane debentures; 250,000 shares of Southern Pacific were sold; and 135,052 North Jersey National Bank shares were exchanged for appraisal proceeds. The net result of these investment changes had no material effect on income.

Capital expenditures in 1971 totaled \$50,789,000, compared with \$52,395,000 in 1970, and charges for depreciation increased to \$26,837,000 from \$22,459,000 in 1970. Modernization of facilities, particularly at CF&I Steel, continued in 1971, and a new battery of coke ovens is scheduled for operation in 1972. Over the last few years a major portion of Crane facilities have been modernized.

The Board of Directors has approved a two-for-one common stock split and an increase in authorized common shares from 10,000,000 to 20,000,000 to be voted upon at the Annual Meeting on April 25, 1972.

On behalf of the Board of Directors, we wish to thank our shareholders, employees, customers and suppliers for their support. Your Company views 1972 as an opportunity to continue the improvement which began last year.

Respectfully submitted

D. C. Fabiani
D. C. Fabiani
President

T. M. Evans
T. M. Evans
Chairman

March 1, 1972

T. M. Evans, Chairman

D. C. Fabiani, President



Financial Review

Consolidation

The consolidated financial statements for both years include all subsidiaries except Huttig Sash & Door Company in 1970, which was carried as an investment and equity in the earnings was reported. In early 1971, the investment in Huttig was increased from 55 per cent to 87 per cent, which upon consolidation contributed \$70,530,000 of net sales and \$2,011,000 of net income, compared to equity in 1970 net income of \$525,000. The deferred credit from the CF&I Steel Corporation acquisition continues to be amortized at an annual rate of \$2,633,000. In 1970, this deferred credit was also reduced by the CF&I Steel extraordinary loss resulting from a plant closing and was increased by gains on purchase of and exchange for subordinated debentures, for a net reduction of \$1,363,000.

Subsidiaries operating outside the United States and Canada had net sales of \$69,407,000 in 1971, compared with \$66,163,000 in 1970. During 1971, their net income contribution amounted to \$680,000, as compared to operating at a break-even level in 1970. These subsidiaries represented 16.2 per cent of shareholders' equity in 1971 and 16.3 per cent in 1970. International accounts have been translated at appropriate rates at December 31, 1971 and the resulting unrealized exchange gain of \$1,000,000 has been deferred as a reserve against foreign currency devaluations.

Minority interest for all subsidiaries charged against earnings was \$1,418,000 in 1971 and \$1,486,000 in 1970.

Improvement

The modernization program for Crane

production facilities continued during the year. In 1971, start-up costs of new plants, principally at Chattanooga, and phase-out costs of retired facilities were \$2,381,000, compared with \$3,449,000 in 1970. These costs were charged against earnings as miscellaneous expense. CF&I Steel has committed to spend approximately \$50,000,000 on plant improvement over the next two years beginning January 1, 1972.

Long-term Financing

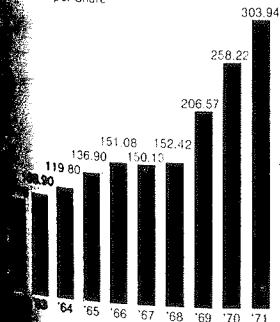
The net reduction in long-term debt during 1971 amounted to \$12,124,000. This included a \$5,000,000 prepayment in early 1972 of the 5¾ per cent bonds by CF&I Steel in connection with an amendment to their first mortgage indenture, and additional long-term debt amounted to \$7,625,000, including \$5,125,000 of Huttig Sash & Door which was not previously consolidated. The principal amounts of long-term debt repayments for the next five years are \$12,624,000 in 1972, \$11,248,000 in 1973, \$8,703,000 in 1974, \$8,685,000 in 1975, and \$9,574,000 in 1976.

At December 31, 1971, Crane and its subsidiaries were committed for annual rentals for operating locations under leases expiring through 2002 in the amount of \$6,507,000, compared with \$5,273,000 in 1970.

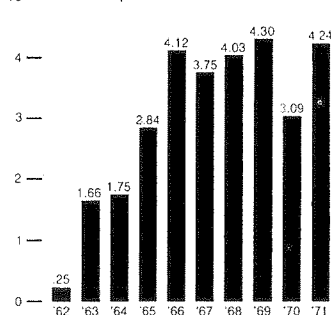
Pensions

Pension costs charged against operations for the various retirement plans maintained by the Company and its subsidiaries were \$13,944,000 for 1971, compared with \$11,325,000 for 1970. Current service and interest costs for all plans are funded annually.

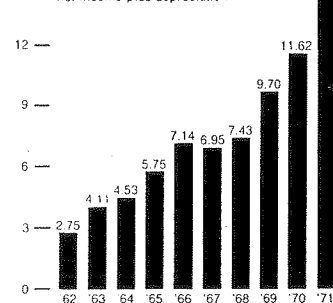
Net Sales per Share



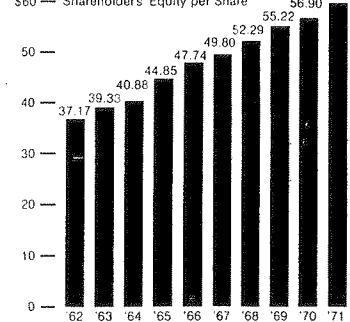
Net Income per Share



Cash Flow per Share
net income plus depreciation



Shareholders' Equity per Share



In addition, prior service costs of CF&I Steel are provided over a 20 to 30-year period. At December 31, 1971, CF&I Steel vested benefits exceeded the total of pension assets and balance sheet accrual by \$65,000,000 (\$54,000,000 at December 31, 1970).

Income Taxes

The provision for income taxes in 1971 amounted to \$3,169,000 (including \$1,209,000 for foreign income taxes), compared with a credit of \$5,414,000 in 1970. Deferred taxes charged in 1971 were approximately equal to the total federal income tax provision; whereas in 1970 a deferred tax benefit of \$1,520,000 together with the federal tax credit resulted in an income tax refund of \$6,850,000. The customary relationship between the tax provision and pretax income for both years is different, principally due to non-taxable income and permanent tax savings such as percentage depletion, tax-deductible original issue discount on the debentures issued in the CF&I acquisition, domestic dividend deductions, and the deferred credit amortization. In addition, investment tax credits in 1970 of \$2,876,000 were used to reduce the provision on the flow through method. Investment credits of \$1,882,000, none of which were applied in 1971, are available to reduce future taxes.

Extraordinary Credit

The extraordinary credit of \$873,000 represents income of a subsidiary as determined by the values realized through the sale of its operating assets in early 1971.

Stock Options

Under the stock option plan adopted in 1970, 50,000 additional shares of common stock were reserved for issuance to key em-

ployees. A summary of option transactions under all plans is as follows:

	Number of Shares	Price Per Share
Outstanding		
January 1, 1971	54,623	\$17.79-\$58.31
Options granted	12,000	36.50- 39.00
Options cancelled	(14,188)	37.25- 50.44
Options exercised	(510)	31.62
2% Stock dividend	1,091	-
Outstanding		
December 31, 1971	53,016	\$17.44-\$54.42

In 1970, options for 13,400 shares were granted and options for 5,506 shares were exercised. At December 31, 1971, options for 27,671 shares were exercisable, and 36,429 shares were available for grant.

Litigation

The litigation which Crane commenced against American Standard, Inc., and Blyth & Co., Inc., in 1968 arising out of the merger of Westinghouse Air Brake Company into American Standard, all as previously reported to you, remains pending. Crane has asked the court to award it damages, but it is impossible at the present time to determine the extent of any recovery. In the suit brought by American Standard against Crane for so-called "insider profits," both sides have asked the court for summary judgment, and your management continues to believe that Crane will ultimately prevail.

In prior annual reports, we have advised you of the civil antitrust litigation instituted against the Company and other plumbing manufacturers, and the court has been asked to approve settlements in the majority of the cases. We are advised by our counsel that the amount of any such settlements or payments with respect to these suits will not materially affect the financial position of the Company.

Report of Independent Accountants

To the Shareholders of Crane Co.:

We have examined the consolidated balance sheet of Crane Co. and subsidiaries as of December 31, 1971 and 1970, and the related consolidated statements of income, earned surplus, capital surplus and changes in financial position for the years then ended. Our examinations were made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. We did not examine the financial statements of CF&I Steel Corporation, a consolidated subsidiary, which statements were examined by other independent certified public accountants whose reports thereon for 1971 and 1970 have been furnished to us. Total assets and net sales of CF&I Steel Corporation constitute approximately 49% and 34%, respectively, of the related consolidated totals for both years. Our opinion expressed herein, insofar as it is related to the

amounts included for the foregoing subsidiary, is based upon the reports of the other independent certified public accountants.

In our opinion, based upon our examinations and the mentioned reports of other independent certified public accountants, the accompanying balance sheet and statements of income, earned surplus, capital surplus and changes in financial position present fairly the consolidated financial position of Crane Co. and subsidiaries at December 31, 1971 and 1970, and the consolidated results of their operations, changes in shareholders' equity and changes in financial position for the years then ended, in conformity with generally accepted accounting principles applied on a consistent basis.

New York, N.Y.
January 25, 1972

Ernst & Young

Consolidated Statement of Income
Years Ended December 31

	1971	1970
Net Sales	\$791,507,548	\$680,206,546
Operating Costs and Expenses including straight-line depreciation of \$26,837,153 (\$22,458,887 in 1970):		
Cost of sales	680,475,599	584,892,028
Selling, general and administrative	80,376,161	75,275,787
	<u>760,851,760</u>	<u>660,167,815</u>
Operating Profit	30,655,788	20,038,731
Other Income (Deductions):		
Interest—net	(17,582,502)	(16,900,581)
Gain on disposal of capital assets—net	1,370,447	726,761
Dividend income on investments	1,807,378	2,358,772
Miscellaneous—net	(2,793,248)	(3,382,874)
	<u>(17,197,925)</u>	<u>(17,197,922)</u>
Income Before Income Taxes	13,457,863	2,840,809
Provision for Income Taxes	<u>3,168,956</u>	<u>(5,413,929)</u>
Income Before Extraordinary Credit—per share: \$3.91 in 1971 and \$3.09 in 1970 (\$3.17 and \$2.48 assuming conversion of debentures)	10,288,907	8,254,738
Extraordinary Credit	<u>872,870</u>	<u>—</u>
Income	<u>\$ 11,161,777</u>	<u>\$ 8,254,738</u>
Net income per common share:		
On average shares outstanding	\$4.24	\$3.09
Assuming conversion of debentures	3.41	2.48

Consolidated Statement of Earned Surplus
Years Ended December 31

	1971	1970
Balance at Beginning of Year	\$ 79,402,937	\$ 76,867,991
Income	<u>11,161,777</u>	<u>8,254,738</u>
	90,564,714	85,122,729
Dividends:		
Preferred shares—\$3.75 per share	110,430	114,476
Common shares:		
Cash—\$1.60 per share	4,078,333	4,050,100
Stock—2% per share, market value of 50,739 shares (50,547 in 1970)	1,834,215	1,381,450
Losses of Cost Over Par Value of Recquired Shares—Net:		
105 preferred (1,192 in 1970) and 47,700 common reacquired, less 510 issued under stock options (21,200 and 5,506, respectively, in 1970)	<u>621,136</u>	<u>173,766</u>
	6,644,114	5,719,792
Balance at End of Year	<u>\$ 83,920,600</u>	<u>\$ 79,402,937</u>

ME CO. and subsidiaries

See comments on pages 2 through 4.

Consolidated Balance Sheet at December 31

ASSETS	1971	1970
Current Assets:		
Cash	\$ 20,071,799	\$ 18,138,288
Short-term investments	28,046,259	23,601,809
Accounts receivable, less allowances of \$1,727,394 (\$1,862,114 in 1970)	102,154,214	111,379,699
Inventories, less LIFO reserves of \$32,134,035 (\$32,540,704 in 1970), at lower of cost or market:		
Finished goods	72,403,292	68,239,221
Work in process	42,787,333	51,063,708
Raw materials and supplies	18,961,376	17,511,686
	<u>134,152,001</u>	<u>136,814,615</u>
Prepaid expenses	5,049,498	5,119,990
Total current assets	289,473,771	295,054,398
Investments and Other Assets:		
Investments at cost:		
Southern Pacific Company, 750,000 shares of common stock (1,000,000 in 1970)	31,839,976	41,779,834
Alcan Aluminium Limited, 40,568 shares of common stock	—	1,065,700
North Jersey National Bank, 135,052 shares of common stock	—	4,934,400
Outlying lands	1,258,021	1,261,700
Miscellaneous	2,818,611	3,900,000
	<u>35,916,608</u>	<u>52,940,934</u>
Investment (equity method) in Huttig Sash & Door Company	—	7,789,000
Other assets	4,188,291	4,838,000
	<u>40,104,899</u>	<u>65,567,000</u>
Property, Plant and Equipment at Cost:		
Land	15,988,250	14,510,000
Buildings and improvements	129,982,753	107,850,000
Machinery and equipment	424,874,907	407,850,000
	<u>570,845,910</u>	<u>530,210,000</u>
Less accumulated depreciation	311,223,076	293,850,000
	<u>259,622,834</u>	<u>236,360,000</u>
	<u><u>\$589,201,504</u></u>	<u><u>\$597,200,000</u></u>

LIABILITIES AND SHAREHOLDERS' EQUITY

	1971	1970
Current Liabilities:		
Current maturities of long-term debt	\$ 12,624,464	\$ 5,379,011
Loans payable	9,882,251	16,539,800
Accounts payable	45,711,694	47,134,781
Accrued payrolls, taxes and other liabilities	45,709,916	43,497,637
U.S. and foreign taxes on income	2,136,543	2,150,796
Total current liabilities	116,064,868	114,702,025
Long-Term Debt (see details on page 9)	261,916,872	274,041,143
Operating and Other Reserves	17,520,110	18,281,214
Minority Interest in Subsidiaries	23,526,802	23,910,559
Deferred Credit from Acquisition	9,849,889	11,270,361
Shareholders' Equity:		
Preference stock of Glenfield & Kennedy Holdings Limited, 5½%	2,600,000	2,400,000
Cumulative preferred shares, 3¾%, par value \$100 (re- deemable at the option of the Company and subject to sinking fund requirements): Authorized—68,536 shares (72,996 in 1970); outstanding—29,129 shares (29,834 in 1970) after deducting 39,407 shares in treasury (43,162 in 1970)	2,912,900	2,983,400
Serial preferred shares, par value \$5: Authorized—600,000 shares	—	—
Common shareholders' equity:		
Common shares, par value \$25: Authorized—10,000,000 shares; outstanding—2,581,755 shares (2,577,868 in 1970) after deducting 266,588 shares in treasury (218,888 in 1970)	64,543,875	64,446,700
Capital surplus	6,345,588	5,768,864
Earned surplus—\$12,641,089 in 1971 (\$13,936,001 in 1970) is not restricted under the terms of the 6½% sinking fund debentures	83,920,600	79,402,937
Total common shareholders' equity	154,810,063	149,618,501
Total shareholders' equity	160,322,963	155,001,901
	\$589,201,504	\$597,207,203

See comments on pages 2 through 4.

**Consolidated Statement of Capital Surplus
for Years Ended December 31**

	1971
Balance at Beginning of Year	\$ 5,768,864
Excess of market value over par value of common shares issued as 2% stock dividends	565,739
Excess of subordinated debentures converted over par value of 338 common shares issued	10,985
Balance at End of Year	<u>\$ 6,345,588</u>

**Consolidated Statement of Changes in Financial Position
for Years Ended December 31**

	1971
Source of Funds:	
Operations:	
Income before extraordinary credit	\$10,288,907
Depreciation	26,837,153
Other, net	674,205
	<u>37,800,265</u>
Extraordinary credit	872,870
Long-term debt of Huttig Sash & Door Company	5,125,000
Long-term debt issued of CF&I Steel Corporation	2,500,000
Reduction in investments	24,818,481
Disposals of property, plant and equipment	5,617,078
	<u>76,733,694</u>
Application of Funds:	
Additions to property, plant and equipment	50,788,861
Acquisition of Huttig Sash & Door Company non-current assets	4,646,740
Reduction in long-term debt	19,749,271
Reacquisition of shares less options exercised and stock issued for converted debentures	1,651,952
Cash dividend	4,188,763
CF&I extraordinary item absorbed by reserves	—
Other, net	2,651,577
	<u>83,677,164</u>
Net Source (Application) of Funds	<u><u>\$ (6,943,470)</u></u>
Increase (decrease) in components of working capital:	
Current assets:	
Cash and short-term investments	\$ 6,377,965
Accounts receivable	(9,225,485)
Inventories	(2,662,615)
Prepaid expenses	(70,492)
	<u>(5,580,627)</u>
Current liabilities:	
Current maturities of long-term debt	7,245,453
Loans payable	(6,657,549)
Accounts payable	(1,423,087)
Accrued payrolls, taxes and other liabilities	2,212,279
U.S. and foreign taxes on income	(14,253)
	<u>1,362,843</u>
Increase (decrease) in working capital	<u><u>\$ (6,943,470)</u></u>

	1970
Balance at Beginning of Year	\$ 5,651,000
Excess of market value over par value of common shares issued as 2% stock dividends	117,778
Balance at End of Year	<u>\$ 5,768,864</u>
Source of Funds:	
Operations:	
Income before extraordinary credit	\$ 8,254,000
Depreciation	22,458,000
Other, net	(1,651,000)
	<u>29,062,000</u>
Extraordinary credit	872,870
Long-term debt of Huttig Sash & Door Company	5,125,000
Long-term debt issued of CF&I Steel Corporation	2,500,000
Reduction in investments	24,818,481
Disposals of property, plant and equipment	5,617,078
	<u>70,063,000</u>
Application of Funds:	
Additions to property, plant and equipment	52,395,000
Acquisition of Huttig Sash & Door Company non-current assets	4,646,740
Reduction in long-term debt	21,120,000
Reacquisition of shares less options exercised and stock issued for converted debentures	1,651,952
Cash dividend	4,188,763
CF&I extraordinary item absorbed by reserves	—
Other, net	2,651,577
	<u>84,003,000</u>
Net Source (Application) of Funds	<u><u>\$ (13,940,000)</u></u>
Increase (decrease) in components of working capital:	
Current assets:	
Cash and short-term investments	\$ (15,100,000)
Accounts receivable	15,200,000
Inventories	5,000,000
Prepaid expenses	(70,492)
	<u>7,029,508</u>
Current liabilities:	
Current maturities of long-term debt	2,245,453
Loans payable	(6,657,549)
Accounts payable	(1,423,087)
Accrued payrolls, taxes and other liabilities	2,212,279
U.S. and foreign taxes on income	(14,253)
	<u>2,362,843</u>
Increase (decrease) in working capital	<u><u>\$ (19,940,000)</u></u>

See comments on pages

Details of Long-Term Debt at December 31

	1971	1970
General Motors Corporation:		
7½% Sinking fund debentures due 1992, \$2,000,000 due annually beginning in 1973, after deducting \$2,463,000 in treasury in 1971	\$ 37,537,000	\$ 38,645,000
¾% Bank term loans due 1974, \$4,000,000 due annually (7% and 7¼% in 1970)	7,000,000	11,000,000
Miscellaneous	1,095,312	2,454,374
	<u>45,632,312</u>	<u>52,099,374</u>
Subordinated debentures:		
7% Sinking fund debentures due 1993, up to \$1,000,000 due annually beginning in 1974, after deducting \$1,806,000 in treasury in 1971	18,398,400	20,204,400
7% Debentures due 1994	52,077,200	52,077,200
5% Convertible debentures due 1993, convertible at \$50 per share (375,592 common shares reserved in 1971), after deducting \$1,410,000 in treasury in 1971	18,779,600	18,858,600
5% Convertible debentures due 1994, convertible at \$57.50 per share (640,911 common shares reserved in 1971), after deducting \$15,068,000 in treasury in 1971	36,852,400	38,239,900
	<u>126,107,600</u>	<u>129,380,100</u>
	<u>171,739,912</u>	<u>181,479,474</u>
CF&I Steel Corporation:		
¾% First mortgage and collateral trust bonds, sinking fund series due 1979, minimum of \$2,000,000 due annually	10,965,000	17,965,000
¾% First mortgage and collateral trust bonds, sinking fund series due 1990, \$3,000,000 due annually beginning in 1975	50,000,000	47,500,000
¾% Convertible sinking fund debentures due 1977 (convertible into CF&I common shares at \$31 per share), \$1,000,000 due annually, after deducting \$4,495,000 in treasury in 1971	4,025,900	5,628,700
	<u>64,990,900</u>	<u>71,093,700</u>
Wing Sash & Door Company:		
¾% Notes payable to banks due 1976, up to \$625,000 due semi-annually	3,875,000	—
Foreign Subsidiaries:		
General Motors Canada Limited 5¾% sinking fund debentures (collateralized by a general claim on property and assets), due 1985, \$440,000 due annually, after deducting \$344,000 in treasury in 1971	7,920,000	8,008,320
General Motors Ltd. (England):		
5½% Bank term loan due 1973 (8% in 1970)	2,841,712	3,132,403
5¼% Bank term loan due 1977 (7¾% in 1970)	4,680,000	4,320,000
General Motors (UK) Holdings Limited 5¾% unsecured loan stock due 1982	3,929,564	3,628,490
Miscellaneous	1,939,784	2,378,756
	<u>21,311,060</u>	<u>21,467,969</u>
	<u>\$261,916,872</u>	<u>\$274,041,143</u>

Ten Year Consolidated Financial Summary

(in thousands of dollars)

	Common Shareholders'						
	Net Sales	Net Income	Depreciation	Equity		Net Income Per Share†	Cash Dividends Per Share†
				Total	Per Share†		
1962	\$333,767	\$ 1,176*	\$ 8,383	\$124,105	\$37.17	\$.25	\$.78
1963	337,366	5,447	7,607	121,834	39.33	1.66	.78
1964	357,823	5,530	8,316	122,087	40.88	1.75	.78
1965	370,084	7,991	7,847	121,256	44.85	2.84	.90
1966	405,907	11,251	8,124	128,255	47.73	4.12	1.25
1967	403,361	10,228	8,632	133,831	49.80	3.75	1.51
1968	409,549	10,998*	9,146	140,514	52.29	4.03	1.51
1969	550,707	11,602*	14,354	146,094	55.22	4.30	1.54
1970	680,207	8,255	22,459	149,619	56.90	3.09	1.57
1971	791,508	11,162*	26,837	154,810	59.96	4.24	1.60

*After extraordinary charge of \$2,018,000 in 1962 and extraordinary credits of \$2,503,000 in 1968, \$2,109,000 in 1969 and \$873,000 in 1971.

†All per share amounts have been adjusted to reflect stock dividends. Cash dividends have been paid at an annual rate of \$1.60 since December, 1965.

Analysis of Net Sales and Operating Profit

(in thousands of dollars)

	1967		1968		1969		1970		1971
	Amount	%	Amount	%	Amount	%	Amount	%	Amount
Crane U.S.A.	\$240,189	60	\$251,286	61	\$263,941	48	\$270,703	40	\$279,501
CF&I Steel Corporation* . .	—	—	—	—	120,918	22	242,300	35	261,719
Huttig Sash & Door Company	—	—	—	—	—	—	—	—	70,530
Hydro-Aire Division . . .	19,075	5	18,610	5	16,758	3	14,740	2	12,014
Crane Canada Limited . .	82,262	20	84,720	21	88,079	16	86,301	13	98,337
International Operations . .	61,835	15	54,933	13	61,011	11	66,163	10	69,407
Total Net Sales . . .	<u>\$403,361</u>	<u>100</u>	<u>\$409,549</u>	<u>100</u>	<u>\$550,707</u>	<u>100</u>	<u>\$680,207</u>	<u>100</u>	<u>\$791,508</u>
Crane U.S.A.	\$ 7,973	34	\$ 6,737	34	\$ 5,153	22	\$ 3,308	13	\$ 4,702
CF&I Steel Corporation* . .	—	—	—	—	7,585	33	13,696	54	17,193
Huttig Sash & Door Company	—	—	—	—	—	—	—	—	4,522
Hydro-Aire Division . . .	4,037	17	3,684	19	2,446	11	1,855	7	1,434
Crane Canada Limited . .	3,659	16	4,623	24	3,574	16	2,161	9	3,700
International Operations . .	7,456	33	4,553	23	4,120	18	4,156	17	3,955
	<u>23,125</u>	<u>100</u>	<u>19,597</u>	<u>100</u>	<u>22,878</u>	<u>100</u>	<u>25,176</u>	<u>100</u>	<u>35,512</u>
Corporate	(3,960)		(4,339)		(4,198)		(5,137)		(4,861)
Total Operating Profit .	<u>\$ 19,165</u>		<u>\$ 15,258</u>		<u>\$ 18,680</u>		<u>\$ 20,039</u>		<u>\$ 30,651</u>

*From July 1, 1969

Pages 11 through 20 describe the organization, products and services of these units.

Crane-U.S.A.

Crane-U.S.A. is made up of the Engineered Products, the Valves and Fittings, and the Plumbing and Heating Divisions and Crane Supply Company. It manufactures and distributes all domestic products except those of the Hydro-Aire Division. These include valves, pumps, meters, controls, fittings, water treatment and conditioning equipment and plumbing and heating equipment sold throughout industrial, building and construction markets.

Overall, 1971 operations of Crane-U.S.A. showed improved sales and profits despite generally depressed conditions in some primary industrial markets. Gains came from the upturn in building and construction.

During 1971, \$5,966,000 was invested in capital expansion, including major projects at the Chattanooga, Tennessee, and Ferguson, Kentucky, plumbing plants and a new pump foundry in Salem, Ohio.

The outlook for Crane-U.S.A. is encouraging. Housing starts are forecast to exceed last year's all-time high, and non-residential construction is expected to show a significant increase. Reinstatement of the investment credit should favorably affect capital spending throughout industry. Increasing emphasis on pollution control, by municipalities and industry, also points to new sales opportunities.

Engineered Products Division

Crane has an international reputation for design and manufacture of sophisticated

fluid control and treatment products, supplying a wide range of pumps, meters, control valves, and water and waste treatment equipment used in industrial processing, power generation, and municipal water and waste systems.

Sales of the Engineered Products Division showed a slight improvement in 1971. Good growth projections for the process and nuclear power industries as well as for pollution control—all major markets—should enhance its performance for several years.

Environmental Systems

Formed in early 1970 to coordinate and expand Crane activities in the fight against water, air and thermal pollution, the Environmental Systems operation, which includes Cochrane products, showed increased profitability in 1971. New contracts were up from 1970, largely due to increased activity in the electrical generating, pulp and paper, and pollution control markets.

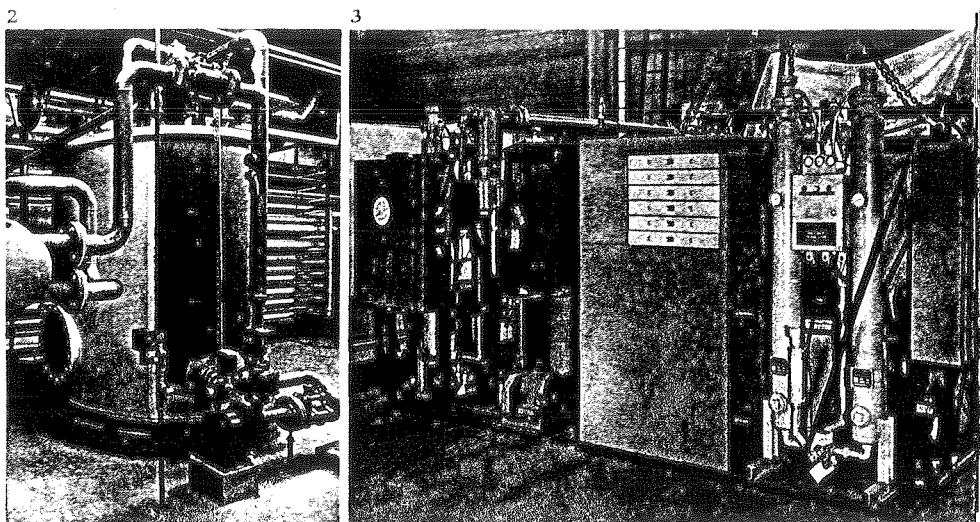
Cochrane's leadership in the field of high-purity condensate treatment for the electric generating industry led to increased sales of its Ammonex system, an exclusive and practical technique to ammoniate resins in condensate polishing systems. There is also growing acceptance of Cochrane's newest development for nuclear generating stations. This system assures the nuclear plant operator of pure condensate while reducing by 60 per cent the radioactive waste produced.

Orders for waste treatment products were ahead of 1970. Microstraining gained wider acceptance for advanced treatment of both municipal and industrial waste. To meet the

1. Deming pumps handle the entire potable water supply for the new Disney World in Florida.

2. In this southern textile mill, several Chempump units pump a variety of caustics, cleaning and toxic bleaching solutions in applications where leakage cannot be tolerated.

3. One of the two ozonators to be installed in a Michigan municipal sewage treatment plant to control odors is prepared for shipment.



increasing demand, a fabricated microstrainer design was developed for manufacture at the King of Prussia, Pennsylvania, plant.

Ozonation equipment, used to control air pollution and for water and waste treatment, has a considerable potential whether used alone or in combination with microstrainers.

While innumerable industries currently have problems adversely affecting ecology, specific remedies have been held in abeyance pending the establishment of requirements and standards by the Federal Government and individual states. Once these have been defined, there should be greater activity in the pollution control areas Crane-U.S.A. serves.

Pumps and Meters

While 1971 Chempump sales were down from the previous year, current increasing activity in the chemical and nuclear power industries indicates opportunities for improvement.

Because leaks in conventional pumps can be dangerous, the dependable canned motor Chempump has found good reception in the chemical industry. This hermetically sealed unit also has applications in the nuclear power industry, where leakage cannot be tolerated. In 1971, Chempump received the ASME "N" stamp for nuclear applications.

The Chempump operation was broadened during the year. Manufacture of the Crane Teledyne, a motorized valve operator, was moved from Chicago to Warrington, Pennsylvania, where a plant addition was completed to house the line. Manufacture of Flomatics industrial control valves was also moved to Warrington from Folsom, California, to bring

the manufacturing and sales efforts close to major markets in the East and Midwest.

During 1971, internal cost improvement programs enabled Deming to meet sales volume and earnings projections. Deming pump sales increased although the general capital goods market was somewhat depressed. For 1972, growth is expected in the process, utility and municipal markets, especially for sewage and solids handling pumps, and for nuclear power installations.

Significant expansion took place last year with the completion of a nuclear pump assembly line and test laboratory at Salem, Ohio. New foundry facilities, completed there early in 1972, will supply pump castings for both Salem and Rogers, Arkansas, plants at a lower unit cost and with better quality control.

Water meter sales rose in 1971, due largely to the fact that virtually every major city has approved the Crane water meter. Continued growth is expected as housing starts increase.

Valves and Fittings Division

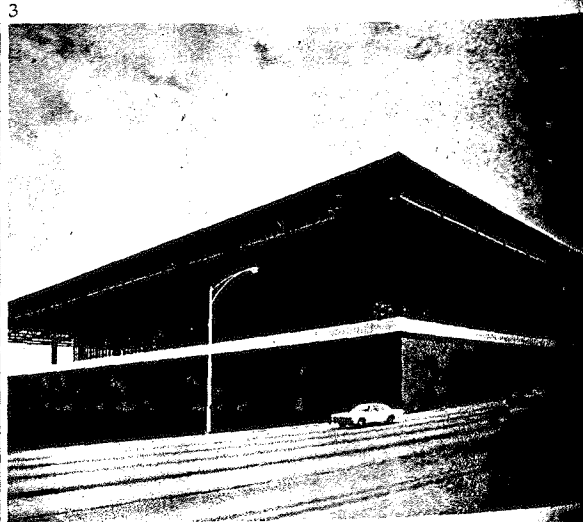
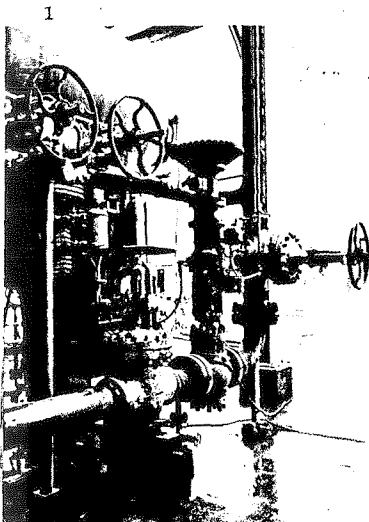
All types of fluids for industrial and commercial markets are controlled, channeled or otherwise governed by the broad range of Crane standard and engineered valves and fittings. This division's sales increased slightly over the 1970 level despite severe competition and restrictions on capital expenditures.

The increase in sales is attributable primarily to the availability of products at the year-old distribution center at Carol Stream, Illinois. This fully automated center, which stocks a broad range of standard, fast-moving valves, makes shipments to all parts of the

1.
Crane 900-pound cast steel gate valves installed at a new refinery in the Pacific Northwest.

2.
A 36-inch pressure-seal bonnet gate valve, to be installed by an electric utility, on test in the Chicago plant.

3.
Hundreds of Crane valves are installed throughout Chicago's McCormick Place, one of the country's largest exhibition halls. All public facilities there are equipped with Crane plumbing fixtures.



entry possible within 48 hours. With improved customer service, the distribution center also enables Crane to increase manufacturing efficiency by utilizing automated facilities in the Chicago, Chattanooga, and Washington, D.C., plants.

During 1971, Crane became the first company in the United States authorized to use the nuclear "N" symbol of the American Society of Mechanical Engineers for both valves and welding fittings.

The electric utility market is showing increasing activity in both nuclear and fossil fuel plants. Recent developments in the petroleum industry indicate an upturn in construction, including refineries to produce lead-free gasoline.

With its expanded line of ball and butterfly valves, newly introduced universal trim steel valves, and the launching of a new line of AWWA valves, the Valves and Fittings Division is in a position to improve its performance in 1972.

Plumbing and Heating Division

Crane plumbing and heating product sales showed a marked improvement in 1971, directly reflecting record housing starts and a boom in construction during the year. Prospects for this trend to continue through 1972 are especially in view of declining interest in the automobile and the greater availability of mortgage money for residential construction.

This coincides with the completion of the extensive three-year program to expand and modernize major plumbing plants, including upgrading which cost over \$25 million.

The new Nevada, Missouri, pottery, completed late in 1970, reached full production last year. It has shown excellent progress and profitability. A sizable expansion at the Ferguson, Kentucky, plant came on stream at the end of the year and will double ceramic capacity there early in 1972. The Nevada and Ferguson plants are key factors in meeting the increased demands predicted for the 1970's.

The fully automated Chattanooga enamelware facility, the only one of its kind in this country, has been slower in starting up than anticipated. Achievement of full production of enameled cast iron plumbingware there is a major goal of the division this year.

A new gold finish for plumbing fittings, named Perma Gold, was introduced to the trade and won immediate acceptance. For increased bathroom safety, a new slip-resistant tub bottom design was brought out in 1971.

The program to redesign and modernize the hydronic heating line culminated with the introduction of three new boiler products last year and another in January, 1972. The new boilers are engineered to fill all residential and light commercial and industrial heating requirements. With these redesigned products, greater market penetration is expected in 1972.

Crane Supply Company

Crane Supply Company, the distribution division of Crane-U.S.A., supplies plumbing and heating equipment, valves, pumps and related products of other manufacturers to housing, construction, water systems and industrial markets through 64 branches in 36 states.

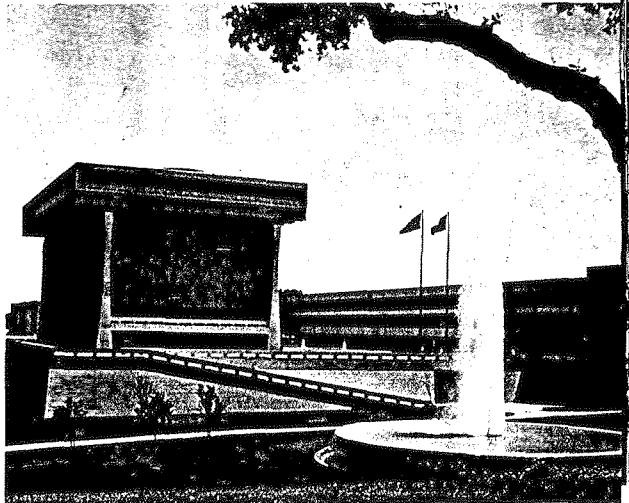
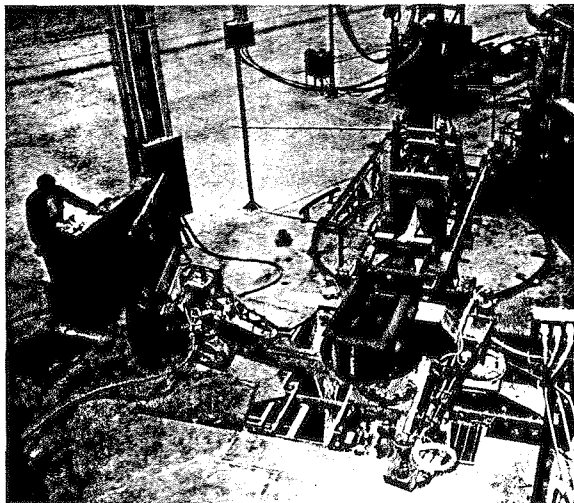
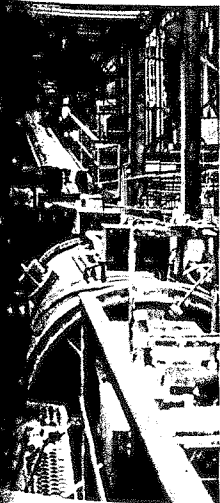
4. In the automated foundry of the new Chattanooga plant the cupola in the background, which can melt over 32 tons of iron per hour, delivers molten metal to the induction furnace (foreground) as the first step in casting plumbingware.

5. At an automatic enameling station in Chattanooga, dusters spread an even coat of frit over red-hot tub surfaces prior to baking the final finish.

6. Crane plumbing is used throughout the new Lyndon Baines Johnson Library in Austin, Texas.

5

6



CF&I Steel Corporation

CF&I Steel Corporation marked its 100th anniversary on January 11, 1972. The major supplier to the Rocky Mountain area, CF&I ranks twelfth in the industry in steel shipments. It manufactures and distributes a variety of steel products used in the construction, petroleum, mining, metalworking, transportation, and farming and ranching markets.

CF&I sales volume increased in 1971 despite continued depressed economic conditions in the steel industry. The threat of a work stoppage connected with wage negotiations caused some hedge buying during the first half of the year and lower shipment rates during the second half as customers worked off high inventories. Sales were adversely affected by strikes in the copper and coal mining industries, but benefited from the West Coast dock strike which reduced foreign imports in that section of the country.

Expenditures under CF&I's capital improvement program totaled \$34,994,000 last year. The Company plans to spend an additional \$50,000,000 in 1972 and 1973. Much of this will be for air pollution abatement and pollution control equipment.

Construction

CF&I sales to the construction industry were up in 1971, reflecting a general strengthening of this market. Forecasts of continued growth in housing and non-housing construc-

tion should improve business there this year.

Equipment for the production of heat-treated dozer and scraper blades was installed during 1971. The facility allows penetration into a new market for cutting edges used on heavy construction earth moving equipment.

The new 11-inch bar mill, which was brought on stream at the end of 1970, went into full production during the year. The new facility produces a wide variety of bars and shapes with improved physical properties rolled to extremely close tolerances. This has permitted extension of marketing efforts into manufacturing areas not available previously.

Petroleum

Sales and market conditions were better in 1971 despite a continued low level of drilling activity. Steady growth in the number of active drilling rigs during the last six months has improved the outlook for 1972 and sales are expected to equal or exceed 1971 levels.

During the year, expanded and modernized heat treating facilities for processing high-strength casing and tubing were installed at Pueblo. This new equipment enables CF&I to produce better and more uniform products and improves its ability to serve the oil and gas drilling market.

Mining

Sales of mining supply products remained level during the year despite the adverse effects of the copper and coal mining strikes.

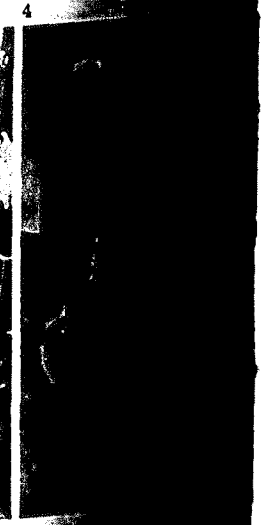
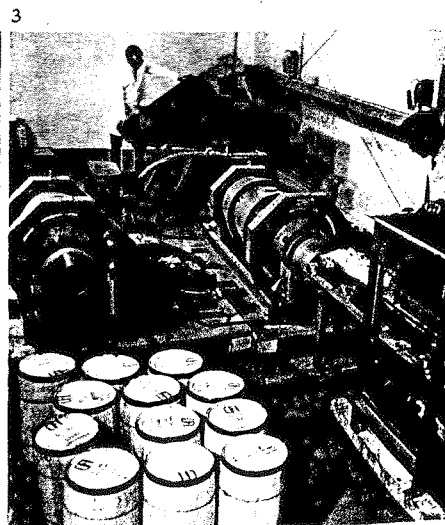
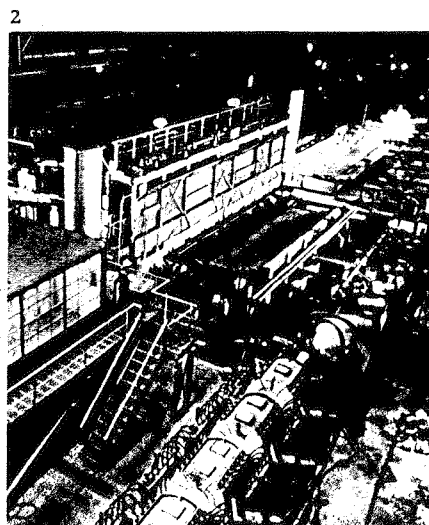
New hollow core rock bolts for use in underground construction were introduced. The limiting of Federal funds delayed many Bar-

1. South mills water treatment system cleans and recirculates 24,000,000 gallons of water daily to the rod and bar mills.

2. Modernization of the seamless tube mill approximately doubled the capacity of this facility for high-strength oil country casing and tubing.

3. Ore sample is fed into the ball-rod grinding mill in preparation for testing in the new ore preparation research lab.

4. Unit train cars being loaded with coal from storage silos at the Allen Mine.



Reclamation and Corps of Engineers projects and slowed initial sales. CF&I's range of heat-treated grinding rod sizes was increased.

An ore preparation research laboratory was completed during 1971. Designed to test customer ores under laboratory controlled conditions, this facility provides a unique service to the industry. It will assist CF&I in selecting optimum grinding media to match customer needs.

Metallurgy

Controlled cooled rods, introduced late in 1969, gained in market share during the year and sales in 1972 are expected to increase again. Their metallurgical structure results in savings in manufacturing costs to customers.

Transportation

Sales of railroad products exceeded the previous year and are expected to remain strong in 1972.

Hi-Cant tie plates, a CF&I patented product first introduced in 1969, continued to gain acceptance. This innovation for improved performance and safety of the high rail of curved track has been installed on 16 major rail lines.

CF&I rail continued to be used at the U.S. Department of Transportation High Speed Ground Transportation Center near Pueblo. The Center will test and evaluate new forms of high-speed mass transportation. During the year the last rail was placed on the Bay Area Rapid Transit System in San Francisco. CF&I supplied all rails for this project.

Fencing and Ranching

Shipments of products to the agricultural

market were equal to the prior year, although limited availability of fence post strip reduced sales of posts. Additional capacity from the new 11-inch bar mill will permit a resumption of aggressive sales of this product.

Facilities

A major project completed was a unit train system from the Allen Mine near Trinidad to the Pueblo plant for year-round delivery of coking coal. Rapid loading and unloading of new 24,000-ton-capacity storage silos are accomplished by automated electronic facilities.

Water quality control at Pueblo was improved with the completion of the south mills water recirculating and reuse system. This system collects and treats cooling water from the bar, seamless and rod mills and recirculates water to the rod and bar mills.

Projects underway in 1971, to be completed and in operation in 1972, include new coke ovens equipped with the latest pollution control devices and operating controls. Also under construction is a waste water treatment system to eliminate pollution at the coke plant. Water will be recirculated for reuse.

Modernization of the 14-inch mill will provide a continuous rolling and finishing facility capable of operating at the maximum rolling rate of the mill. The new finishing facility will permit continuous process from billet to final product with no intermediate handling.

Construction of a new electric furnace shop is scheduled to get underway in 1972. It will replace an existing open hearth shop with a modern steel-producing facility. Completion is set for 1973.

5.

In this new heat-treating facility, dozer and scraper blades are heated, then quenched with water to provide the hardness needed for highway and construction work.

6.

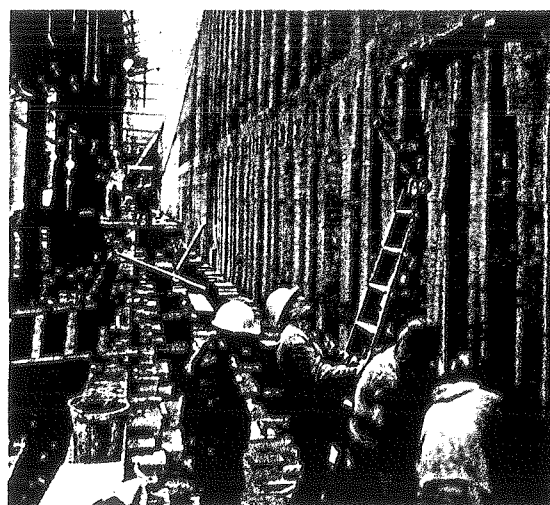
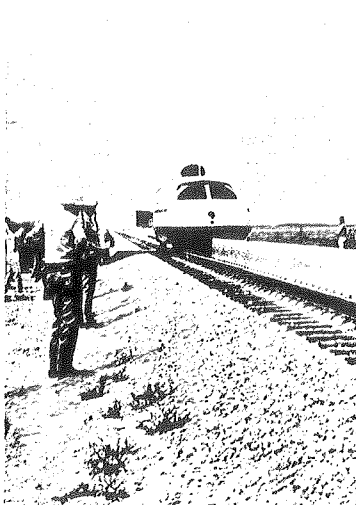
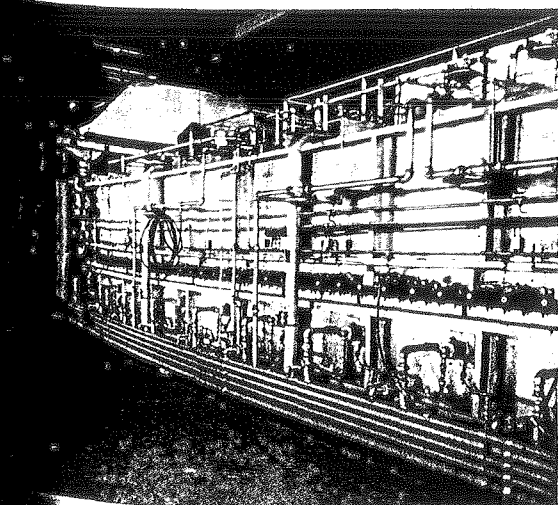
CF&I rails, tie plates and spikes are used on the test track for the Linear Induction Motor prototype vehicle, which reaches speeds up to 250 miles per hour.

7.

New coke ovens being constructed at Pueblo were designed with the most advanced technology to control smoke emissions during operation.

6

7



Huttig Sash & Door Company

Huttig Sash & Door Company, established in 1885, is headquartered in St. Louis, Missouri. It manufactures and distributes millwork and other building products in the southeastern, midwestern and southwestern states. The major portion of Huttig's business is in single-family residential and apartment units.

Huttig Sash & Door enjoyed record sales and earnings in 1971. Its business had eased in late 1969 as demand for and prices of building products fell off. Beginning in November, 1970, however, there was an upsurge in demand which carried through the 1971 building season. Lower interest rates and the availability of mortgage funds from both savings and loan associations and governmental sources helped in this area.

The current outlook for continuing improvement in both sales and earnings is encouraging.

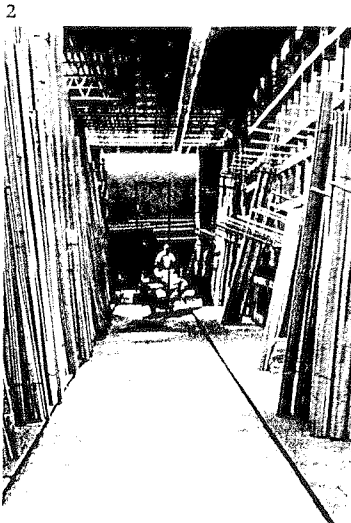
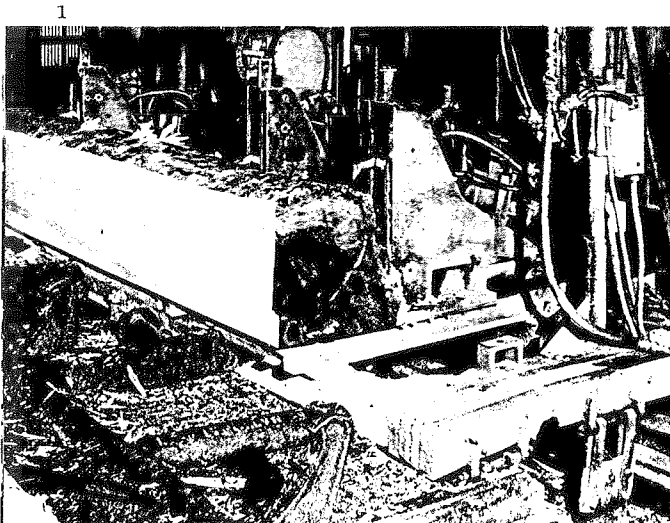
Huttig serves a growing market in southeastern, midwestern and southwestern states from 26 branch locations, selling to both retail lumber dealers and contractors. It also has a

manufacturing operation producing primary lumber and wood window stock at Missoula, Montana. Accelerated growth and construction in southern states, coupled with a longer building season in these areas, has been a strong factor in Huttig's increased sales.

During the year, a new East Coast warehouse facility to serve the growing market between Baltimore, Maryland, and New News, Virginia, was constructed at Fredericksburg, Virginia. A similar facility is planned for construction in 1972 in the Rocky Mountain North Carolina, area to serve the Carolinas.

Huttig plans to expand into other growing market areas as opportunities present themselves.

1. White pine logs are cut with a band saw at the Missoula saw mill.
2. Wood moldings are stored vertically to maintain stability and reduce possible damage to the finish.
3. Huttig serves retail lumber dealers and contractors through its 26 branch warehouses.



Hydro-Aire Division

Hydro-Aire designs and manufactures brake control systems, fuel and hydraulic pumps, controls and other accessories and systems used by the aerospace industry.

Considering the depressed level of business in the aerospace industry during 1971, Hydro-Aire's performance was satisfactory and according to expectations. While the Division does not depend heavily on government business, reaction to business conditions throughout the air transport field meant reduced production schedules and deferred delivery dates.

Hydro-Aire fared better in both sales and profits than many of its competitors last year. This was primarily due to the commercial aircraft skid-control systems in its product line.

The development of Hydro-Aire's newest automatic braking systems for aircraft was completed in 1971. These brake control systems, which improved the short-field operation of the aircraft, were ordered for both the Boeing 737 and the Boeing 747. Improved stop-

ping performance is important to market penetration as the smallest field for which an aircraft is certified determines the number of airfields that can be serviced by an airline. This new concept in brake control is gaining acceptance throughout the airline industry and brings a new dimension to the Hytrol product line.

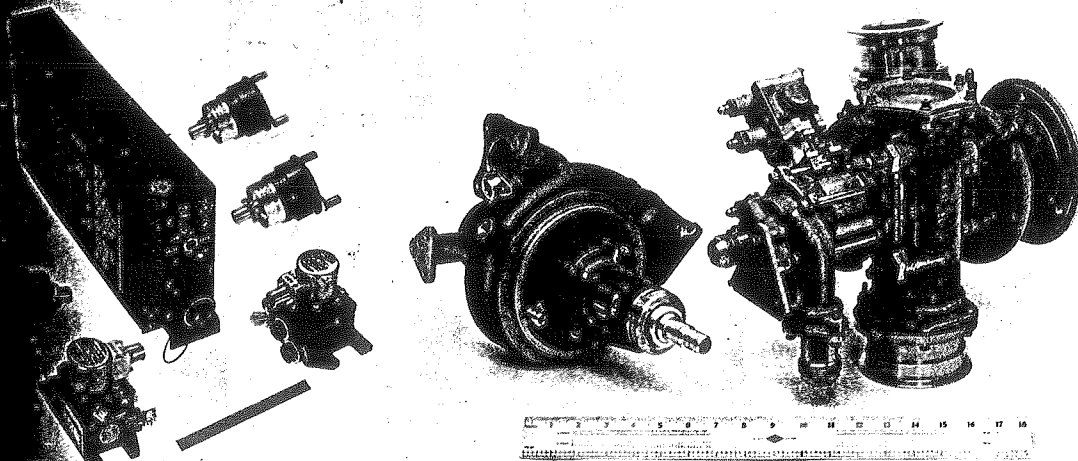
During 1971, Hydro-Aire achieved a significant milestone which may provide strong impetus to its future. A new product line for the Division—the main engine fuel pump for Pratt & Whitney's jet engine to be used in the F-14B and F-15 fighter aircraft—achieved technological breakthroughs which will assure continuation of the engineering phase during 1972. Assuming normal progress for this engine and its aircraft, this fuel pump could provide significant production orders in the years ahead.

1. Components of the anti-skid Hytrol Mark III and Selected Deceleration system installed on the Boeing 737.

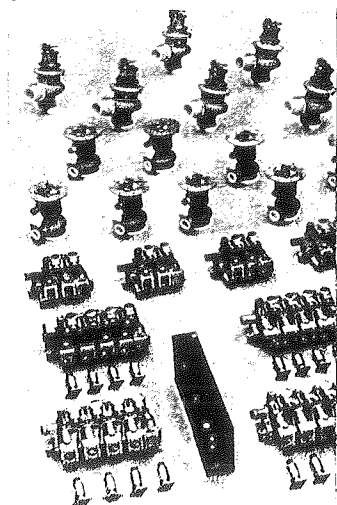
2. Hydro-Aire turbo engine fuel pumps include an augmentor pump (left) and a main engine pump.

3. A complete set of Hydro-Aire equipment for the Boeing 747 includes components for the Selected Deceleration automatic braking system and 14 fuel boost and transfer pumps.

2



3



Crane Canada Limited

Crane Canada Limited manufactures and distributes plumbing fixtures, valves, pumps, heating and water conditioning equipment for residential, commercial and institutional building and for industrial applications.

1.

Place de Radio-Canada, Montreal headquarters for the French networks of the Canadian Broadcasting Corp., is equipped exclusively with Crane plumbing fixtures.

2.

This automatic Cochrane hot lime zeolite system, including deaeration, supplies treated water for the boiler plant of an Alberta refinery.

3.

Crane Canada supplied the bulk of the valves for Ontario Hydro's Pickering Generating Station, one of the world's largest nuclear generating plants.

Throughout 1971, the Canadian economy continued to suffer from a general slowdown. This was due to anti-inflationary programs in force since 1969.

The home building industry was a notable exception. Housing starts, pressured by backlogged demand and reacting to the ready availability of mortgage money and easing of mortgage rates, rose considerably. Crane Canada Limited benefited from an improved demand for plumbing and heating products as a result.

Sales of plumbing fixtures and fittings ran ahead of 1970. Working closely with Crane-U.S.A., a new line of plumbing brass was created specifically for the low-cost housing market of 1972, and three new lavatories were introduced during the year. All have been well received by the trade and are expected to make a substantial contribution to sales.

Capital spending by manufacturing industries remained below the 1970 level, with

increasing import competition contributing to further deterioration of the market for some of Crane Canada's industrial products. Only the oil and gas industry growth continued to provide an expanding market for steel valves. A new valve line for high sulphur gas, introduced during the year, enabled Crane Canada to participate more fully in this market.

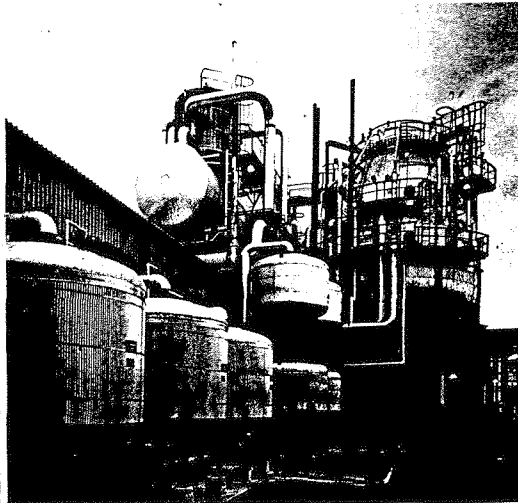
A complete line of fabricated stainless steel valves was introduced at mid-year for chemical processing and other industries requiring corrosion-resistant equipment. Several improved and expanded lines of butterfly valves were also introduced.

Sales of Crane Supply Division were slightly up, and 1972 is expected to show further improvement. This Division distributes Crane products and related items from other manufacturers in every major city in Canada to serve the building and construction, power systems and industrial markets.

1



2



3



International Operations

United Kingdom—valves, fittings, heating equipment, pumps, meters, and water conditioning equipment

The Netherlands—valves, fittings and heating equipment

France—valves and pumps

Spain—valves and pumps

West Germany—valves

Australia—valves and pumps

Mexico—valves and pumps

Last year operations outside the United States and Canada showed only a modest gain in sales, but profits were significantly higher, mainly because of improved operating efficiencies. France, The Netherlands and Spain in particular showed increased profitability.

United Kingdom

Strikes, growing unemployment and continuing inflation in Great Britain were reflected in the results of Crane Ltd., which, although low expectations, showed an improvement over the previous year.

In 1971, Crane Ltd. revised its organiza-

tional structure into operating divisions to parallel the United States and Canada. Each is a profit center responsible for its own product development, manufacturing and sales.

Formation of the Environmental Systems operation to handle the sale of Cochrane products and the microstrainer and ozonation business of Glenfield & Kennedy resulted in greater market penetration, with orders nearly double forecast. The year also produced record orders for microstraining and ozonation equipment, two of which are for major ozonation plants.

Among markets hardest hit by the business recession were construction, engineering and general industry—the primary markets served by the Valves, Heating and Fittings Division. Demand was down from the previous year. One notable exception was commercial boilers, which had sales well above 1970 levels, due to the introduction of new gas-fired equipment.

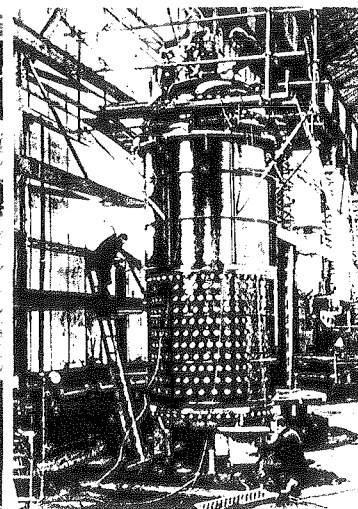
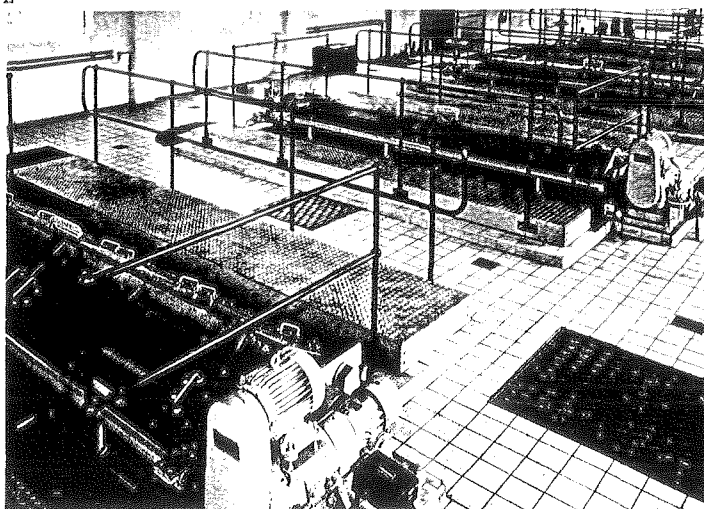
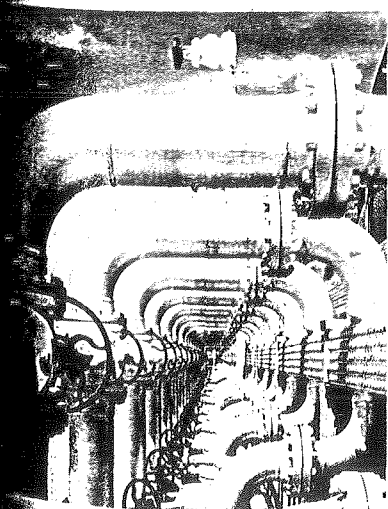
Both steel and butterfly valve lines performed well, and the sale of marine valves rose considerably with an increase in shipbuilding. Glenfield & Kennedy, responding to the needs of the water supply industry, developed and introduced the Apex air valve, a product that was well received.

The Netherlands

Despite a slowing of the economy in the second half of 1971, sales of all Crane Nederland N.V. product lines showed increases. Sales were primarily in the domestic area, followed by Common Market customers.

Start-up of a new, automatic molding line in August gave increased production and

1. Crane Australia supplied the iron, bronze and steel valves used in this refinery complex.
2. Four microstrainers at this sewage treatment plant in Worcestershire, England, can handle 12 million gallons of effluent daily.
3. A 72-inch submerged discharge regulating valve for an irrigation project in South Africa is tested at the Kilmarnock, Scotland, works.



greater operating efficiency. While some products are scheduled for redesign in 1972, the major effort will be to further improve operating efficiency.

France

Crane S.A. showed substantial improvement. Faced with a general slowdown of activity throughout France, considerable effort was devoted to the export market with good results. Substantial valve orders came from power stations, refineries and other large projects. This trend may be expected to continue in 1972.

Continuation of a standardization and cost reduction program, including the installation of new automatic machinery, will enable Crane S.A. to improve its competitive position.

Spain

A continued high level of activity in the Spanish shipbuilding industry proved to be a strong factor in the 1971 performance of Crane-FISA, S.A. Prospects are favorable for major orders again this year.

Domestic market expansion plans have been slowed because of government action to stop inflation, complicated by European Common Market developments and the Spanish National Development Plan. But performance should improve during 1972, based on the reduction of the cost of money and promotion of new investment in plants and equipment.

Use of nodular cast iron has helped Crane-FISA to obtain important valve orders—and additional orders are expected in 1972. Circulating pump sales increased slightly as the housing and construction markets expanded. A

new type of circulator, to be launched this year, is now being tested.

West Germany

Though sales were down, profits for Crane G.m.b.H. showed a small improvement over 1970. Revaluation of the mark and the efforts of the German government to control inflation slowed capital expenditures.

The chemical industry was most severely affected, but this loss was partially offset by increased activity in the petroleum and other industries. Large quantities of steel valves were supplied to petrochemical installations and substantial gains were made in the forged steel valve market.

Australia

Although showing good results, the Australian business recession had an effect on the operations of Crane Australia Pty. Limited last year. Reduced capital expenditures, inflation and increasing unemployment may be expected to continue in 1972.

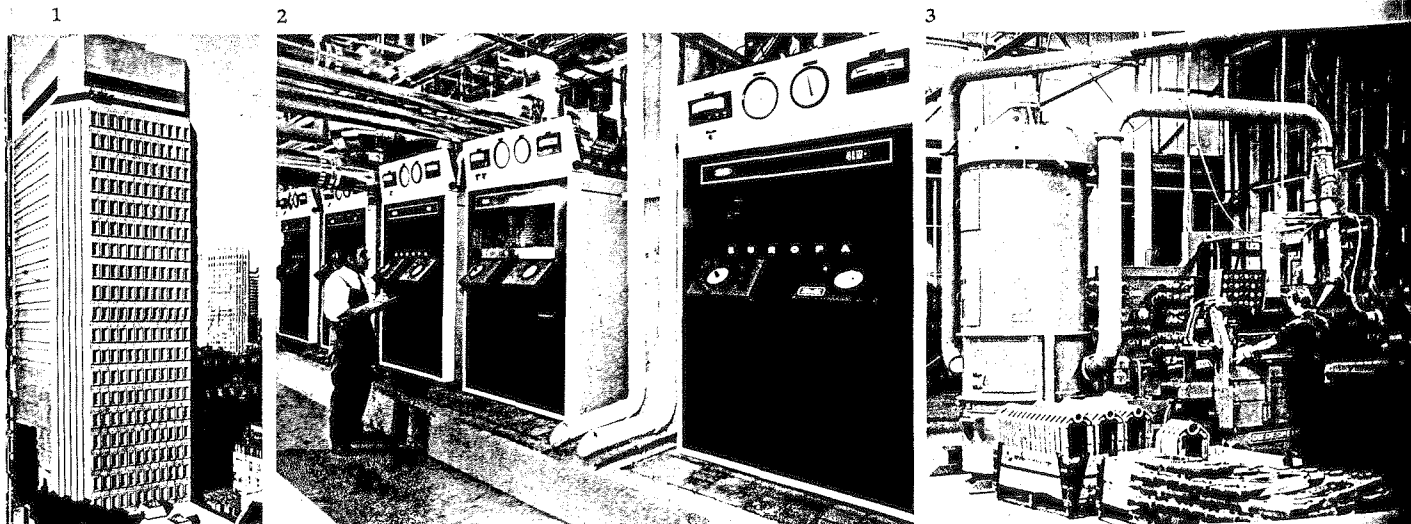
In the longer term, however, prospects for the Australian economy are good. The extensive mineral resources still to be developed on that continent offer a number of market opportunities for Crane products.

Mexico

Despite a modest rise in pump sales, profits from increased penetration of the mining and construction markets last year were below overall performance of Crane-Demumex Mexico S.A. was below 1970 because of a decline in valve activity.

1 & 2.
Central heating and
hot water for London's
Limebank Building
are supplied by five
Crane Europa boilers
installed on the
27th floor.

3.
Cast iron sections for
gas-fired domestic boilers
are machined on
automatic equipment in
the plant at Deventer,
The Netherlands.



Equal Employment Opportunity Policy

RECEIVED BY THE NATIONAL ARCHIVES
U.S. DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
WASHINGTON, D.C.

[illegible]

United National City Bank
1000 Broadway
New York, N.Y. 10003
Tel. (212) 512-1000
Telex 50300
Los Angeles / California 9005

NEW YORK, NEW YORK 10005

New York New York 10022

Figure 1. Schematic diagram of the experimental setup. The subject is seated in a chair and views the target through a video camera. The target is a light source that is controlled by a computer. The subject's hand is positioned over the target. The distance between the subject's hand and the target is 10 cm. The target is a light source that is controlled by a computer. The subject's hand is positioned over the target. The distance between the subject's hand and the target is 10 cm.

1748

CRANE®

CRANE CO.