

H I S T O R Y
OF
THE SHERWIN WILLIAMS CO.

Biographical, etc.	Output, Capital & Earnings	New Products
1866 Henry Alden Sherwin started retail paint store. Born in Baltimore, Vt. 1842. At 18 worked in dry goods store in Cleveland.		1867 D.R. Averill patented a poor prepared paint and gave it a bad name.
1870 Edward Porter Williams as partner. The salesman - a Cleveland from Ohio Western Reserve College formerly in small glass business	1870 Contributed \$2,000 capital	
1870 Sereno P. Fenn - accountant		
1873 Started paint factory 601 Canal Road - old cooperage shop - 2 story brick	1874 Output 450,000# mixings 1st year - 3,000 sq.ft. floor area Total paint business \$20,000,000 per year	1874 83 formulas (first raw umber in oil)
1876 Mr. Sherwin developed first good mill. Printing facilities acquired. First paint company to have chemical laboratory		1880 SWP outside and inside
1881 First convention held - Sherwin, Williams, Fenn, 3 other executives and 3 salesmen. Discontinued retail business	1883 The Sherwin-Williams Co. incorporated \$750,000 capital, issued 3,000 shares \$100 common stock	
1884 Hired first chemist in the Industry. Cleveland Plant destroyed by fire	1884 1st year sold \$539,00 gross, \$36,000 net profit	1884 Wood Stains and Paste Wood Filler 1885 Varnish and Enamels 1886 Roof and Bridge Railway and Marine
1888 Purchased Calumet Paint Co. Chicago, 34 acres. Established offices		

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and warehouse in New York. Boston agent Cottingham, Montreal		
1890 First publicity man, George Ford, started advertising		
1892 Drew "Cover The Earth" design and laid on desk		1894 Buggy Paints and Enamels
1898 Learned value of controlling supply of raw materials for quality		1896 Driers, Japans and Dry Colors (Cleveland)
1899 Cottingham Varnish Co. taken on at Montreal		1897 Copper Paint and Oil Stains
1901 Plant built at Newark Sales Divisions San Francisco, Kansas City. Warehouses at Minneapolis and Winnipeg. Sales office at Los Angeles	1900) Capital to \$1,500,000 1908) then \$2,500,000	1898 Porsh, Deck and Screen Paints
1902 Built Linseed Oil Mill at Cleveland Acquired Lewis Berger & Sons Ltd. (1960)	1902 3,000 shares increased to 25,000 1903 10,000 shares \$100 preferred issued	1899 Full line of varnishes
1903 Cottingham made Vice-President. Dry Coler Plant started in Chicago. Mr. Williams died at 60 years. Built sales organization.		
1904 Started mines at Magdalena, 245 acres, 4 miles passages, 320 acres non-mineral ground. Plant capacity now 4,000 Tons ore per month		
1905 G.A. Martin made manager Auxiliaries. Montreal Linseed Oil and Varnish Plant begun. Sales offices Portland, Savannah		
1907 Enlarged Chicago plant		

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1908 Sales offices Seattle, 1908 Spokane	Capital \$6,000,000	
1909 Sales offices Houston, 1909 New Orleans	No public financing done so far. S.P. Fenn still treasurer	
1909 Mr. Sherwin retires to be Chairman. Mr. W. H. Cot- tingham, President, 1909 merged Canadian plant. An Ontarian hardware clerk, stiff determina- tion but chilly British politeness.	Sales \$7,642,000	
1910 Detroit White Lead ac- quired. Chicago Old Dutch Plant erected Dry Color built in Newark; also lime sulphur		
1911 S-W Co. of Canada formed for Canadian operations; also Lewis Berger & Son, England		
1912 Ore separator built at Magdalena	1913 Capital \$9,000,000 Gross sales \$11,000,000 Earnings \$930,000	
1914 Coal Tar products and dyes started Chicago, eventually specialized in reds		
1916 50th Anniversary - S.P. 1916) Fenn retired. Mr. Sher-) win dies, age 74. 1921)	Capital increased to \$30,000,000, as fol- lows:	
1917 Acquired Martin-Sencour 1917 of Chicago and Nebraska. Enlarged Lithopone, Coal Tar, Dye Plant and Acet- ic Acid, Chicago. Began Acetic Acid in Bound 1918 Brook, Paint & Varnish and Insecticide in Oak- land	Sold to public for first time \$100.00 preferred-15,000 100.00 common -70,000 100.00 preferred-20,000 Raised \$2,000,000 for Dye plant by offering stock- holder up to 30% of their holdings	
1919 Mr. Whittlesey made Director of Sales. 1919 Vice-Presi- dent and Manager Sales. Purchased Hemingway & Co. Bound Brook, N. J.		

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1920 Purchased Acme White Lead & Color Works, Detroit, Dallas, Boston & Los Angeles	1920 Exchanged four \$24.00 shares common for one \$100.00; declared stock dividend of 50%. 30,000 shares sold to employees-only such plan ever used	
1920 S-W caught napping on Automotive Lacquers while DuPont took the business	1920 Sold 150,000 shares \$100.00 par 7% Preferred to retire previous issues to expand plant and purchase Acme, largest subsidiary. Now 400 common stockholders-no earning statements so far	
1920 Required use of spray gun and 40 oz. cotton per gal. in place of 6 oz. per gal, same fluidity, in short, low viscosity cotton developed. Formerly took 20 days to finish car, now 3 or 4; made 5,000,000 cars a year possible (1925) - 1935 auto provides 10% of all paint business		
1921 G.A. Martin Vice-President and General Manager	1921 Deficit \$2,300,000 - only one in history	
1922 Cottingham, Chairman - Martin, President. Warehouse fire in Chicago. Transferred to Pershing Rd. CP nitrator exploded Chicago. Lacquer fire 2 men killed	1922 Earnings \$2,700,000	
1925 Sales force 700 - 100 warehouses	1925 Sales \$55,166,000 Output 344,000,000# 52 plants, 650 acres 2,500,000 sq.ft.	
1927 S.P. Penn died - age 82	1927 7% Preferred called in New issue 6%-150,000 \$100.00 Preferred	
1928 \$24,000 for White Lead Stacks, Chicago	1929 Sold 40,000 common, 37,000 Preferred to buy. Lowe Bros., Dayton, second largest subsidiary	
1929 Executive offices to Midland Bank Building		
1930 Cottingham died - 84 years	1930 Paid \$500,000 for control John Lucas	

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	1931	Control of S-W of Canada by exchange of stock	
		<u>Gross Sales</u> <u>Net Earnings</u>	
	1929	\$76,000,000 \$6,000,000	
	1930	75,000,000 3,600,000	
	1931	64,000,000 3,200,000	
	1932	47,000,000 703,000	
1933 S-W now leads refin-	1933	47,700,000 3,200,000	1933 Synthetics
ishing field in auto	1934	55,500,000 4,300,000	developed to
but pays DuPont 6%			\$2,000,000 gross
gal. royalty on			now 50% of all
Lacquer			S-W varnishes
In 1934 paid \$400,000			and enamels.
			Not expected to
			replace house
			paints
1935 Of 1,400 paint companies,			
S-W has 16% of business.			
Total paint bill of	1935	Current assets-\$28,000,000	
U.S. \$350,000,000 an-		In cash and government	
nually. 40,000 indus-		securities - \$8,700,000	
trial products in S-W		Current liab-	
formulas; an S-W ware-		ilities - 4,000,000	
house in nearly every		Dye business - 2,500,000	
city over 100,000		(gross)	
		No one holds more than	
		2,500 shares. Now have	
		145,000 shares preferred,	
		3,000 holders; now have	
		636,000 shares common,	
		3,500 holders, Preferred	
		\$106 to \$113; common \$84	
		to \$100 this year	
1938 15,000 active paint	1938	Capital and surplus	
formulas		- \$49,000,000	
		Output 15,000,000 gallons	

Later Developments

- 1935 - New Allied Lab. Bldg. in Chicago
- 1936 - Improvement in Lithopone, Chicago and Coffeyville
Chicago sprinkler equipment enlarged - tanks, pumps,
etc. Refining of turpentine started in Chicago.
- 1937 - New Dry Color Bldg. in Chicago and enlargement of
manufacturing development of Pulp Colors. Develop-
ment of Castor Oil treatment, Newark and Cleveland.
- 1938 - Purchased ship yard in Gloucester City, New Jersey,
and Burgess patents for Titanium Oxide manufacture.
New Synthetic Rosin Plant at Chicago. N. E. Van
Stone made Vice-President and Director of Operations.
Brought out an undercoater for S.P.
Closed Dry Color Plant at Gibbsboro; transferred busi-
ness to Chicago; entire plant operations transferred
to S-W under G. L. Hohl.

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