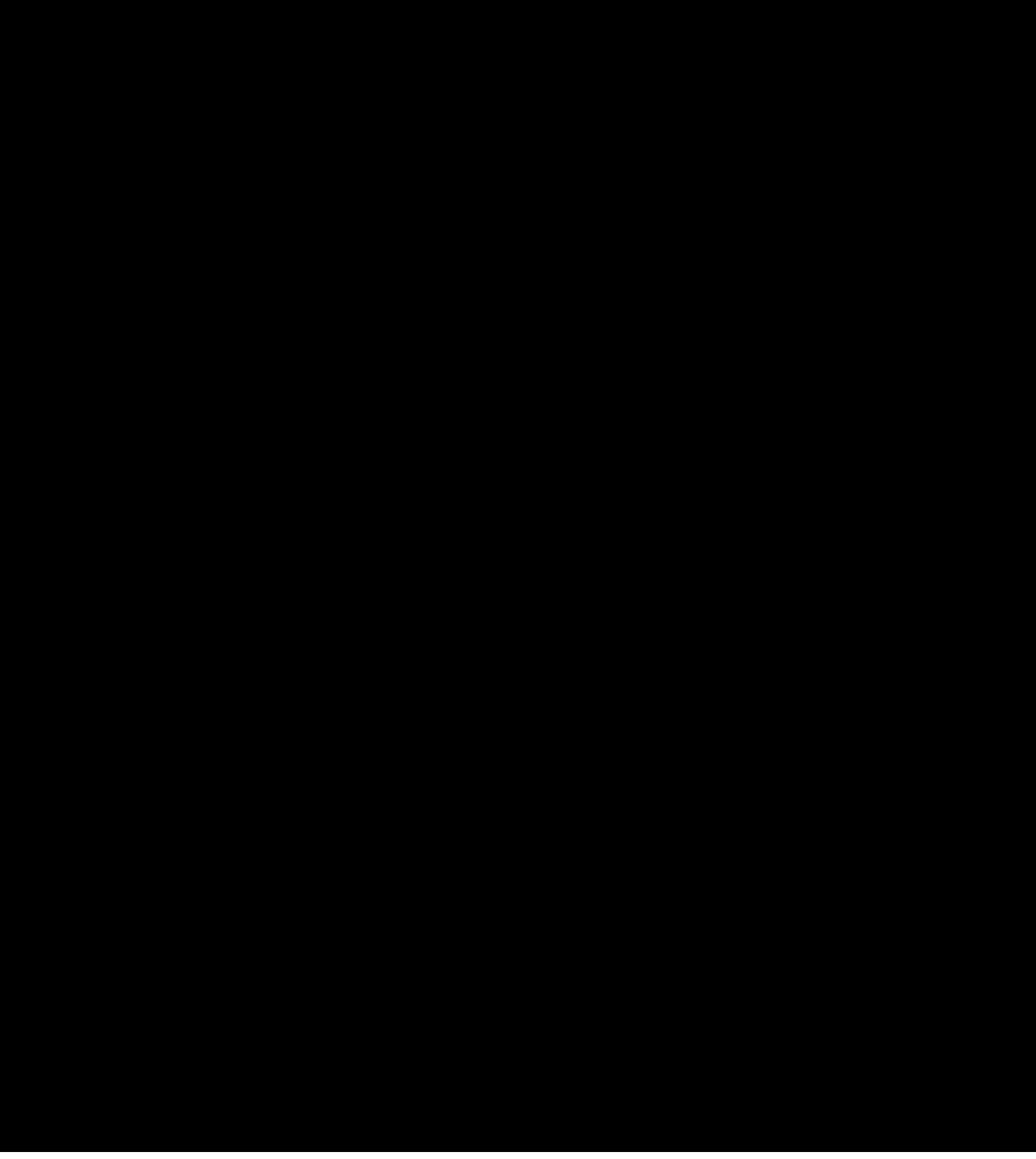






D. A. WHITTAKER
President and Managing Director

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FORWARD

It is still too early to write the history of the Sherwin-Williams Organization nor is it desirable that it should be written at this time, for history is the story of the past and our greatness lies in the future.

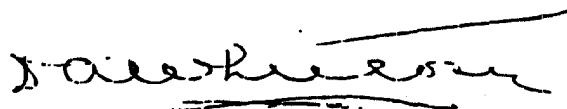
Our achievements during the past eighty-three years are but the foundation, on which someday may be built an edifice, far greater than could have been imagined by the few far sighted men who made it possible for those of us present, and the many more to succeed us, to have such a promising stake in the future.

The purpose of the section following is not to boast, or give the impression that we are invincible, for there are problems facing us to-day and perhaps greater ones in the to-morrows which will have to be met. The solution of these problems will call for the best in each of us and supply the opportunities for success, and the satisfaction that comes only when obstacles are overcome.

It is therefore the responsibility of you, the builders, to study the foundation which has been well and wisely laid and then apply yourself to the completion of the super structure and make it worthy of those in the past who did their share so magnificently.

To you, the dramatic episodes in the lives of Messrs. Sherwin, Williams, Martin, Fallis and Cottingham, may appear beyond your reach, but they would be the first to tell you that a humble beginning is the shortest route to happiness and success.

When the day arrives to write the history of the Sherwin-Williams organization your name can take a place of honour providing you are willing to carry your share of the burden of responsibility of this expanding, aggressive, and efficient organization that proudly bears the title of The Sherwin-Williams Company of Canada Ltd. and whose emblem, the Cover-the-Earth trade mark is known and so well regarded throughout the world.



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THE SHERWIN-WILLIAMS COMPANY'S 33 YEARS OF PROGRESS

In the year 1866 when Henry Alden Sherwin, at the age of twenty-four left the wholesale grocery business, to become the founder of the present paint industry, starting under the name of Dunham and Company, few of the things which we consider necessities were available. To list a few: There was no through railroad to the Pacific Coast, no Suez Canal, no Panama Canal, no telephones, no dynamos, no electric lights, no storage batteries, no electric railways, no wireless telegraphs, no typewriters, no airships or automobiles.

Writing in 1916 in commemoration of the Company's Golden Jubilee Mr. Sherwin said,

"In July, 1866 I quite unexpectedly dropped into the paint business. It seems to have been one of those opportunities that come to men early in life, and I am free to say I did not realize what it would lead to. I only seized it at the time as one of three business offers, and this one was at the time the least remunerative of the three, but it was the one which in my youthful strength and ambition gave promise of a future greater than the others. I was willing to tackle the hardest job and I have never regretted my choice.

I now consider it was fortunate that I had almost no capital. It consisted principally in health, ambition and a few years of such experience as many boys who must work their own way in the world.

The history of prepared paint as a marketable article is almost contemporary with the organization of our Company. It was about the year 1866 when Mr. D. R. Avorill, of Newburgh (long since a busy part of Cleveland), "invented" a liquid paint which did not

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settle in the package. To accomplish this he made use of a formula which simply could not produce a reputable paint. Averill thought he had made a great discovery and that a fortune was in his grasp. He certainly was a pioneer in a great industry, but his line of procedure was not wisely chosen, so he, and those associated with him, never quite realized their ambition. His hope was to monopolize the business through his patents - something that any sane paint chemist knows cannot be done.

"Though I had no confidence in Averill's undertaking, I was on friendly terms with him, and one day he invited me, with two other men, out to his little factory to witness his process, in order that he might be prepared for legal fights over the patents. And little as I knew then about making paint, after seeing what materials he used, I came away content to vigorously oppose "Patent" paint, as all liquid paint was called for many years. Averill soon had many imitators, who unfortunately for those who came after, imitated him too closely. Thus there came to be a well-founded prejudice against prepared paints. But the way had been opened to fill a long felt want, and gradually the larger and older manufacturers began to turn their attention to the production of paints in liquid form and of reputable quality.

"With this handicap of prejudice and failure before us, we gave up our opposition to prepared paints, and put all of our energy into experiments to see if we could make a really good paint

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in liquid form. I need not tell you the results. Sherwin-Williams Paint was put on the market as the best paint that had ever been made. This claim has had abundant proof for over a third of a century, and to-day Sherwin-Williams Paint is the widest known, the best liked, and by far the most largely distributed of any in the world.

"Various experiments and final success in manufacturing fine colors resulted in this Company developing two things: First, the invention of a type of mill so much superior to any others known that we have not been able to make more than minor improvements in them since. Second, the beginning and development of a style of advertising that has made our name widely and favorably known throughout the world.

"There have been extensive and varied developments in our business, such as our manufacture of products particularly adapted to railroad uses, manufacture of carriages, automobiles, etc.

"There has always been a disposition with our Company to get down to first principles, to secure the best equipment, both mental and mechanical, and to insure the use of the best raw materials, we have become producers of most of the staples that enter into our products, owning and operating lead and zinc mines, smelters, a corroding plant, linseed oil works, chemical color works, departments for the manufacture of containers, printing and publishing, etc., most of these possessing some unique and improved methods.

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All of these have grown up by the able and untiring efforts of our own people, and all without combinations in restraint of trade. Thus one can easily see how this Company has become a world leader in its line of business. We live in the days of large affairs, and while principles never change, methods do, and great opportunities open to those who have the ability to see and grasp them."

In 1869 Mr.A.T. Osborn was admitted as a partner and a Linseed Oil Mill was built in Cleveland. This brought about a change. Mr.Truman Dunham and Mr.G.V. Griswold, original partners of Mr.Sherwin, became increasingly interested in the Linseed Oil Business leaving the burden of the paint business in the hands of Mr.Sherwin. As a result Mr.Sherwin asked for the company to be divided. He and Mr.Osborn to continue in the paint business, and the other two partners to take over the manufacture of Linseed Oil. This arrangement was agreed upon and the partnership was dissolved in 1870.

Mr.Z.P. Williams joined Mr.Sherwin and Mr.Osborn in the new partnership each investing \$15,000. In the same year Mr.Sereno P. Fenn was engaged as cashier and book-keeper and in later years became Vice-President.

The idea of expansion was ever with the partners and every opportunity was taken to increase the size and holdings of the company, providing it did not impair the quality of the goods they sold, their working capital, or work to the disadvantage of their employees.

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It is a striking coincidence that in 1866, the year Mr. Sherwin ventured into the paint business in Cleveland, Walter H. Cottingham was born in Omamee, Ontario. Like Mr. Sherwin, Walter H. Cottingham commenced his business career early in life. At the age of fifteen he obtained employment as a clerk in a retail hardware store in Peterboro, Canada. One year later he made his way to Montreal to work in the hardware and paint store of James H. Douglas. While engaged in this trade, he sensed the unlimited possibilities of the paint business.

The first step in the birth of the Sherwin-Williams Company of Canada came about when in 1887 Mr. Cottingham set up his own firm at 56 St. Peter Street. He purchased a formula for Gold Paint for twenty-five dollars and besides manufacturing this paint he acted as an agent for many British paint companies. The volume of his business was small at first, but consistent high quality of goods was maintained and he soon became the sole jobber of good quality paints in Canada.

In 1891 he formed his own company and in 1892 the Walter H. Cottingham Co. became Canadian agents for the Sherwin-Williams Company of Cleveland, which was then in its twenty-sixth year. Then writing about this years later, Mr. Cottingham said,

"I shall never forget the inspiration and enthusiasm I felt when I first came in contact with the Sherwin-Williams Company and the men who were managing it. The confidence I felt for the future was due to my faith in the splendid principles and the sound and aggressive methods on which the business was conducted".

By this time the Sherwin-Williams Company had grown out of the small paint store that had been opened in 1866 by Mr. Sherwin to a

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transcontinental concern with branches and affiliates in Boston, New York, Chicago, San Diego and Montreal, Canada.

Mr. Cottingham quickly appreciated the fact that the acceptance by the American people of Sherwin-Williams Products could be duplicated by Canadian Paint Sales. However, a high import duty on American paints made the purchase price of Sherwin-Williams too high to compete with the poorer quality and cheaper Canadian paints then being produced. On the advice of Robert Johnson one of his star salesmen, Mr. Cottingham approached Mr. Sherwin to make arrangements for the manufacture of Sherwin-Williams Paints in Canada. At the same time he conferred with the Pratt and Lambert Company of Buffalo to obtain the rights to manufacture their varnish.

In 1894 the Walter H. Cottingham Company was organized to manufacture Sherwin-Williams Paints. Pratt and Lambert Varnishes were to be made by the Cottingham Varnish Company.

The paint plant was established in a small building at 21 St. Antoine St., and machinery and equipment made in Cleveland were installed. Mr. E. M. Williams, son of the co-founder of the Sherwin-Williams Company, came to Montreal as superintendent, bringing with him W. R. Sieplein, B. S. Lutes, W. Farmer and C. Belmont to organize the factory personnel. The original stone mills of the company consisted of three 30 inch Sherwin-Williams liquid paint mills and six 21 inch Japan Colour and Enamel mills. The varnish plant opened at the same time on St. Patrick St., was under the supervision of Mr. Hope and was equipped with four coke fires and six 250 gallon copper kettles on trucks. The company had an efficient and industrious sales force at this time, having among their ranks Robert Johnson;

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C.C. Ballantyne; F.C. Donnison; R.C. Misson; Joe Lacosse and R. Vincent.

The new companies were efficiently operated and benefited enormously by the ability and efficiency of the American personnel. Agencies were opened up all over Canada and many new selling and advertising methods were introduced by the two companies. However, the business lost \$130,000. during its first year of operations due to the fact that the many new products had not yet won public acceptance and many people doubted that paints produced under the Cottingham name were genuine Sherwin-Williams or Pratt and Lambert products. It was decided that a re-organization of the Cottingham companies under the Sherwin-Williams name would bolster public confidence in the manufactured products. The final merger came about in January 1897 when the Walter H. Cottingham Co. and the Cottingham Varnish Company were transferred to the Sherwin-Williams Co. Mr. Cottingham said of this move "I count it the wisest decision I ever made". Both parties were to benefit. A new and expanding market had been opened for the American Company and the Canadian division now had benefit of American research and the well accepted Sherwin-Williams name.

Growth and Expansion:

In 1897 the plants and offices of the Sherwin-Williams Company's Canadian division were situated at the corner of St. Antoine and St. Genevieve Streets in Montreal. In addition to these was the Varnish Plant which was located on St. Patrick Street. These were the original Empire of the Canadian Division.

In 1898 Mr. W.H. Cottingham was appointed General Manager of the Sherwin-Williams Company and left to take up residence in Cleveland. Mr. C.C. Ballantyne succeeded him as General Manager of the

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Canadian business. In the same year a branch was established in Toronto and in 1902 the Western branch was established at Winnipeg, Man.

Under the supervision of Mr. Ballantyne the construction of new offices, warehouse and plant was commenced in 1903 on property at Atwater and Centre Street, which had been purchased a year earlier. In 1904 the plant was in operation.

This was followed in 1906 by the erection of elevators and installation of equipment to crush flax and process linseed oil and other by-products.

By 1911 the Company had grown in stature and importance and it was decided to incorporate under the name of The Sherwin-Williams Company of Canada Limited. Accordingly the Canadian Properties, The Lewis Berger & Sons Limited, of London, England, and The Canada Paint Company which had been one of Sherwin-Williams strongest rivals, were merged. Later an interest in the Carter White Lead Company was purchased.

This merger linked the young company with the early history of Canada.

Early in the seventeenth century limonite iron ore had been discovered in Quebec in the St. Malo Range. Just how limonite ore became known for its pigments value is not quite clear. Perhaps the early French settlers in clearing the land for cultivation burned slash on exposures of the ore thereby calcining the surface ore and the resultant bright red color was noted.

In 1887 the Canada Paint Company had erected a plant in the district which is now known as Red Mill. The process adopted in the

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first plant was of a very crude nature as little was known of the color making technique; yet the unusual purity of red oxide and its bright shades opened up a ready market for the output.

Production has been continuous ever since, and many important developments in process and improvements have taken place and to-day the market for finished colors extends to many foreign countries.

It is said that the rapid growth in Canada's industry has been the result of the two great wars. In 1914 three years after the Sherwin-Williams Company had been incorporated, Canada along with the other members of the Commonwealth declared war on Germany. The young company faced and overcame the problems with which it was confronted. Many of the company's employees responded to the call and served with distinction. Those who were left with the task of producing materials, required by the services, also are to be praised, for they had to produce under conditions that were extremely difficult. Experienced help was unobtainable, raw materials and technical equipment was in short supply and the increased demand for new types of finishes and standard products would have taxed the facilities of the company under normal conditions.

To meet these conditions the Martin-Senour Company was brought into the organization in 1916. The Martin-Senour Company brought with them plants and much needed equipment and have contributed much to the success of the organization.

Since then the names of the Winnipeg Paint and Glass Company, Limited and Lowe Bros. Company Limited have been added to the organization. The Lowe Bros. Company's stock was transferred to the Sherwin-Williams Company of Canada Limited in 1944 by the American

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Company, who had held the controlling interest since 1929.

In the early days of the Company there was a reluctance on the part of Mr. Sherwin and Mr. Williams, to merge with larger corporations out of consideration for employees who had served the company. When it came time for Sherwin-Williams to absorb other companies this was not forgotten and the staffs were retained, and many who were in junior positions at the time have since been promoted to positions of greater importance and responsibility due to the more numerous opportunities for advancement in the larger organization.

Each subsidiary of the Company operates independently of the other in matters of advertising and sales policies. They have their own trade-mark, labels and brand of products. This has engendered a friendly rivalry, which works to the advantage of all.

The development and merchandising of Kem-Tone, Kem-Glo, the Green Cross Products and Lin-X Home Brighteners required a much larger advertising budget than would have been possible if the units of the organization had sold it under their individual unit brands. It was therefore decided that these products would be advertised and distributed under an institutional label.

The wisdom of this policy has been proved by the exceptional sales records that each line has made and the fact that the sales of the unit brands increased rather than decreased as some anticipated when the policy was first announced.

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Let us now review a few of the Organization's Achievements:

Since 1866 Company's holdings have increased from one small store in Cleveland to over 12 Companies with plants, warehouses, offices, branches, dealers, and representatives in almost all countries of the world.

Capital invested in the company has increased from \$45,000 to over \$75,000,000.

Number of Employees have increased from 12 in 1870 to over 14,000. Of these over 50 have completed 50 years of service and over 2000 have served 25 years or longer. It is estimated that the company is guided by approximately 40,000 years of practical experience.

In 1873 the total output of the company was 450,000 pounds of oil paste paint. - Now it is over a billion pounds annually.

This is made up of:

Paint finishes for Home Owners, Painters, Manufacturers, Transportation Companies, Commercial and Social Institutions, Municipal, Provincial and Federal Governments etc. In addition the company distributes a complete line of home brighteners, agricultural chemicals, primary and intermediate chemicals such as white Lead, Linseed Oil, Dry Colors, etc. for many industries.

The Sherwin-Williams Company

Is the leading manufacturer of paint products in the World
the leading distributors of Insecticides in Canada
the largest producer of Linseed Oil and Oil Cake

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the largest producers of White Lead
the leading manufacturer of dry colors.

Owms and operates one of the most modern Synthetic Resin Plants on the
North American Continent.

Has one of the largest and most efficient sales and distributing
organizations in Canada.

Is regarded as one of the largest Canadian Advertisers spending over a
million dollars annually.

Contributes over \$1,000,000. annually to Canadian transportation
Companies.

Pays to Canadian employees over \$5,000,000. in salary and wages annually.

It has established a standard of quality for paint products and justly
earned the confidence and respect of paint consumer throughout the
world.

CONCLUSION:

This has been a part of the Sherwin-Williams Company's
story and its 83 Years of Progress. It has been the story of men, who
have laid the foundation of a great industry, and a company which has
enjoyed steady expansion and development that has kept pace with the
growth and needs of the nation and people it serves.

The organization has been a source of opportunity and
advancement for its many loyal employees who have been instrumental in
broadening the opportunities for others who will follow in their footsteps.

The business Code upon which the Canadian Company was founded
in 1896 is a full expression of the economic philosophy and aggressive
spirit of the organization. It has been the fulfillment of this code
which has made possible the progress of the Company and which continues

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to be the beacon for future growth and greatness.

It is fitting that we end our story with this inspiring and sincere statement of purpose.

"To make a good article"

"To sell it at a fair price"

"To create a wide demand for it"

"To build up an efficient organization"

"To make opportunities for employees"

"To help customers to become prosperous"

"To give satisfaction to consumers"

"To practice the square deal"

"If these things are done well, the object of business will be gained, which is profit - profit to the owners, to the employees, to the customers, and satisfaction to the consumers".

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THE SHERWIN-WILLIAMS CO. AND WHOLLY OWNED SUBSIDIARY COMPANIES

Canada

The Canada Paint Company Limited
The Lowe Bros. Company Limited
The Martin-Senour Company Limited
The Winnipeg Paint & Glass Co. Limited

United States

Acme White Lead and Color Works
Detroit, Michigan
W.W. Lawrence & Company
Pittsburgh, Pennsylvania
The Lowe Brothers Company Limited,
Dayton, Ohio
John Lucas & Company Inc.,
Philadelphia, Pennsylvania
The Martin-Senour Company,
Chicago, Ill.
Rogers Paint Product Inc.
Detroit, Mich.

Mexico

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

Cuba

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

Argentina

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

Brazil

Sherwin-Williams de Brazil, S.A.
Tintas a Vornizes, Sao Paulo, Brazil.

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Henry Alden Sherwin was born September 27, 1842, at Baltimore, Vermont; son of Alden W. Sherwin and Rachel (Bachelder) Sherwin.

Mr. Sherwin was educated in the public schools of Vermont. At the age of thirteen he commenced his business career, and for six years worked at various occupations. In 1860 he came to Cleveland and entered a dry goods firm as a junior clerk, and was promoted to book-keeper when he was with this concern only two years. He next ventured into the wholesale grocery business, starting as book-keeper, subsequently becoming a member of the firm.

In July, 1866, he left this business to become the founder of the present paint industry, starting under the name of Dunham & Company, and it remained so until January, 1870, when E. P. Williams was taken into the firm, and it became Sherwin, Williams & Company. In 1884 this Company was incorporated into The Sherwin-Williams Company.

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Mr. Sherwin's partner from 1870 to 1903. At the time of his death, May 4, 1903, Mr. Williams was Vice-President of the Company.

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Mr. Cottingham was born in Omenee, Ontario, in 1866, and began his business career at the early age of fifteen when he entered a Peterborough hardware store as retail clerk. Six year later, he transferred his activities to Montreal, where he became interested in the making of paints and varnishes.

Four years afterwards, in 1891, Mr. Cottingham began business under the name of Walter H. Cottingham & Co., and at the end of a year secured the Canadian agency for Sherwin-Williams Paints and Varnishes. In 1894, we find the Walter H. Cottingham Company and the Cottingham Varnish Company manufacturing Sherwin-Williams Products in Canada under the management of Mr. Cottingham.

After an interval of three years, the Walter H. Cottingham Company was merged with the Sherwin-Williams Co., Mr. Cottingham being made a Director of the Sherwin-Williams Co., and Manager of the Canadian business which was being rapidly developed.

In 1898, Mr. Cottingham was promoted to the office of General Manager and five years afterwards became Vice-President and General Manager of the Sherwin-Williams Company.

When the Sherwin-Williams Co. of Canada, Limited was formed in 1911, taking over all of the Canadian interests, Mr. Cottingham became President, and, in 1926, Chairman.

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Mr. Fallis was born in 1868 in the Township of Wallace, Perth County, Ontario, Canada.

Following his education at public school, and later at high school in Harriston, Ontario, Mr. Fallis began his business career in the year 1889 with the T. Eaton Company, Toronto.

Shortly afterwards, we find him working with the Goold Bicycle Company, Ltd., Brantford, as a travelling salesman, and later in a similar position with the Welland Vale Manufacturing Company, Ltd., of St. Catharines. His connection with the Sherwin-Williams Company began November 1st, 1899, when he covered Western Ontario territory in the Company's interests.

In 1901 Mr. Fallis was transferred to the Maritime Provinces and Newfoundland. Later he opened the Company's trade in the British West Indies. In 1902 he was appointed European representative with headquarters in London, England, and for the following two years successfully represented the Company in Great Britain and Continental Europe.

Returning from abroad in 1905, Mr. Fallis again took charge of the Maritime Provinces. In 1908, he was transferred to Winnipeg, in charge of the Company's Western interests, extending from Fort William to the Pacific Coast, successfully occupying the position of Sales Manager and Manager.

In 1918 he became General Manager of the Sherwin-Williams Company of Canada, Limited, at Montreal; in November, 1920, was appointed Vice-President and Managing Director; and in December, 1926, was elected President.

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Mr. Martin was born on November 7, 1865, at Montello, Wisconsin. Shortly after his birth his family moved to Chicago where he received all the formal education he ever had in public schools of that city.

At the age of twelve years he completed the 7th Grade and commenced work in the Union Stock Yards with the Chicago Packing Provision Company, then one of the largest Packers in America.

In 1880 at the age of fifteen he went into business for himself, selling meat specialties which he produced in Chicago and shipped to New York where they were sold to local hotels. When the Stock Yard operators learned of the success of their business they took over the market and forced young boys out of business.

He was next employed by the Union Brass Manufacturing Company, makers of railway car trimmings and stayed with the company until he was twenty-two years old.

The urge to go into a venture of his own, again became too strong to resist and he went into the paint business where he met with considerable success in selling to most of the railroads in Chicago.

In 1891 he met the partners of the Sherwin-Williams Company and they offered him position of manager of the Calumet Paint Company at Pullman, Illinois which he accepted.

In 1898 George Martin was promoted to manager of the Western Division of the Sherwin-Williams Company. While in Chicago as manager of the Western Division, Mr. Martin was perhaps the first to develop and employ direct mail advertising on a large scale. He conceived the idea of a calendar with paint chips on it and he arranged for mailing one each Spring to property owners whose names were furnished by Sherwin-Williams dealers. The plan was a great success and has since been used by almost every paint company.

In 1905 he was transferred to Cleveland to take charge of the Auxiliaries Department which under his direction expanded to include lead and zinc, mines, smelters, linseed oil plants, power plants, and tin can plants.

In 1916 he was made Vice-President and General Manager of Manufacturing. Five years later he became Vice-President and General Manager and a year later in 1922 President of the Sherwin-Williams Company.

In 1940 he was elected Chairman which position he held until the time of his death in 1944. He was succeeded by Mr. A. W. Steudel.

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OUR TRADE MARK AND ITS DESIGNER

The Cover the Earth was designed by Mr. George Ford and first used in 1895 on enclosing slips and then as a single-sheet poster for a store in Worcester, Mass. The design worked up gradually. It was Mr. Ford's custom to make pencil sketches of any idea that came to him. He would then put them away and from time to time go over the collection, adding to what he had and making changes as the mood struck him.

The Cover the Earth sketch was in his drawer a long time before he fully realized the possibilities of it and before he felt bold enough to suggest that the emblem of the Company which was then being used, be changed from the palette and chameleon, long in use. This had been designed by Mr. H. A. Sherwin, who was then President, and was dear to every one in the Company.

Mr. Ford, however, could not help but feel that from an advertising standpoint it did not quite hit the mark for a trade mark. It was beautiful, but not distinctive enough, nor quickly enough recognized. It took some explanation to the uninitiated before they could fully realize its full meaning.

The whole idea he had in the Cover the Earth design was to get something that would catch the eye quickly, tell the story with few words and stamp the picture in the mind. This it proved itself capable of doing to a far greater extent than Mr. Ford ever anticipated.

In its early days, several imitations of the Cover the Earth design appeared, some copying it quite closely, others only following the suggestions. On having the similarity called to their attention, all of these copyists were willing to abandon the use of their imitations.

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