

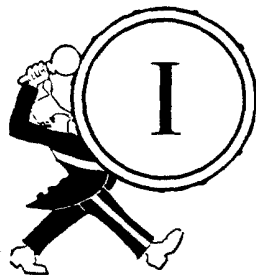
The Chameleon

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Nothing Stops Us



WANT to congratulate our Sales organization on the excellent work they have done during February and March. When I recollect the strenuous and very successful work that was done last year through our Forward Again Campaign and compare this year's figures with the Top-Notcher Records made at that time, I am delighted to see how close we have come to them.

The Forward Again Campaign was a National Campaign, and all Districts and Divisions were united in a grand concentrated effort to defeat depression, *and we did it*. This year each District, Division and Department has been carrying on a campaign of its own. It has been less spectacular than the Forward Again movement, but it has lacked nothing in energy, earnestness and determination. The boys themselves I know don't like any better than the Management to see red figures on their reports. They hate to slip back. So accustomed have we all become in this organization to progress, that we refuse to be held back. When trade slackens our efforts double. To keep ahead is accepted as every man's duty, and whether it is a National Campaign, a District Campaign, a Division Campaign or an Individual Campaign, each man, without any special urging, buckles on his armor and goes forth to battle and victory.

That is the spirit that gets results and that makes us proud of our institution and of the men who keep it moving.

A handwritten signature in dark ink, which appears to read "Walter H. Hittinghouse". The signature is stylized with long, sweeping lines.

President

N15912



Chicago

Factory conditions for the month of February have shown a decided improvement over the past few months, and we have been able to operate practically at normal capacity in all departments, having had a suspension of operations during the Fall and Winter months.

The Insecticide Department is extremely busy, working six days a week, turning out Dry Arsenate of Lead, which is in great demand. Lime-Sulfur Solution is moving faster than ever, and the new Dry Insecticides seem to be becoming very popular.

The Dry Color Works, however, has suffered greatly, due to supply of imported dyes being cut off, but we are making such investigations as will cause us to be in the best possible position during the continuance of the European War.

The new Coal Tar Plant has just been started up, and we feel that there is a great field for development in this work. We are approaching it in rather a small, simple way at first, distilling from the Coal Tar products such as Benzole and Toluol, used in Stains and Paint Removers; Creosote Oil used in the Creosote Shingle Stains and Creosote Paints; Carbolic-oil used as a Wood Preservative and Insecticide, and Ebonol, which finds so much favor in painting roofs and other exposed ironwork, and is so satisfactory in preventing seepage on basement walls. As we proceed further there will be other products developed, and we have great hopes for developing this Coal Tar very largely.

For some time past we have been experimenting with the possibility of handling White Lead from the pulp mills directly into SWP without the necessity of drying out and packing in barrels. This shows possibility of considerable economy in manufacture.

Lead Mill

This plant has been enjoying a good output, particularly on our Lead in Oil product, and consequently our operating costs for the past month have been exceedingly good. There is no part of our manufacturing business where costs are as dependent on volume of output as in our Lead Department. The cost of operating the mill is practically the same whether the plant is running at 75 per cent capacity or 100 per cent. Naturally we are always pleased when the boys in the selling organization are pushing our end of the business as they seem to be doing now.

We are installing an additional pulping unit, also a modern dustless dry pulverizing unit. We are attempting to eliminate every possibility of dust to protect the workmen to the greatest possible extent.

We are also installing several large fans for the purpose of eliminating dust to the greatest possible extent.

We have been favored with a number of visits from our Cleveland officials—among them being Mr. Cottingham, Mr. Martin, Mr. Hain and Mr. Douglas, all of whom made a thorough inspection of the plant early this month.