

33

The Story of

SHERVIN-
WILLIAMS

SINCE 1866

Published by The Sherwin-Williams Company
CLEVELAND, OHIO

N11830

0007-SWP-000004712

CAPTIONS FOR "PICTORIAL HISTORY" SECTION OF

THE STORY OF SHERWIN-WILLIAMS

~~XXXX~~
(ARTWORK REQUIRED)

1866

HENRY A. SHERWIN entered the paint business in partnership with Truman Dunham, at 118 Superior Street, Cleveland, Ohio. They sold paints, varnishes, oils, and painters' supplies.

pic fr. WRS
(p. 50 of book)

1870

EDWARD P. WILLIAMS joined Sherwin in partnership when Truman Dunham & Co. dissolved. The new firm started in business as Sherwin-Williams & Co. at 118 Superior Street. Capital: \$2000.

pic fr WRS
(p. 51 of book)

1873

IN THIS ONE SMALL BUILDING on site of present Cleveland Plant, Sherwin-Williams began manufacturing paint. First year's production was 450,000 pounds of Oil Paste Paint.

pic fr WRS
(p. 54 of book)

1875

TIN CANS in which to market their products were first manufactured by Sherwin-Williams in 1875. Capacity: 1500 a day. (Present capacity, Chicago Tin Can Plant, over 350,000 daily)

xptoxfzoBokHane
(smozntoKORbRozesxy)
WORLD — 2/45, p. 5

1876

PRINTING of color cards and labels was begun with two small presses. Today, eighteen modern high-speed presses are required to handle this phase of Sherwin-Williams activities.

pic fr Bob Wms.
(recent WORLD story)

1880

Sereno P. Fenn became a partner in the firm. The same year saw the start of manufacturing SWP Outside House Paint, and purchase of land on Canal Street for office and warehouse.

pic fr WRS
(p. 52 of book)

1884

CLEVELAND PLANT REBUILT, enlarged and re-equipped after disastrous fire. Partnership dissolved, and The Sherwin-Williams Company incorporated in July of this year.

pic fr WRS ? ?

1888

CALUMET PAINT COMPANY factory, bought from the Pullman Co., provided a plant in Chicago for rapidly growing Western District. (This is now Building 18 of the Chicago Plant.)

WORLD - 8/47
p. 10

1891

THE ATHERTON PAINT CO., in Worcester, Mass., became the first retail branch. The second branch to be established was the San Diego Paint Company, in San Diego, California.

pic fr WRS ? ?

1892

WALTER H. COTTINGHAM acquired the Canadian Agency for Sherwin-Williams products. This year the Company's annual sales passed the million-dollar mark for the first time.

pic fr WRS
(p. 36 of book)

1893

"COVER THE EARTH" design first used this year for roadside signs and posters. The Walter H. Cottingham Co., Ltd. organized to manufacture Sherwin-Williams Products in Canada.

pic fr WRS
(p. 45 of book)

1898

COMPLETE LINE OF VARNISHES manufactured and put on the market. Walter H. Cottingham came to Cleveland as General Manager of The Sherwin-Williams Company.

pic fr WRS ? ?

1899

TWELVE THIRTY-INCH S. W. standard mills installed in the Chicago Plant. Large-scale manufacturing of dry colors was begun at the Cleveland Plant during the same year.

WORLD 5/47
p. 10

1900

NEWARK, N. J., PLANT constructed to manufacture paints and varnishes. A new warehouse in San Francisco, California, was also established this year.

pic fr WRS ? ?

1902

LINSEED OIL MILL built in Cleveland. Foremen's Club, organized in Cleveland Plant, was the first of many clubs later established among groups of employees.

1903

DRY COLOR and INSECTICIDE PLANTS built in Chicago. Opened branch office in London, England. Edward P. Williams died after thirty-three years as a principal in the Company.

WORLD 5/47
p. 10

1904

CONVENTION AT CHICAGO to show off new plant. Representatives traveled in automobiles from downtown hotels. Bought mine at Magdalena, N. M., and zinc oxide smelter at Joplin, Mo.

WORLD 5/47
p. 10

1905

GEORGE A. MARTIN, formerly Manager of Trade Sales Department, appointed Manager of Auxiliaries. Purchased business of Lewis Berger & Sons, Ltd., of London, England.

pic fr WRS
(p. 57 of book)

1906

ZINC OXIDE SMELTER established at Coffeyville, Kansas. Today the Coffeyville Plant covers 80 acres, and produces leaded zinc oxide, lithopone, zinc sulfate, cadmium.

WORLD 11-12/44
p. 18
?

1910

MANUFACTURE OF WHITE LEAD by old Dutch process was begun in the Chicago Plant. In the same year, the factory of the Detroit White Lead Works was purchased.

WORLD 5/47
p. 10

1914

CHEMICAL PRODUCTS DEPARTMENT was established in Chicago to make dyes and intermediates that were no longer obtainable from Germany because of World War I.

WORLD 5/47
p. 10

1916

GOLDEN JUBILEE CONVENTION celebrated Company's 50th year. Henry A. Sherwin, who contributed more to the Paint Industry than any person before or since, died at the age of 74.

pic fr WRS ? ?

1917

MANUFACTURE OF ACETIC ACID and lithopone was begun at the Chicago Plant. The Martin Senour Company, of Chicago was purchased by The Sherwin-Williams Company.

pic fr WRS ? ?

1920

FIRST PUBLIC FINANCING was done by the Company this year, with the issuing of \$15,000,000 of preferred stock. Acme White Lead & Color Works was purchased by Sherwin-Williams.

1920 Annual Report ?

1921

NEW TIN CAN PLANT built at Chicago, and manufacture of cans transferred from Cleveland. Insecticide plant erected at Oakland. Quick-process White Lead Dept. added at Chicago.

WORLD 5/47
p. 11

1922

LACQUER MANUFACTURE begun at the Chicago Plant (Buildings 510-544). Mr. Cottingham became Chairman of the Board of Directors. Mr. George A. Martin appointed President.

WORLD 5/47
p. 11

1929

SYNTHETIC RESIN MANUFACTURE begun. Expansion continues with purchase by the Company of The Lowe Brothers Company, John Lucas & Co., Inc., and W. W. Lawrence & Co.

pic fr WRS ? ?

1930

PAINT AND VARNISH PLANT established in Havana. Mr. Cottingham died, after a brilliant career in which he helped establish the Company as the unquestioned leader in its field.

pic fr WRS ? ?

1931

LITHOPONE DEPARTMENT established at the Coffeyville, Kansas, Plant. A complete line of brushes carrying the name of Sherwin-Williams was put on the market.

WORLD 11-12/44
p. 18
?

1939

DEHYDRATED CASTOR OIL PLANT established at Cleveland to supply the rapidly expanding market for this new synthetic drying-oil. Sherdye Plant established at Gibbsboro.

pic fr WRS ? ?

1940

ARTHUR W. STEUDEL becomes President, succeeding Mr. Martin, who was made Chairman of the Board of Directors after 30 years in the Company's service. Style Guide introduced.

pic fr WRS
(p. 3 of book)

1941

CHEMICAL PRODUCTS PLANT at Chicago enlarged to produce many items for military purposes. Kem-Tone, introduced this year, met with greatest consumer acceptance in paint history.

WORLD 5/47
p. 11

1942

~~REPRODUCED FROM THE ORIGINAL SOURCE OF INFORMATION~~

1944

NEW PLANT established at Sao Paulo, Brazil, is the fifth foreign subsidiary of The Sherwin-Williams Company to come into being. Mr. G. A. Martin died at the age of 80.

pic fr WRS ? ?

1945

PESTROY DDT INSECTICIDE, and Weed-No-More 2,4-D Selective Weed Killer put on the market for general sale by The Sherwin-Williams Company and all subsidiary companies.

WORLD 9/46
p. 15

1946

NEW POWER HOUSE constructed at Chicago, greatly increasing capacity of the plant. Gibbsboro and Bound Brook Plants remodeled and enlarged. Retail outlets now total 150,000.

WORLD 5/47
p. 11
OR BETTER PIC

1947

NEW WAREHOUSE at Cleveland Plant is only one of many extensive additions to facilities at Cleveland, Chicago, Newark, Oakland, Los Angeles, and Mexico City.

pic fr WRS ? ?

OUTLINE OF HISTORY OF THE SHERWIN-WILLIAMS COMPANY

Insert item at bottom page, at this location

1866—Henry A. Sherwin entered the paint business by joining- omit
in partnership with Truman Dunham under the name of insert at / : and G. O.
Truman Dunham & Co. at 118 Superior Street, Cleve- Griswold
land, Ohio. They sold wholesale and retail paints, var-
nishes, oils, glass and painters' supplies. Bought glass add apostrophy
from Day, Williams & Co., Kent, Ohio.

make small p

1869—New Partnership formed including ~~G. O. Griswold and~~ omit
A. T. Osborn. Erected small linseed oil works.

1870—Truman Dunham partnership dissolved, Dunham and
Griswold taking oil business, leaving paint, etc., to
Sherwin and Osborn. Edward P. Williams sold out his
share of the Day, Williams & Co., glass business and
joined Sherwin and Osborn in partnership under the
name of Sherwin/Williams & Co., 118 Superior Street. omit hyphen
Moved to 126 Superior Street. They started with / cap/ omit
ital of \$2,000. Soreno P. Fenn employed as bookkeeper. correct figure to \$45,000

1871—Mr. Sherwin formed partnership with Murphey & Com-
pany of New York to manufacture varnish in Cleveland
under the name of Murphy-Sherwin & Co.

1873—Began manufacturing paints in Cleveland in one small
building on site of present Cleveland Plant. First year
production 450,000 lbs. of Oil Paste Paint. Now thirty- insert at / : , 83 formulas,
change to eight bae factories, New partnership formed admitting W. H. insert at / : annually pro-
Glover. Capital \$70,000. duce over one billion
pounds.

Insert: "I know of no way of judging the future but by the past."

Patrick Henry
Speech in Virginia Convention, 1775

New copy: 1874 - Manufacture of tin cans begun. Made by hand by three men and boy. Chicago and Hubbard, Ohio plants now employ 500 people producing 500,000 plain and lithographed cans ~~daily~~ *a day*. Printing of labels and color cards begun in a little room about 10 x 12 feet. Bob Joiner compositor and pressman, assisted by Tom Symes printers devil. They had three or four small fonts of type and a rickety power press. Now 275 people occupy 70,000 square feet of floor space in North Olmsted -- 18 modern high-speed presses supplemented by other equipment.

insert at foot

1875 - Began manufacture of tin cans. Capacity, 1,500 a day. Present capacity, Chicago Plant, now over 350,000 daily. *omit*

1876 - The printing of color cards and labels begun with two small presses. Now eighteen modern presses. *omit*

1877 - Developed a new grinding mill. Mr. Glover's interests absorbed. *omit*

1878 - Warehouse established in Chicago. 1879 *omit*

1880 - S. P. Fenn admitted into partnership. Began manufacture of SWP Outside House Paint. J. C. Beardslee employed. Bought land on Canal Street, Cleveland for office and warehouse.

insert at : He became general superintendent and a director. He contributed more than any other one person to the high standard and quality of S-W paint and varnish products. Omit hyphen

1882 - Moved office and warehouse to new building on Canal Street. Turned over all retail and local business to A. T. Osborn and A. Sherwood who opened retail store on Seneca Street. Osborn retired from Sherwin-Williams & Co. partnership.

1884 - Partnership dissolved and The Sherwin-Williams Co. incorporated July 18, 1884. Capital \$300,000. Employed first chemist, Dr. Percy Neyman, Ph. D. of M. I. T. Disastrous fire destroyed much of Cleveland plant. New and enlarged building and equipment provided immediately.

omit 2 words.
insert at : So far as is known first chemist in the paint industry.

1886 - Capital increased to \$400,000.

1887 - Established New York Office. H. D. Whittlesey employed. Employee's Mutual Benefit Society organized providing sick and death benefit payments to employees.

(85)
47

- 1888—Began manufacture in Chicago under name Calumet Paint Co. in a factory which ~~was~~ bought from the Pullman Company. omit as indicated
- 1888—Discontinued Murphy-Sherwin & Co. ^{partnership} ~~varnish man-~~ ufacturing arrangements. Opened ~~branch in~~ Boston. Capital, \$500,000. omit and add as indicated
- 1890—George A. Martin employed as Superintendent of Calumet Paint Co. Organized Sherwin-Williams Transit Co., purchasing Steamer Lindsay for transportation of lumber for boxes and later for flaxseed. The Company passed the \$1,000,000 mark in sales. add as indicated
- 1891—First retail branch—~~The~~ Atherton Paint Co., ~~in~~ Worcester, Mass. omit as indicated
add dashes
- 1892—Canadian Agency let to Walter H. Cottingham. Capital increased to \$750,000. The Company sales passed the \$1,000,000 mark. omit as indicated
- 1893—Organized Cleveland Box Co. for manufacture of wood boxes. omit as indicated
- 1895—The Walter H. Cottingham Co., Ltd. and Cottingham Varnish Co. organized to manufacture Sherwin-Williams Products and Pratt & Lambert Varnishes in Montreal. First use of "Cover the Earth" design for roadway signs and posters. Adopted as trade-mark in 1905 displacing entirely the Chameleon trade-mark which had been used prior to this time.

1897—Established warehouse at Philadelphia. Advertising and sampling department moved to much larger quarters in new building on Michigan Street. Complete lunch-room facilities provided for Cleveland employees, supplying wholesome food at low cost, first Company lunch-room. The Sherwin-Williams Co. of Canada, Ltd., organized absorbing The Walter H. Cottingham Co., Ltd. and Cottingham Varnish Co.

1898—A complete line of varnishes was manufactured and put on the market. Walter H. Cottingham appointed General Manager of The Sherwin-Williams Co. Mr. Martin became Manager of Western District. Began issue of The Chameleon, a Company magazine for employees. Later superseded by the Sherwin-Williams World.

1899—Began the manufacture of dry colors in Cleveland in ~~a~~ ^{large way.} omit as indicated

1900—Paint and varnish factory constructed at Newark, N. J. Warehouse established at San Francisco.

1901—Capital increased to \$1,500,000. Mr. Martin appointed Manager of Trade Sales.

1902—Capital increased to \$2,500,000. Linseed Oil Mill erected at Cleveland. Foremans Club organized in Cleveland. First of the many clubs later established among the staff. Get-Together-Club organized in Cleveland including heads of departments and their first assistants.

Add following:

combine these two paragraphs putting E. P. Wms. paragraph first.

1903—Dry Color, and Insecticide plants built in Chicago. ~~(Extended Cleveland Plant)~~ Opened branch office in London, England. Capital increased to \$3,500,000.

Mr. E. P. Williams died, having been a business partner with Mr. Sherwin for thirty-three years, he was succeeded by Mr. Cottingham as Vice President. ~~Get-Together Club organized in Cleveland including heads of departments and their first assistants.~~

omit s and commas
revamp sentence as indicate

capitalize H and put in peric
omit hyphen
omit these two lines

1904—Purchased mine at Magdalena, New Mexico and Zinc Oxide Smelter at Joplin, Missouri, beginning manufacture of Leaded Zinc.

1905—Purchased business of Lewis Berger & Sons, Ltd., London, England. Mr. Martin appointed Manager of Auxiliaries. Adopted "Cover-the-Earth" design as trade-mark.

add new copy

1906—Established smelter at Coffeyville, Kansas. Warehouse at Dallas.

1907—Disposed of the Steamer Lindsay to liquidate Sherwin-Williams Transit Co. Capital increased to \$6,000,000.

1908—Soap manufacturing department established at Cleveland. Arthur W. Steudel employed.

1909—~~Purchased additional land and erected White Lead Plant in Chicago.~~ Mr. Sherwin became Chairman of the Board of Directors. Mr. Cottingham appointed President and Mr. Fenn Vice President.

omit as indicated

omit hyphen

Increased capital to \$8,000,000.

relocate as indicated.

- 1910—Purchased Detroit White Lead Works factory. White lead manufacture begun in Chicago. add new copy
- 1911—Sold Canadian District and Lewis Berger & Sons, London, to Sherwin-Williams Co. of Canada, Ltd. Pension plan adopted. add new copy
- 1913—Capital increased to \$9,000,000. A complete line of wall paper was marketed through S-W branches. add new copy
- 1914—Started Chemical Products plant, Chicago, manufacturing Dyes and Intermediates, because supplies were no longer procurable from Germany on account of war.
- 1916—Company celebrated 50th Year of the business with Golden Jubilee Convention. Mr. Sherwin died at the age of 74 years having devoted 50 years to the paint business. In that time he contributed more to the Industry than any one person before or since. The sound business principles he established continue to guide The Sherwin-Williams Co., as the leading establishment in this field. Mr. Cottingham succeeded him as Chairman of the Board in addition to continuing as President. Mr. Martin becomes Vice President. omit hyphen
- 1917—Purchased The Martin-Senour Co., Chicago. Manufacture of Acetic Acid and Lithopone established at Chicago. Continued Acetic Acid manufacture until 1932. Lithopone continued until 1933 when production was consolidated with new plant erected at Coffeyville in 1931. Capital increased to \$21,000,000.
- 1918—Standard tri-colored label adopted for all S-W Products.
- 1919—Purchased Hemingway & Co. plant, Bound Brook, N.J. Established paint plant at Oakland.

-57-

add as indicated:

1920—Purchased Acme White Lead & Color Works, Detroit. Now Acme Quality Paints, Inc. Mr. Fenn completed 50 years of active service, continuing as Vice President and Director. Capital increased to \$60,000,000. In this year the Company did its first public financing in the issuing of \$15,000,000 of preferred stock. From this date forward full publicity has been given to the annual financial statement as the sale of this preferred stock to thousands of share holders made it a matter of public interest.

1921—Erected new Tin Can Plant at Chicago, transferring manufacture from Cleveland. Insecticide plant erected at Oakland. Quick-process White Lead Department added at Chicago.

1922—Manufacture of Lacquer begun in Chicago. Mr. Cottingham became Chairman of the Board of Directors. Mr. G. A. Martin appointed President.

relocate sentence about Mr. Cottingham after Mr. Martin.

1923—The \$100,000 Club organized for representatives. Membership requirement, annual sales in excess of \$100,000.

1927—Mr. S. P. Fenn died ending a long career as Treasurer and Vice President. ~~He was succeeded by Mr. L. H. Schroeder as Treasurer.~~

omit and replace with: He was the last of the founders having devoted fifty-seven years to the business.

omit hyphen

Add: He contributed more than any other one person to the high standard and quality of S-W paint and varnish products.

1928—Mr. J. C. Beardslee died after many years as General Superintendent in charge of manufacture and as a Director.
1929—Purchased The Lowe Brothers Co. plant at Dayton, Ohio and the John Lucas & Co. Inc., at Philadelphia—also the W. W. Lawrence & Co., Pittsburgh. Began manufacture of Synthetic Resins. Established branch in Mexico City.

New copy:

1951--Printing and Sampling Department moved to new plant at North Olmsted, Ohio. 70,000 square feet floor space, complete with new and modern equipment for printing, painting sheets, and making sample cards. 275 employees. Extended Cleveland factory office and technical department into space vacated by Printing and Sampling Department.

New raw material warehouse at Gibbsboro. Additional raw material warehouse provided at Dayton. Synthetic varnish kettle installed. Remodeled paint-making equipment at Detroit. Added ball-roller mills and tanks at Dallas. Installed Super Kem-Tone manufacturing equipment at Oakland. Converted insecticide plant to warehouse. Installed tin can manufacturing equipment at Hubbard, Ohio.

1952--Additional finished stock warehouse completed at Gibbsboro. Super Kem-Tone manufacturing equipment added. Installed equipment for manufacturing Super Kem-Tone at Dayton. Added equipment for making lithographed cans at Hubbard, Ohio.

1947—Cleveland Central District Office moved to St. Clair Avenue. New warehouse erected for Cleveland plant. Additional synthetic resin varnish kettle. Linseed Oil Solvent Extraction process equipment installed.

Chicago—Extensive additions to Paint, Varnish, Lacquer, Chemical Products and Dry Color Departments —Phthalic Anhydride Plant added.

Newark—Installation of two new synthetic resin varnish kettles.

Oakland—Two synthetic resin varnish kettles installed. Los Angeles—Additions to paint manufacturing equipment.

Total sales over 600 times as much as during the entire first year of the Company's business.

Factory established at Mexico City.

New Label design adopted for SWP and for Sherwin-Williams Products.

Mr. Whittlesey completed 60 years of active service, retired, still continuing as a Vice President and Director.

Employees Retirement Plan adopted for Sherwin-Williams Co. and the United States subsidiary companies. This plan supersedes the pension plan in force since 1911. ~~The entire cost of this new plan is borne by the Company and provides monthly pension for life to long-service employees retiring at the age of 50, 60 or 65 years or later.~~

Capital increased to \$80,000,000.

—(44)—
55

New copy: 1948;; Sales office moved from Kensington to 300 West Lake Street, downtown Chicago.

Old Chicago boiler house converted to varnish storage adding 400,000 gallons additional capacity.

Kem-Glo put on the market in new patented circle seal can.

Manufacturing plant erected at Mexico City.

Enlargement and modernization of Brazilian plant completed.

1949— Property acquired for factory in Atlanta, Ga. Warehouse building erected.

New warehouse building at Gibbsboro.

Extensive additions to plant at Dallas, Texas.

Day Glo and Painter Maintenance P 80 line added to Trade Sales products.

1950— Super Kem-Tone put on the market.

Alkyd varnish kettle installed at Newark.

New equipment for refrigerator and venetian blind enamel. erected at Chicago, Newark, Detroit, and Los Angeles.

0007-SWP-000004726

1945—Pestroy DDT, Insecticide, and Weed-No-More 2, 4-D Selective Weed Killer put on the market for general sale by The Sherwin-Williams Co. and all subsidiary companies.

change word to affiliated

1946—Construction of new power house started at Chicago, greatly increasing capacity. Gibbsboro Plant entirely remodeled doubling the capacity. Bound Brook Plant enlarged, new building for additional blending and filling equipment. Two new oil-fired boilers.

omit

close up

Kem-Tone, the Lin-X line, Pestroy, Weed-No-More and Bug Blaster marketed by subsidiary companies through grocery and drug store chains. Five hundred additional sales representatives added. Total retail outlets now 150,000.

change word to affiliated

close up

Trade Sales, Industrial and Transportation, Automotive and other lines of S-W Products revised, again offering sale of many civilian products suspended during the war.

close up

Group Life Insurance adopted superseding Employees Mutual Benefit Society operating since 1887. This plan provides \$1,500 insurance for each established employee at company cost. Additional insurance is available at a very low rate of premium.

1940—Established plant at Buenos Aires, Argentina. Introduced Style Guide—revolutionary method of illustrating to the public the results obtained with various paint finishes. Continued for four editions to 1949. Total publication, ~~150,000~~ copies. G. A. Martin completed 50 years in the Company's service and became Chairman of the Board of Directors, A. W. Steudel succeeding him as President. change to five and 1952 change to 225,000 copies

1941—~~Dibutyl Phthalate Plant established in Chicago for the manufacture of crude chemicals for Smokeless Powder. Operated S.W. Defense Shell Loading Plant at Marion, Ill., continuing until 1945. Chemical Products Plant enlarged for the production of basic chemicals for Sulf Drugs and Atabrine. Extensive additions to paint and varnish plants at Cleveland, Chicago, Newark and Dallas. New and very large warehouse erected in Chicago. Kem-Tone put on the market early in the year as an Institutional Product, met with remarkable consumer acceptance.~~

1943—Large addition to Chicago Tin Can Plant for manufacture of fibre bodied cans.

1944—Plant established at São Paulo, Brazil. ~~Coal Tar Department of Chicago Plant destroyed by fire. Discontinued manufacture of Coal Tar Products. Drum Cleaning Department added at Chicago.~~ Mr. Martin died at the age of eighty years. In his passing the Industry lost a true friend referred to for many years as the "Dean of the Paint Industry."

Reverse order in paragraph as indicated.

Yellow from 1945
1941--The War Department drafted S-W Company to construct and
1945 manage a shell-loading plant at Carbondale, Illinois.

Dr. E. E. Ware with a group of 60 S-W men handled this project covering 35 square miles. During the period of operation many millions of shells, anti-tank mines, and bombs were filled. Some days over 100 carloads of ammunition were shipped out. Operation ceased in August, 1945 and the plant was dismantled, the S-W men returning to their former positions.

from During the war a large proportion of the Company's manufacturing facilities were devoted to military needs. ~~from~~ the staff 2,756 men and women entered the military service of whom 25 paid the supreme sacrifice. About 90% were welcomed back into the Company's employ.

1944--Mr. Martin died at the age of eighty years. In his passing the Industry lost a true friend referred to for many years as the "Dean of the Paint Industry." Plant established at Sao Paulo, Brazil. Coal-Tar Department added at Chicago. *omit*

1945--Festry DDT, Insecticide, and Weed-No-More 2,4-D Selective Weed Killer, put on the market for general sale by The Sherwin-Williams Co. and all affiliated companies.

1946--Construction of new power house started at Chicago, greatly increasing capacity. Gibberson Plant entirely remodeled doubling the capacity. Sound Break Plant enlarged. Kan-Tone, the Lin-K line, Festry, Weed-No-More and Bug Blaster marketed by Affiliated Companies through grocery and drug store chains. Trade Sales, Industrial and Transportation, Automotive and other lines of S-W Products revised, again offering sale of many civilian products suspended during the war. Group Life Insurance adopted superseding Employees Mutual Benefit Society operating since 1887. *revised* *Accepted letter*

1947--Cleveland Central District Office moved to St. Clair Avenue. New warehouse erected for Cleveland plant. Additional synthetic resin varnish kettle. Linseed Oil Solvent Extraction process equipment installed.

Chicago--extensive additions to Paint, Varnish, Lacquer, Chemical Products and Dry Color Departments. Ethoxide *omit*
~~Anticorrosive Plant added~~ White lead manufacture discontinued. Building used for new white enamel department.
Newark--installation of two new synthetic resin varnish *installed*
kettles. *ll*

Oakland--two synthetic resin varnish kettles installed.

(5)

*new cogs 1944 }
1945 }*

1947--Los Angeles--additions to paint manufacturing equipment.
~~could have been done 100 times as much as during the entire~~
~~first year of the Company's history.~~

Factory established at Mexico City. *also product*
New label design adopted for S&W and for Sherwin-Williams
Argentina. Lithograph cans first used for some Trade Sales
products.

Mr. Whittlesey completed 60 years of active service, re-
tired, still continuing as a Vice President and Director.
Employees Retirement Plan adopted for Sherwin-Williams Co.
and the United States subsidiary companies. This plan
supersedes the pension plan in force since 1911.
Capital increased to \$80,000,000.

1948--Sales office moved from Kensington to 300 West Lake Street,
downtown Chicago.

Old Chicago boiler house converted to varnish storage add-
ing 100,000 gallons additional capacity.

Kem-Gle put on the market in new patented circle seal can.
Manufacturing plant erected at Mexico City.

Enlargement and modernization of Brazilian plant completed.

1949--Property acquired for factory in Atlanta, Ga. warehouse
building erected.

New warehouse building at Gibbstown.

Extensive additions to plant at Dallas, Texas.

Day-Gle and Painter Maintenance P 80 line added to Trade
Sales products.

1950--Super Kem-Tone put on the market.

Alkyd varnish kettle installed at Newark.

New equipment for refrigerator and ventilation blind enamel
erected at Chicago, Newark, Detroit, and Los Angeles.

(55)

enfil 2

*some film
'twidow'*

*Fill and lub
are unknown
(1)*

1936—Large addition to plant at Dallas. Sulphate Wood Tar-
entine and Synthetic Resin Plant added at Chicago.
Consolidated manufacture of Insecticides at Grand Brook,
discontinuing the Chicago Insecticide Plant.

1937—Large addition to Chicago Dry Color Plant for produc-
tion of Dispersed Colors. Mr. Whittlesby completed 50
years of active service.

1939—Established Dehydrated Castor Oil plant in Cleveland.
Established Sherdye Plant at Gibbstown.

1940—Established plant at Buenos Aires, Argentina. Introduced
Ethyl Guide—revolutionary methods of illustrating to the
public the results obtained with various paint finishes.
Continued for five editions to 1958. Total publication
225,000 copies. G. A. Martin completed 50 years in the
Company's service and became Chairman of the Board of Direc-
tors, A. W. Staudel succeeding him as President.

1941—~~Opened Ethylate Plant established in Chicago for the~~
~~manufacture of crude chemicals for synthetic fibers.~~
~~Opened S-W Tar and Shell-tanning Plant at Marion, Ill.~~
~~continuing until 1945.~~ Chemical Products Plant enlarged
for the production of basic chemicals for Sulf. Drugs
and Atabrine. Extensive additions to paint and varnish
plants at Cleveland, Chicago, Newark and Dallas. ~~Manufactured~~
very large warehouse erected in Chicago. Kam-Tone put on
the market early in the year as an Institutional Product,
met with remarkable consumer acceptance.

*and smokeless
powder.*

1943—Large addition to Chicago Tin Can Plant for manufacture
of fibre bodied cans.

(51)

1930—Established paint and varnish plant in Havana, Cuba. Mr. Cottingham died after a brilliant career in which he greatly expanded the business from a Cleveland Company to a world-wide establishment, the unquestioned leader in the Paint, Varnish and Lacquer Industry. Cleveland Headquarters office moved to Midland Building, August, 1930.

move first line to last line of 1930.

1931—Established Lithopone Department, Coffeyville. Bought back controlling interest of The Sherwin-Williams Co., of Canada, Ltd., for the parent U. S. Sherwin-Williams Co. A complete line of brushes under S-W name put on the market. insert at : moved from Chicago to

1935—Allied Research Laboratory established at Chicago. Metropolitan Auditions Radio Program started and continued for 10 years. 25 contestants winners of \$1,000 prize and Metropolitan Opera Company contracts. Three others won Metropolitan contracts, four won \$500 scholarships. New warehouse at Newark Plant.

1936—Large addition to plant at Dallas. Sulphate Wood Turpentine and Synthetic Resin Plant added at Chicago. Consolidated manufacture of Insecticides at Bound Brook, discontinuing the Chicago Insecticide Plant.

1937—Large addition to Chicago Dry Color Plant for production of Dispersed Colors. Mr. Whittlesey completed 50 years of active service.

1939—Established Dehydrated Castor Oil plant in Cleveland. Established Sherdye Plant at Gibbsboro.

I Environment (40)

II Research

III History - Heron (Trade work) made it come true & they did

IV Growth of America and growth of the country company
↳ financial & employment stability. International effort

V Mapping & description (chemicals, etc.)

VI Production

VII Distribution

VIII Color and the American home - look ahead, education.
↳ Color, advertising, New Dec.

IX Future

Space, atomic, hi-speed

Color + you
Blend with Color

Transition in

Time... transition

Then color lights and shades...
The happy people

The train of life to be
we move with color all our
own - whitties

foreword

THIS BOOKLET has been prepared to inform the staff of the policies, products, facilities and the history of The Sherwin-Williams Co.

1 Mr. Sieplein, the author, has here recorded facts gleaned from his experience of over 50 years of active service at Headquarters and in charge of plants at Montreal, Chicago and our associate, the Lewis Berger and
2 Sons, Ltd., of London, England. He knew and personally worked with Mr. Sherwin, Mr. Williams and Mr. Fenn and others who followed them in guiding the business. He has seen the Company grow from one small paint factory in Cleveland, and another in Chicago, to the present far-flung organization.

Insert the following at
was employed by Mr. She:

omit word knew

3 Since the 50th Anniversary Convention in 1916, he has had charge of the Historical Collection at Headquarters and has been collecting data about the Company and its products. This Historical Collection is open to all members of the staff and visitors at all times and is well worth a visit.

The products, history, and development of The Sherwin-Williams Co. covers such a broad field that this booklet serves only as a comprehensive reference index of the Company's activities. Experts on all subjects have been fully consulted in compiling it.

This booklet will enable the staff to talk in a well-informed way about the Company and its products. Such person-to-person first hand direct answer to questions is the best possible way of representing the Company and winning friends for it. Accurate information is the basis of good public relations.

We commend this booklet to the careful reading and close study of all members of the staff and suggest that it be kept as a book of reference.

4 { For further and detailed information on any subject, the reader is referred to the individual departments.


President

1. Change from 50 to 60 years.
2. Add -the founders
3. Add -been, among many other duties, in
4. Omit last two lines.

THE SHERWIN-WILLIAMS CO.

- 1 The Sherwin-Williams Co. is the World's largest manufacturer of Paints, Varnishes, Lacquers, Insecticides and Associated Products. This position has been attained and held for many years through . . .

Superior Quality and dependability of product
Giving best value to the customer
New and improved products
Productive and truthful advertising
Efficient merchandising

EXECUTIVE HEADQUARTERS OFFICES:

MIDLAND BUILDING, CLEVELAND, OHIO

REGIONAL OFFICES:

Cleveland, Ohio	Oakland, Calif.
Chicago, Ill.	Kansas City, Mo.
Newark, N. J.	Dallas, Texas
Philadelphia, Pa.	Atlanta, Ga.

38

38 FACTORIES:

Newark, N. J.	Los Angeles, Calif.
Gibbsboro, N. J.	Montreal, Canada
Bound Brook, N. J.	Red Mill, Quebec
Pittsburgh, Pa.	Toronto, Canada
Cleveland, Ohio	Winnipeg, Canada
Dayton, Ohio	Vancouver, Canada
Detroit, Mich.	Havana, Cuba
Chicago, Ill.	Mexico City, Mexico
Coffeyville, Kans.	Buenos Aires, Argentina
Dallas, Texas	São Paulo, Brazil
Oakland, Calif.	

OMIT THESE FACTORIES

Replace with items
3 thru 6 below

OMIT ALL THESE FACTORIES

-(1)-

1. insert at — was started in 1866 when Henry A. Sherwin entered the paint business in Cleveland. It is now -----
2. omit word Insecticides
3. 38 FACTORIES
4. 10 WAREHOUSES - located at strategic points all over North and South America.
5. 300 DISTRIBUTING BRANCHES. *Retail sales and servicing dealers*
6. 35000 RETAIL OUTLETS - including leading hardware, paint, department and general stores, ~~grocery and drug stores.~~

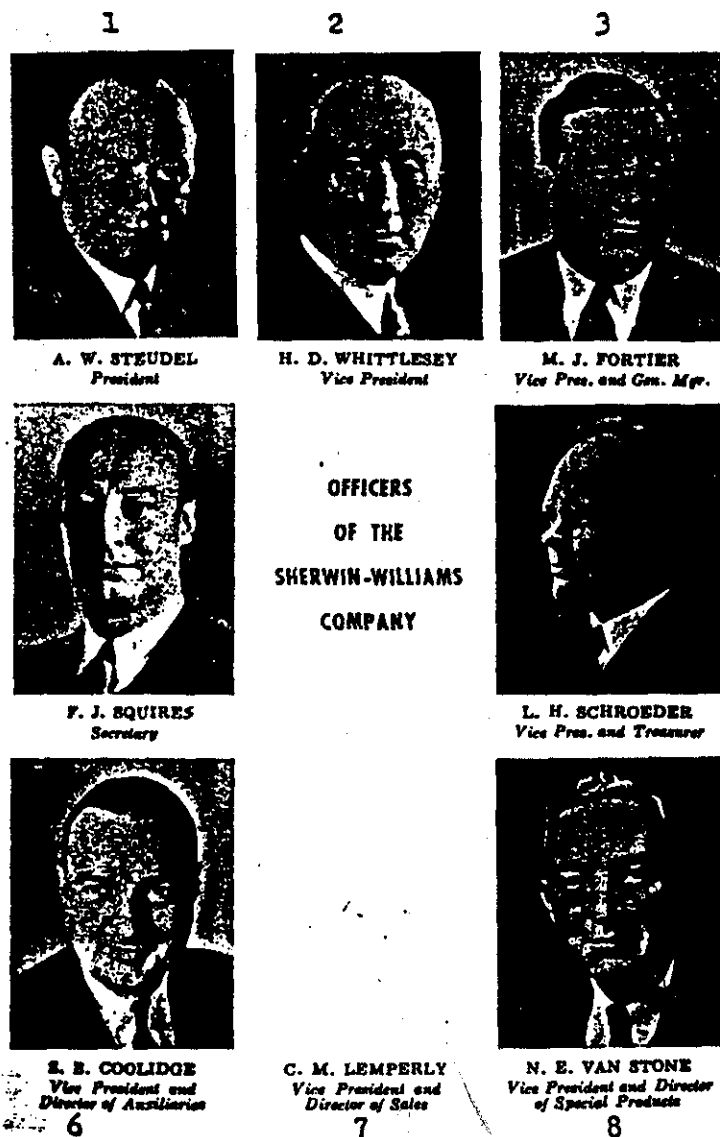
OMIT THIS PAGE

42 WAREHOUSES:

Atlanta, Ga.	Omaha, Nebr.
Baltimore, Md.	Philadelphia, Pa.
Boston, Mass.	Pittsburgh, Pa.
Bound Brook, N. J.	Portland, Ore.
Brooklyn, N. Y.	Richmond, Va.
Charlotte, N. C.	Seattle, Wash.
Chicago, Ill.	Sioux City, Ia.
Cleveland, Ohio	St. Louis, Mo.
Dallas, Texas	Tampa, Fla.
Dayton, Ohio	Winston-Salem, N. C.
Detroit, Mich.	Halifax, Canada
Gibbsboro, N. J.	Montreal, Canada
Houston, Texas	Toronto, Canada
Kansas City, Mo.	Winnipeg, Canada
Kensington, Ill.	Calgary, Canada
Los Angeles, Cal.	Vancouver, Canada
Minneapolis, Minn.	Buenos Aires, Argentina
Newark, N. J.	Havana, Cuba
New Orleans, La.	Mexico City, Mexico
Oakland, Calif.	São Paulo, Brazil
Oklahoma City, Okla.	

550 DISTRIBUTING BRANCHES:

Over 150,000 Dealers including leading Hardware, Paint, Department, General Stores, Grocery and Drug Stores.



(2)

arrange and substitute as indicated below:

Position No. 1: A. W. Steudel
President

" No. 2: H. D. Whittlesey
Vice President

" No. 3: Omit M. J. Fortier
Substitute - L. H. Schroeder
Vice Pres. and Treasurer

" No. 4: C. M. Lemperly
Vice President and
Director of Public Relations

" No. 5: F. J. Squires

Position No. 7: S. B. Coolidge
Vice President and
Director of Auxiliaries.

Position No. 8: B. M. Van Cleve
Vice President and
Director of Pigment
Chemical and Color
Division

0007-SWP-000004738

**AFFILIATED
SUBSIDIARY COMPANIES**

1. & 2. **I**N order to further extend the distributing facilities, reaching
3 ~~markets not served by the Sherwin-Williams sales staff and~~
4 ~~to more nearly utilize the full capacity of the plants manufac-~~
turing linseed oil, lead, leaded zinc and other auxiliary products,
The Sherwin-Williams Co. sought outlets for its oversupply of
raw materials, and the following companies became a part of
the organization on the date indicated:

- 1910 ROGERS PAINT PRODUCTS, Inc.
(Established in 1880 under name of
Detroit White Lead Works)
- 1917 THE MARTIN-SENOUR CO.
(Established in Chicago in 1878)
5. 1920 ACME WHITE LEAD & COLOR WORKS
(Established in Detroit in 1884)
- 1929 THE LOWE BROTHERS CO.
(Established in Dayton in 1872)
- 1929 JOHN LUCAS & CO., Inc.
(Established in Philadelphia in 1849)
- 1929 W. W. LAWRENCE & CO.
(Established in Pittsburgh in 1884)

6. & 7 Each of these Companies retains its own identity and manu-
8. factures and sells its own formula products to regularly ap-
pointed dealers and jobbers. Each maintains its own man-
agerial organization, but all are members of the greater Sherwin-
Williams Institution.

9. A recent innovation has been inaugurated by Sherwin-
10. Williams and its six Subsidiary Companies through joint sale of
11. Kem-Tone, the Lin-X products, Weed-No-More, Pestroy and
Bug Blaster. By pooling the entire sales and advertising
strength the consumer field has been much more completely
covered.

-(3)-

1. Omit - In order
2. Insert - and - at **A**
3. Omit - reaching markets not served by the Sherwin-Williams sales staff and
to more nearly
4. Omit - word lead
5. Change copy to read - Acme Quality Paints, Inc.
(Established in Detroit in 1884, under name of
Acme White Lead & Color Works)
6. Omit - of these
7. Change - Companies to Company
8. Omit - regularly appointed
9. Change - Subsidiary to Affiliated.
10. Omit - Lin-X products, Weed-No-More-, Pestroy and Bug Blaster.
11. Add - Super Kem-Tone and Kem-Glo.

Change copy on this page as per new sheet

FOREIGN COMPANIES

SALES beyond the boundaries of the United States grew to such an extent that it early became impossible for export shipping to properly satisfy the demands from these fields.

Sales beyond the boundaries of the United States grew to such an extent that it early became impossible for export shipping to satisfy the demand. Local companies were established with complete factory and warehouse facilities.

- 1895 **THE SHERWIN-WILLIAMS COMPANY of Canada, Ltd.**
Montreal, Canada
- 1929 **GIA. SHERWIN-WILLIAMS, S. A.** natives of the country
Mexico City, Mexico
- 1930 **THE SHERWIN-WILLIAMS CO. of Cuba, S. A.** are obtained
locally Havana, Cuba
- 1940 **SHERWIN-WILLIAMS ARGENTINA, S. A.** of manufacture
Buenos Aires, Argentina
- 1944 **SHERWIN-WILLIAMS do BRASIL, S. A.** the superior S-W
Tintas e Vernizes, São Paulo, Brazil

In 1905 The Sherwin-Williams Co. became closely associated with Lewis Berger Sons, Ltd. of London, England. This company operates plants in the following cities and has distributing branches in many other locations.

London, England

Glasgow, Scotland

Dublin, Ireland

Paris, France

Sidney, Australia

Wellington, New Zealand

Durban, South Africa

Buenos Aires, Argentina

São Paulo, Brazil

Beyond these manufacturing points indicated these companies have adequate distributing facilities

Sherwin-Williams Products truly cover the Earth

-(5)-

SHERWIN-WILLIAMS DEALERS

1. FROM the very beginning, S-W Products have been offered to the public through dealers. In such trading areas which require the greatest distribution a Company branch has been established. These branches have served as a convenient source of supply for near-by dealers and have been a guide in merchandizing, enabling the dealer to improve his sales through examples of methods successfully used in the S-W branches.

2. ~~Educational meetings are held by these branches covering advertising displays, general paint knowledge, color harmony and decorative schemes. Invitations are extended to local and nearby dealers and their clerks. These educational programs are of vital interest in solving consumer paint problems. Many of these dealer relations have resulted in close friendships of long standing, most satisfactory business dealings—in fact, practically business partnerships. The following are a few of the dealers of long standing.~~

5.

Hoyt Hdwe. Co.....	Defiance, Ohio.....	1870
Hart Shaw Drug Co.....	Adrian, Mich.....	1870
Geo. B. Deardorff & Son.....	Dover, Ohio.....	1873
X Washbocher Hdwe. Co.....	Amherst, Ohio.....	1878
The Pfeiffer Co.....	Cedar Falls, Ia.....	1880
X G. A. Wright & Son.....	Tecumseh, Mich.....	1880
X Broadies Drug Store.....	Waverly, Iowa.....	1883
E. L. Durkee Co.....	Gloversville, N. Y.....	1883
John Trulson.....	Princeton, Ill.....	1885
W. C. Landon & Co.....	Ruthland, Vt.....	1890
X G. F. Williams Co.....	Champaign, Ill.....	1890
X Fred Vetter.....	Chesterton, N. Y.....	1890
J. C. Baldrige Lbr. Co.....	Albuquerque, N. M.....	1891

-(5)-
5

1. Omit 6 lines indicated and put at bottom of page after list of dealers.
2. Omit lines indicated entirely.
3. Move lines indicated here up to first paragraph on page to substitute for lines moved to bottom of page.
4. Omit - "The following are a few of the dealers of long standing. Substitute - Following are a few who have been S-W dealers for over 50 years.
5. Omit all dealers marked X.

X J. S. Vealick	Northwood, Ia.	1891
Roddenbery Hdwe. Co.	Cairo, Ga.	1892
Brown-Rogers-Dixson Co.	Winston-Salem, N. C.	1893
X Lashbrook Drug Co.	Ozark, Ia.	1893
C. C. Hardman Co.	Shreveport, La.	1896
Strong & Hale Lbr. Co.	Portland, Conn.	1897
Leroy Lumber Co.	Leroy, Texas.	1897
X Hall Hdwe. Co.	Moultrie, Ga.	1897
X Borneman & Sons	Elkhart, Ind.	1898
Schwicker Hdwe.	Mankato, Minn.	1898
Salisbury Hdwe. Co.	Salisbury, N. C.	1900
X Schlatter Hdwe. Co.	Pt. Weyner, Ind.	1900
Wheelock's	Battle Creek, Mich.	1900
Lawson Hdwe. Co.	Tullahoma, Tenn.	1901
Sledge & Barkley Co.	Lawrenceville, Va.	1902
E. O. Hall & Son	Honolulu, Hawaii.	1904
X Gadsden Hdwe. Co.	Gadsden, Ala.	1905
X Oosterbaan & Son	Chicago, Ill.	1905
X The Thompson Hdwe. Co.	Canyon, Texas.	1908
X Weaver & Harrington Drug	Columbus, Miss.	1908
X The Warren County Hdwe. Co.	Bowling Green, Ky.	1910
X Ogden Hdwe. Co.	Ashland, Ky.	1910
X The Fair	Chicago, Ill.	1912

1

2.

As the Company's manufacturing facilities have expanded, a wide variety of chemical products have been added. No longer known only as a paint house, The Sherwin-Williams Co. is now also an important chemical company. This expansion has required greatly extended distributive channels to handle the new products, such as waxes, polishes, cleaners, insect killers and weed killers. Many grocery and drug stores now are included among S-W dealers.

1. Omit all dealers marked with X. Include rest on previous page with that list.
2. Omit this whole paragraph, substitute following paragraph:

In such trading areas which require the greatest distribution a Company branch has been established. These branches have served as a convenient source of supply for near-by dealers and have been a guide in merchandising, enabling the dealer to improve his sales through examples of methods successfully used in the S-W branches.

Reverse cut. It is now
upside down →



Trade-mark Before 1884 Original Drawing 1895 Trade-mark Adopted 1905

change date

Cover-the-Earth Design

Large scale selling to consumers is promoted by good advertising. It has always been a policy of The Sherwin-Williams Co. to make its products well known to the public.

In the early days the Company's trade mark was a chameleon, the small lizard having the power to change color at will.

The "Cover-the-Earth" was devised in 1895 by G. W. Ford, (at that time advertising manager) and officially adopted as the Company trade mark in 1905. Its first use was as an enclosing slip with outgoing mail. It was also used for roadway signs to advertise the dealers handling Sherwin-Williams Products in nearby towns. This met with so much favor that it became very generally used and in 1905 was definitely established as the Company's trade mark superseding the chameleon.

OMIT ENTIRE PAGE

THE STORY OF SHERWIN-WILLIAMS PRODUCTS

THE Sherwin-Williams Co. has been a very strong influence in the development of the Paint, Varnish and Lacquer Industry. In 1866 when Mr. Sherwin entered the business in Cleveland, prepared paint was practically unknown. Almost all painting was done by practical painters who prepared the paint specially for the job.

About the only material available was white lead, linseed oil, drier, varnish and dry color pigments.

The demand for paint finishes was beginning to greatly exceed the ability of painters to mix and apply the paint. Recognizing this, Mr. Sherwin early entered into the manufacture of paint with the idea of making a product so prepared that the painter or the consumer could use it as supplied, thus eliminating the need of preparing material specially for the job.

It is obvious that a well-organized manufacturer, with skilled chemists and paint engineers having a knowledge of ingredients and with efficient manufacturing facilities, could make a better paint than the individual painter could do by hand mixing.

One of the greatest contributions Sherwin-Williams has made to the Industry is the fundamental principle of offering to the public only the highest quality product designed specially for each individual requirement. Thus the Company has set a high standard for the Industry much to the benefit of the public.

The quality of paint, varnish and lacquer is not revealed by a superficial examination of the product itself. It is not until

OMIT ENTIRE PAGE

the material has been applied and subjected to exposure for a considerable time that the real quality can be determined. Hence it is very important for the user to know that the manufacturer can be absolutely depended upon. The Sherwin-Williams Co. has from the very first so definitely applied the policy of supplying only products of the highest quality that Sherwin-Williams Products are generally accepted as the standard of the Industry.

The earliest manufacture recorded was Guaranteed Strictly Pure Colors in Oil in 1873. The individual items of this line were made, using only the pure coloring pigment ground in linseed oil. These colors were much superior to others commonly offered.

At this time a demand was developing for prepared paints and in 1880 the Company put on the market SWP-Sherwin-Williams Paint Prepared. It was the first high-grade prepared house paint and was very much better in quality than any other paint offered to the public at that time.

The Company had a very hard uphill fight to get recognition, however, they followed the firm policy of making only the highest grade material. In time this high-quality was recognized and SWP was accepted as a standard for the best quality of exterior house paints. Through constant improvements, SWP has continued to hold this leading position in the industry.

The first SWP exterior house paint was also recommended for floors with the qualification the user must allow several days for drying and then must wash the floor several times with cold water, after which the paint would be thoroughly dried and would wear like iron. Later, in 1884, realizing the

OMIT ENTIRE PAGE

public could not suffer such inconvenience a new product was offered—Special Floor Paint "Dries overnight." This is now the line of Porch & Floor Enamel much improved in quality, as the science of paint making has developed new materials and methods of manufacture.

The next outstanding product the Company offered was a flat wall paint, giving to the public something far superior to kalsomine or other hand-mixed paints. This was in 1898, the product was called Special Interior Colors, later developing into Flat-Tone. To satisfy the demand for more gloss Semi-Lustre was brought out in 1925.

Another interior finish, Kem-Tone, was put on the market in 1941, supplying a paint which used a minimum of raw materials, which had become critically scarce through heavy war demand. Kem-Tone has had an unparalleled success and supplies a very large proportion of the country's demand for a paint of this character.

Up to the turn of the century it was not considered within the province of a paint manufacturer to also produce varnish. The Sherwin-Williams Co. was looked upon as a manufacturer of house paint; however, the Company had for many years been making special driers and treated oil required in paint products, so in 1898, it was decided to market a complete line of high-grade varnishes.

Coincident with this development of products for household and general use, many special products were developed for use by industrial consumers and for railway and marine requirements.

OMIT ENTIRE PAGE

Feeling that the quality of Sherwin-Williams finished products depended greatly upon the reliable quality of the primary raw materials a comprehensive plan to produce such raw materials was undertaken in 1898 with the manufacture of dry colors at Cleveland. This was followed in 1902 by the manufacture of linseed oil at Cleveland and a smelter for the manufacture of leaded zinc at Coffeyville, Kansas, in 1904. A white lead mill was erected in Chicago in 1910.

At the beginning of World War I, in 1914, the manufacture of dyes and intermediates was undertaken at Chicago as it was no longer possible to procure such chemicals from Germany. This Chemical Products Department has been greatly developed and now produces a substantial proportion of the United States consumption of many intermediate chemicals used in the manufacture of dry colors, drugs, synthetic rubber, explosives, lubricating oils, fur dyes and many other items.

Following shortly after the close of World War I the automobile manufacturers demanded a finish which would dry much faster than the oleoresinous varnish enamels then being used. Accordingly, nitrocellulose lacquers were developed. Sherwin-Williams contributing greatly to this need, put Opex Lacquer on the market in 1922.

The fast-drying quality of lacquer caused a demand for a speeding up in the drying of varnish and enamel which resulted in the marketing of what was then called "4-Hour Enamel." An entirely new type of varnish and synthetic resin was developed for this purpose. Sherwin-Williams entered this new field with a pilot plant in Cleveland in 1926 and producing units were established in Cleveland and Chicago shortly

OMIT ENTIRE PAGE

afterwards. A full line of such varnishes are now produced in almost all of the plants. They are far superior to the old varnishes made of natural resins and oils. These new varnishes are much more reliable as the primary raw materials used are all under definite chemical control. These varnishes were the basis of the development for many varieties of Kem Enamels which dry much faster, are much more simple to use and are better in every respect than former oleoresinous varnish enamels.

The manufacture of insecticides was undertaken in 1903 as quite a natural extension of the dry color production. This field has been developed until the Company is now the largest manufacturer of commercial insecticides. A considerable number of individual products now in common use originated in the S-W laboratories. These include Dry Lime Sulphur, Basic Copper Sulphate and a number of other specialty products. The Sherwin-Williams Co. now produces a very large volume of popular household insecticides and weed killers, such as Pestroy DDT, Bug Blasters and Weed-No-More 2,4-D.

During World War II. military needs required so much paint that it was quite impossible to produce enough paints and varnishes for civilian requirements. Every effort was made to produce items using a minimum of critical raw materials. Kem-Tone and the Lin-X line were put on the market.

A number of new products and improvements in formulas are under investigation and being thoroughly tested. As soon as they are fully developed they will be offered for sale.

SHERWIN-WILLIAMS PRODUCTS COVER THE EARTH

The protective paint on the outside of your house, the interior decoration of walls and furniture, the enameled design on your tube of toothpaste, the color on your print dress or other printed fabrics, the print, ink on the Sunday comic papers are all products of the paint industry and probably manufactured in one of the Sherwin-Williams plants.

The Company produces paint, colors, varnishes, lacquers of every description for houses, buildings, bridges, railways, ships, automobiles, aircraft and a wide variety of manufactured products. Bridges would soon become unsafe; automobiles and trucks would rust away; houses and buildings would rapidly fall into decay were it not for the protective coat of paint. Certain industries such as chemical manufacturing and petroleum refining require special finishes which will resist the destructive action of heat, moisture, fumes, acids, alkalis and S-W Products have been supplied to meet these requirements.

It is estimated that on such structures and equipment exposed to the weather are protected by paint at an annual cost of about 1/4 of 1% of their value.

Paint, moreover, being color, has a very personal effect on all of us. We use it extensively to beautify our homes and take pride in selecting color schemes that make our homes pleasant, cheerful places to live in. Psychologists understand the effect of color on people. They tell us that certain colors make us feel warm, others make us feel cool. They even know that the color scheme in an airplane definitely affects the possibilities of air-sickness!

Industrial engineers have also studied the effect of color on individuals. They have found that re-painting a factory according to certain color schemes will eliminate eye-fatigue, reduce accidents, and boost the morale of employees. They advise specific color schemes for heavy industry, other schemes for light industry. They tell us that a good color scheme in one geographic section of the country may be a poor one for another section. Paint in brief is an important part in making the world a happier place in which to live and work.

Sherwin-Williams makes finishes to beautify and protect the surfaces of most of the things with which we come in contact in the course of our everyday living. Furniture, radios, television sets, refrigerators, kitchen cabinets, farm implements, office equipment, toys, electric appliances, collapsible metal tubes, metal and paper containers -- including the cans in which paint itself is marketed -- may all be finished with Sherwin-Williams products. ~~Sherwin-Williams makes~~ Paints, enamels, lacquers, and varnishes are made for application by brushing, spraying, dipping, or roller-coating. These finishes may be of either air-drying or baking types.

To understand how Sherwin-Williams has come to play such an important part in the economy of the entire country and to affect the day-to-day living and working of Americans requires that one should know something about paint.

Paint is a coating or film used to protect and decorate. Basically, it consists of pigments, vehicles and reducers. Pigment, or solid coloring matter, is the ingredient which differentiates an opaque material like paint from a transparent coating. The vehicle binds the particles of pigment together into a uniformly colored composition and adheres to the surface, while a reducer thins the paint to a consistency suitable for applying.

To make certain that the quality of raw materials is the highest possible, Sherwin-Williams has over a period of years expanded operations from the production of paints to embrace also the production of the most important paint ingredients. This includes production of leaded zinc, lithopone, dry colors, chemical products, linseed and other oils, and synthetic resins.

Sherwin-Williams manufactures its own paint cans, and from the very beginning has operated its own printing plant for the production of labels and color cards.

Despite Sherwin-Williams' broad scope and great variety of products, paint, varnish and lacquer are the most important. In fact, most of the non-paint products were developed ~~either~~ because they are used in certain paints or because their manufacturing process is similar to one of the many chemicals that go into paint. The techniques and equipment required to produce these and other chemicals enable the Sherwin-Williams Co. to manufacture essential ingredients for drugs, ~~insecticides and weed-killers~~.

The very food you eat is becoming more and more dependant upon Sherwin-Williams products. The Company's DDT insecticide, Pestroy, ~~rids~~ livestock, poultry and grains of parasitic, food-destroying insects and diseases. Sherwin-Williams' Pestroy has proven particularly valuable to farmers. Dairy cows, freed from the annoyance of flies, have shown increased milk production of as much as 20%. Beef cattle protected with DDT have put on 50 to 60 pounds of extra weight in the course of a season. And its 2,4-D chemical weed-killer, Weed-No-More, easily and economically destroys noxious weeds that otherwise would choke out the life of corn, wheat, rice and other food crops, and improves the grazing capacity of our pasture lands. ~~Leading food experts estimated recently that over \$500,000,000 worth of food could be saved in one year if agricultural chemicals were widely and properly used.~~

omit

(9.)

SHERWIN-WILLIAMS PRODUCTS
DESCRIPTION — DATE OF FIRST MANUFACTURE

EVERY individual Sherwin-Williams Product has been developed to be the highest grade material for the purpose intended. Independent market surveys show that S-W products enjoy a consumer preference of four to one over the next leading brand.

To insure dependability and uniformity, endless laboratory and field research is being devoted to the formulas and control of manufacture. The high standard of S-W formulas is attained largely by the fact that the most important primary raw materials are made in the Company's own factories under the direct supervision of a large corps of chemists. All products are under constant investigation and improved as new and better raw materials or manufacturing processes become available.

1. During the difficult war period through which we recently passed, there was no deviation from the firm policy to maintain standard quality. If circumstances made it impossible to procure raw materials for manufacturing this high quality, the Company refrained from producing rather than to sacrifice the quality of the product. *out*

2. Products have been designed for every variety of requirement. A product is developed for each individual household and industrial need—obviously, a paint best suited for interior decoration is usually not suitable for exterior exposure. Over 50 distinct lines of products are offered for the convenience of the householder. Each one is designed to produce the most satisfactory results for the intended use. *2let*

3. ~~—(12)—~~
10

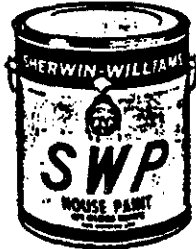
1. Omit whole paragraph and substitute paragraph from old page 8
2. Insert at best protection of
3. ~~Include copy about SWP now found on next page, at the bottom of this page.~~
3. Add the following paragraph:

To insure that all products comply with standard quality, careful and thorough tests are made before filling into packages. Tests are constantly made of products sent in from branch stocks to insure package stability. Should any defect develop, the entire stock out in the field and in warehouses is immediately recalled.

THE FOLLOWING ARE SOME OF THE IMPORTANT PRODUCTS:

SWP—Sherwin-Williams Paint

~~PREPARED~~



First made in 1880 as the highest standard of prepared exterior house paint. It lead the Industry away from the cheap "ready-mixed paints" which were then offered to an unsuspecting public. Paint of this type is now specified by the U. S. Government and many large consumers as the best paint for exterior wood surfaces.

"SWP is to Paint What Sterling is to Silver"

The present formula embodies the most up-to-date improvements known to modern paint-making science. Extensive laboratory and field tests prove its superiority and dependability in every respect.

An undercoater is supplied, designed to prepare new or weather beaten wood or previously painted surfaces, suitably for the finishing coat.

The SWP line includes a full range of clean, durable colors. It dries with a firm elastic coat that resists dirt, is practically self-cleaning. It provides long wearing protection leaving an excellent surface for repainting.

Kem-Tone—1941

MIRACLE WALL FINISH



Flat, durable washable, interior finish suitable for painting over wallpaper, plaster, wallboard, brick, cement, painted or unpainted. Dries in one hour with no "painty" odor. A synthetic resin and oil finish supplied as semi-paste to be reduced with water to painting consistency.

Handwritten: Revolutionized the painting of Cement
out

—(11)—
11

1. This paragraph now found on bottom of preceding page. X
2. Omit this paragraph
3. " " "
4. " " "
5. New copy: Super Kem-Tone --1950. Deluxe wall paint dries in an hour to a rich, velvety smooth finish, durable and washable. Sixteen standard colors are supplied with directions for intermixing to innumerable artistic tints. Applied easily with brush or Roller-Koater.
6. New copy: Kem Glo -- 1948. Miracle lustre enamel for Kitchens, bathrooms, and woodwork. Kem Glo looks and washes like baked enamel. Eighteen standard colors supplied. Intermixing these produces innumerable artistic tints.
7. New copy: Day Glo -- 1949. Daylight fluorescent screen process color)

Handwritten: this line to be on bottom of new page 13 - following grapher Ant

*Decorative Color Ref
Shading*

ency. Attractive colors for artistic, smart interior decoration. The line has met with remarkable consumer acceptance setting a standard for the Industry and supplying the major portion of the entire country's consumption. This is the leading product now featured as a "Product of S-W Research."

Semi-Lustre—1925 Start new page with Semi-Lustre

A semi-gloss interior finish for walls and woodwork ~~is a~~ hard drying and washable ~~quantity of enamel. Partic-~~ *set*
~~ularly suitable for kitchens, bathrooms, nurseries, hospitals,~~ omit these lines
~~institutions and public buildings. Easily washed with soap~~
~~and water. Nine attractive pastel colors.~~

Flat-Tone—1906

Flat, interior finish for plaster walls ~~and ceilings. Designed~~
~~for use on smooth, textured and sand finish plaster, also wall-~~ omit these lines
~~board, masonry and wood partitions. Painting contractors find~~
~~this product admirably suited to their needs.~~

Porch and Floor Enamels—1884

~~A tough, hard-wearing, enamel for floors.~~ *set*
~~A rapid-drying finish ready for use the day after application.~~
~~Nine rich lustrous colors to protect and keep floors looking~~ omit these lines
~~fresh. Suitable for use on interior wood floors, linoleum, dry~~
~~cement floors and porches.~~

Flo-Lac—1901

A tough, hard-wearing, durable varnish stain recommended *set*
for use on floors, woodwork and furniture. ~~Stains and~~
~~nishes in one operation. Its use on soft wood makes an attrac-~~ omit these lines
~~tive substitute for expensive hard wood~~

12

Insert: Natural wood colors.

combine with previous page

Enameloid—1903

A hard-drying decorative enamel designed for general interior use. Suitable for furniture, walls, interior woodwork. Especially well adapted for use in bathrooms and kitchens. Cleans easily. ~~resists heat, fruit acids and stains. A full range of bright attractive colors.~~ omit these lines *set*

Flat-Rite Enamel Undercoater—1922

The ideal undercoat for enamel. It flows easily, drying with a very smooth surface. Has exceptional hiding power providing a perfect surface for high gloss enamel finishing coat. omit these lines

Commonwealth Red—1903

Recommended for use on barns, ~~silos~~ and other farm buildings. ~~Moderately priced, designed to offer the greatest protective value.~~ omit these lines Insert word RANCH at 1

Shingle Stain—1904

Ready-mixed, penetrating stain for wood shingle roofs, and siding. ~~Contains refined crocoate and other preservative liquids. Six desirable colors.~~ omit these lines

First Quality Colors ~~1873~~—1873

A complete range of tinting colors for use by painters, decorators, artists and sign writers. Very finely ground in oil to a fluid consistency to facilitate mixing with paint or enamel base. ~~to be tinted. Pigments selected for maximum permanence and tinting strength to clear and brilliant tones.~~ omit these lines *Tinting Colors*

This line is the earliest manufactured product offered by the Company. Through constant improvement it has been a leader in this field for three-quarters of a century.

—(24)—
Add this sentence: This line was the S-W Company's first manufactured product.

Day Glo
Graphic Arts
Not Complete

ODP White Lead in Oil—1910

Strictly pure Carbonate of Lead ground in refined linseed oil.
~~Available both in heavy paste and soft paste consistency. Very
finely ground to facilitate ease of mixing. Commonly used by~~ omit these lines
~~practical painters in mixing with linseed oil for "Lead and Oil"~~
house paint.

Paintercraft Finishes - 1939

add this date

~~A complete line of~~ a wide variety of paints, enamels, under-
coaters, varnishes, reducers, driers and other products ~~is~~ pro-
vided for the special need of the contracting painter. ~~There are~~ omit these lines
~~developed to supply material in the most convenient and eco-~~
~~nomical form.~~

Mar-nor—1903

Superior quality interior varnish for floors, woodwork and
furniture. Dries dust-free in two hours. ~~Is hard enough to~~ omit these lines
~~walk on in 18 hours. The ideal varnish for table and bar tops~~
~~requiring high resistance to water and alcoholic beverages.~~
~~Gives exceptional service under hard usage.~~

Rexper Varnish—1914

King of all Spar Varnishes. For ~~use on~~ outside doors,
boats and surfaces exposed to ~~exposure of~~ heat, cold, rain, omit these WORDS
snow and salt spray.

Miscellaneous Varnishes—1898

add these words
A wide variety of ^{high quality} varnishes ~~of high quality~~ are produced
add letter 's' on word > for ~~interior~~ buildings ^{decoration}, furniture and ~~and~~ Industrial ^{small letter i}
buildings products, vehicles, implements, railway and marine equipment. omit these WORDS

TAXITE—1904

ADD this item.

Paint and varnish remover

(13)

GRAPHIC ARTS FINISHES - 1938

For exterior and interior signs. Including Kem Bulletin Colors,
Poster Silk Screen Colors, and Day Glo, a daylight fluorescent screen
process color for display advertising.
FLAXOAP—1908. A pure linseed oil soap for general use.
TRACTOR & IMPLEMENT PAINT—1896. Developed specially for farm implements.
Dries quickly and affords maximum protection on exposed wood and metal surfaces.
BRICK & STUCCO PAINT—1909. High-quality, semi-gloss, oil paint for brick,
concrete, and all types of masonry surfaces.
PASTE WOOD FILLER—1896. A dependable product for filling all open-grained
wood. It dries hard and will not shrink.
WALL PRIMER AND SEALER—1926. Primes and seals plastered walls and wallboard
enabling succeeding coats of wall finish to cover properly and dry evenly.
For complete information about any product consult descriptive literature.

combine with previous page

Lin-X Clear Gloss—1932

A varnish developed for use on linoleum, wood floors, furniture and woodwork. Flows smoothly, dries quickly, affording protection against boiling water, hot grease, fruit juices, alcoholic beverages. Is easy to clean.

OMIT THIS ENTIRELY

Lin-X Cream Polish—1946

It cleans as it polishes. Quickly restores natural beauty to fine furniture without tiresome rubbing. Leaves no oily film. Polishes bone dry.

OMIT THIS ENTIRELY

Lin-X Self-Polishing Wax—1946

Easy to apply on linoleum, varnished, painted or composition floors. Dries hard to a durable anti-slip wax finish in 20 minutes. It requires no polishing. Easily washed with soap and water. Dust and dirt particles easily removed with a dry mop. Convenient applicator offered, designed to eliminate stooping and minimize the burden of waxing floors.

OMIT THIS ENTIRELY

Lin-X Quick-Slick Auto Polish—1946

It cleans, waxes and polishes in one operation. Apply with a cloth. It dries immediately. Polish lightly with a dry cloth. Resists dirt, wear and weather. Also cleans windshields and chromium.

OMIT THIS ENTIRELY

Flaxoap—1908

Flax
~~A pure linseed oil soap for general use. Contains no animal fat, no free caustic alkali. Especially adapted for cleaning floors, furniture, woodwork and automobiles. Also very useful for cleaning carpets and rugs.~~

OMIT THIS ENTIRELY
PUT ELSEWHERE

—(B)—

Standard Products Inc. Including Co.

OMIT THIS PAGE ENTIRELY

Taxite—1904

Paint and varnish remover. A blend of solvents, for practically all types of paint, varnish, enamel and lacquer. Suitable for use on wood or metal surfaces. Taxite quickly softens the old coat of finish so that it can easily be scraped off with a dull putty knife.

OMIT THIS ENTIRELY

Pestroy DDT Insecticide—1945

Supplied as 10% powder in unique convenient 3 and 8 oz. dispenser package for controlling insects about the home. A 6% Liquid Coating is supplied for application to window screens, doors and other places where flies alight. Also, as 25% Concentrate for spray use on the farm and for commercial and public buildings. Pestroy will kill insects weeks and months after application. It is much more effective than previous methods of spraying liquids into the air. It is sure death to flies, ants, mosquitoes, roaches, silver fish, fleas and many other troublesome insects. Pestroy 25% particularly effective on dairy and beef cattle.

OMIT THIS ENTIRELY

Not only have these items been found very useful about the home, but Pestroy has proven indispensable to the dairymen, increasing milk yield 15 to 20% through spraying the cattle and through use about the dairy barns. Protected with Pestroy, beef cattle have put on 50 to 60 pounds extra weight per season through freedom of annoying insects.

Weed-no-More 2, 4-D Magic Weed Killer—1945

Will kill all broadleafed weeds in three to four weeks causing them to wither, die and completely disappear without causing any harm to ordinary lawn grasses. Very effective for use on

OMIT THIS ENTIRELY

Not complete

combine with page with 13

park, college campuses and golf courses, roadsides; also on farms to control weeds and increases crop yield of fields of wheat, oats, rye, corn and similar grains. Also controls weeds in pastures without harm to grazing cattle. Convenient applicators are offered for home, park, farm and roadway use. OMIT THIS PARAGRAPH

Agricultural Weed-No-More has been a boon to farmers, in many cases killing all broad-leaf weeds in grain fields, making cultivation unnecessary. In Kentucky during the Summer of 1947, 18,000 acres of corn were treated, using \$10,000 worth of 2,4-D with the result that a \$2,000,000 corn crop was saved after weeds had threatened to choke it to death. OMIT THIS PARAGRAPH

Bug Blaster—Multi-purpose Insect Dust Gun—1946

A scientific compound of proven insecticides and fungicides. It is supplied in a convenient three-foot dust gun permitting the gardener to stand erect while dusting the underside of leaves of low-growing vegetation. It effectively controls most of the common garden insects and plant diseases eliminating the need for use of several different compounds. OMIT THIS PARAGRAPH

Insecticides

The Sherwin-Williams Co. is the World's largest manufacturer of commercial insecticides and fungicides. Entering this field in 1903, constant scientific research both in the laboratory and in the field has developed a complete line of products for control of insects and plant diseases. The most important products are the following:

Paris Green.....	1903	Basi-Cop	1934
Arsenate of Lead	1908	Roto Dust.....	1934
Arsenate of Calcium	1916	Stop Drop.....	1940
Dry Lime Sulfur.....	1915	Dinitrol.....	1941
Fungi Bordo.....	1915	DDT Composition	1945
Oil Emulsions.....	1919	Killax-100.....	1947

Revise to come about 6 or 8 lines

OMIT THIS PAGE ENTIRELY X

GRAPHIC ARTS FINISHES

A COMPLETE LINE of products is offered for exterior and interior signs including among others the following:

Kem Bulletin Colors

A full range of solid covering, long wearing bright colored enamels for sign painters. Designed to give satisfactory results on exterior signs even if applied in very cold or humid weather.

Poster Silk Screen Colors

Fast drying, highly concentrated clean, bright colors that dry with a satin-like flat finish. Used for interior display signs in department and chain stores and amusement houses.

Silk Screen Process Materials

Silk screen fabric—Squeegee—Screen process board—Show-card board—Special papers—Lettering brushes.

Sign Writers Q. D. Japan Colors

Quick-drying colors in a wide range of very finely ground pigments of pure tone and high degree of light fastness and opacity.

New Copy to Com

SHERWIN-WILLIAMS BRUSHES

A COMPLETE LINE of brushes bearing the Company's name has been marketed since 1931.

A satisfactory paint job depends greatly upon the use of a satisfactory brush. Sherwin-Williams brushes are made to comply with exact specifications developed through cooperation of the Company's skilled technicians, professional painters and the brush manufacturers. omit this paragraph entirely

Combine two paragraphs

Most of the brushes carrying the Sherwin-Williams name are made from the highest quality Chinese bristles. The spring and resiliency and the flag ends of such bristles insure smooth and even distribution of paint, enamel or varnish. omit last sentence this paragraph

add words on second sentence and omit last part of sent. as indicated.

Scarcity of bristle during the war time brought about the development of synthetic bristles. The Company selected nylon and neocita as the best of these, and the Sherwin-Williams line includes nylon brushes which produce very satisfactory results.

The line includes a wide variety of brushes for the application of paints, enamels and varnishes on every kind of exterior and interior surface of buildings, furniture, vehicles, bridges, marine and railway equipment. Also many of these brushes are designed for the use of the artist and the amateur. omit this paragraph entirely

ROLLER-KOATER

New copy:

The Company was granted patent in 1945 for Roller-Koater. This device greatly simplifies the application of interior wall paints.

ARCHITECTURAL AND INDUSTRIAL MAINTENANCE PRODUCTS



THE Company is an important manufacturer of the highest grade of paints, enamels and varnishes used for protection, decoration and maintenance of hotels, schools, hospitals, commercial, public, industrial and factory buildings.

Color plays an important role in the modern industrial plant, through its contribution to better seeing conditions and the consequent improvement in productive efficiency, safety and employee morale. Recognizing this fact, Sherwin-Williams has developed a completely co-ordinated Color Harmony Program. This includes a complete line of Satin-finish wall colors and enamels designed for attractive and cheerful interior decoration.

small letter s

Many of the problems in industrial and chemical plants require materials designed to meet the most severe exposure conditions which are quite different from those of the home owner. These specialized products have been developed through much extensive research in the laboratory and in the field extending over a period of many years. The Sherwin-Williams Co. is well-equipped for this through its own broad experience in the Chemical Industry.

15

175

Combine with previous page

STYLE PERFECT WALLPAPER

FOR many years the Company's branches throughout the nation have sold a complete line of wallpapers so smartly styled and colored that they truly qualify and merit their trade name—STYLE PERFECT.

omit words marked

stet

What's new in wallpaper will be found throughout the several hundred stylized patterns, rich in the use of bright and pleasing colors. These are much in demand today for the decorating of homes and commercial establishments where an atmosphere of elegance is required.

omit this paragraph

change word

These ~~STYLE PERFECT~~ wallpapers are precision built from exclusive designs and styles, most of which are produced for the Company, especially by the country's leading artists. ~~Before creating these fine wallpapers, exhaustive research is made to determine the design and color trend of the textile industry, upholstery, fabric, furniture and floor covering manufacturers. This results in producing wallpapers that are up to the minute in decorative harmony.~~

omit balance of paragraph as indicated

All patterns branded with the STYLE PERFECT seal are guaranteed washable and fadeproof. ~~They are carefully checked on a special machine for washability and must meet the rigid washing standards set up. Peak standards of the industry are also observed in making these patterns fadeproof, for they must undergo severe fadeometer tests to insure long life without fading.~~

omit as indicated

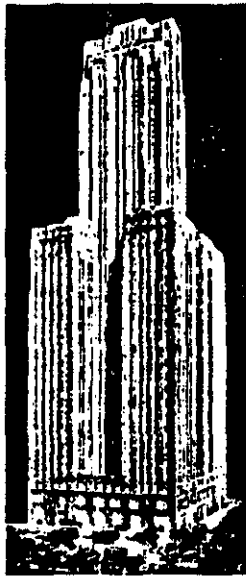
Also available in the line are the new ceiling patterns impregnated with DDT insecticide which, for a period of 2 years and longer, effectively kills insects of all kinds.

omit this paragraph

Another item which is having wide acceptance is Cedarwood DDT Wallpaper for lining interiors of clothes closets and storage chests.

omit this paragraph

ARCHITECTURAL AND INDUSTRIAL MAINTENANCE PRODUCTS



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(34)
15

175

OMIT ENTIRE PAGE

Among these special products some of the most important are:

Metal Protective Finishes

Designed to withstand weather and atmospheric fumes which cause the corrosion that weakens or even destroys bridges and other steel structures.

Kromik Metal Primer

Provides a chemically inactive condition at the surface of the metal and offers an ideal foundation for the finishing coat.

Metolastic—Kern-Elastic

As a finishing coat, will withstand exposure and insure maximum protection for a long period. Supplied in seven colors—Black, Red, Brown, Light and Medium Gray, Light Green and Aluminum.

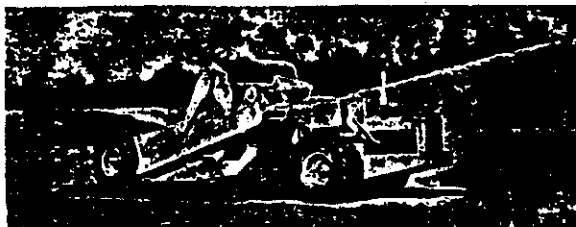
Save-Lite Mill White Finishes

Are designed for the better illumination of commercial buildings, schools, offices, stores and factories. Savelite retains its intensive white finish for a long period of service. It is supplied in full gloss, flat and eggshell finishes. Special formulas are supplied for special conditions in hospitals, chemical factories, packing houses, food processing plants, dairies, distilleries, breweries—where sanitary conditions are particularly important and where the paint must resist extremes of moisture, heat, fumes or the formation of mold.

Color Harmony Satin Finish

A beautiful low lustre finish for walls of factories, offices, schools, hotels and hospitals. Combines the appearance of a flat finish with the durability and washability of a semi-gloss.

—(25)—



INDUSTRIAL FINISHES

FOR EVERY PRODUCT REQUIREMENT

ADD LETTER T

THE Company produces a substantial proportion of the Country's requirement of finishes for every variety of industrial product. This includes innumerable formulas developed for many manufacturers. Paints, enamels, lacquers and varnishes are made for application by brushing, spraying, dipping, roller coating, both air drying and baking. The following are a few of the products to be finished:

OMIT THESE LINES

add hyphen

Agricultural Implements	Electrical Equipment
Automobiles—Buses—Trucks	Kitchen Cabinets and Equipment
Road Building Equipment—	Refrigerators—Washing Machines
Tractors	Engines—Machinery—Machine
Business Office Equipment	Tools
Furniture—Radios—Toys	Metal Containers—Paper—Textiles

OMIT THESE

PAGGRAPHS

Finishes for these are marketed under the following names:

Kem 5 Line	Dry Enamels
Kem Lustral Enamels	Carton Lacquers, Sealers
Customix Enamels	Sherdye Textile Colors
Kemclad Appliance Enamels	Industrial Varnishes
Superclad Appliance Enamels	Ajax Insulating Varnishes and Compounds
Kem Art Metal	Opex—Kem Reducers
Dimenso Two Color Decorative Enamel	Amberline Furniture Lacquer

ENTIRELY

Combine with previous page

~~Satin-Glo Cabinet Enamels
Agricultural Implement Paints,
Enamels and Varnishes
Machinery and Machine Tool
Fillers, Paints, Enamels
Label Varnishes~~

~~Furniture Stains, Fillers, Sealers,
Varnishes and Lacquers
Kem-Var—Furniture Varnish
Sanitary Can Lacquers and
Varnishes~~

OMIT THESE PARAGRAPHS

Industrial Finishing Technical Service

Extensive laboratory and Field research is devoted to the development of the best product for each individual consumer requirement. Many innovations for finishing have been introduced as a result of this research. Technical experts are available for engineering service to consumers in the use and development of specially designed Product Finishes.

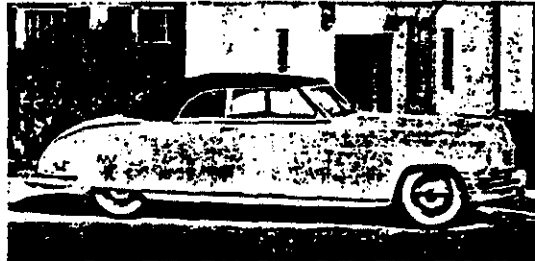
Consumer Acceptance

The users of S-W Industrial Product Finishes find them so satisfactory that they naturally turn to S-W Household Finishing Products for use about their own homes. This goodwill comes from an enormous number of people.

OMIT THIS PARAGRAPH



New photo to come



*Will supply photo
for latest model
automobile*

SHERWIN-WILLIAMS AUTOMOTIVE FINISHES

Opex Automotive Lacquers

add letter T



THIS brand has been well known in the Automotive Industry since 1922 when The Sherwin-Williams Co. marketed Nitro-Cellulose Lacquers at the time this type of finish began to be used on automobiles.

The line of Opex O-K Lacquers includes a complete range of primers, surfacers, clear and pigmented lacquers and thinners designed for car manufacturers and for automotive refinishing shops.

Opex O-K Lacquers matching standard colors used on all popular makes of cars for several years past are offered for refinishing. Also, a group of 26 single-pigmented intermix lacquers is supplied enabling the refinisher or automotive supply distributor to match the desired color of the car to be refinished.

~~omit this paragraph
entirely~~

—(28)—

17

Add photograph of truck attached.

Omit this page entirely

A convenient weathering color chart is included, instructing how to adjust the standard lacquer to match the weathered or faded shade of a used car. The measuring and mixing of intermix lacquer formulas is simplified and made easy through the use of the accurate Color Key and an ingenious mixing device.

Opex-Kem Finishes

Kem Transport Enamels were developed in 1932 to meet the exacting requirements of commercial vehicles such as busses, trucks, trailers, railway and streetcars as well as passenger automobiles.

Primers, sealers, surfacers, reducers and intermix enamels are supplied. Kem Transport Synthetic Enamels are used both in factory production and for refinishing and maintenance. Many national fleets of trucks and cars are finished with this high-gloss durable enamel.



—(29)—



SHERWIN-WILLIAMS RAILWAY FINISHES

COINCIDENT with the Company's first manufacture of house paint, special products were designed for railway use. ~~Special formulas have been developed for~~

*Locomotives,
cars and buildings*

OMIT THIS LINE

Rolling Stock
Maintenance of Way

Signal Equipment
Car Builders

OMIT

Most important of the products offered are:

Passenger Car Finishes

THESE

Exterior and Interior Passenger Car Finishes
Kern Railway Primers for steel, aluminum and wood
Kern Surfacers, Putty and Filling Composition
Kern Railway Gloss and Semi-Gloss Enamels
Open Railway Lacquers, Primers, Surfacers
Floor, Sidewall and Ceiling Enamels
Gloss and Satin Finish Varnishes
Metal Roof Paint and Canvas Roof Preservative
Truck and Platform Colors
Hand Rail Black
Fender and Trolley Pole Black

PARAGRAPHS

ENTIRELY

(32)
18

OMIT THIS PAGE ENTIRELY

Freight Car Finishes for Steel and Wood Cars

Kromik Primer	Acid and Alkali Resisting
Zinc Chromate Primer	Gray
Fast-Dri Freight Car Paints	Refrigerator Car Paints
Synthetic Freight Car Paints	Caboose Paints
Flash-Dri Freight Car Paints	Galvanized Iron Roof Paint
Stencil Colors	Truck and Frame Black

Locomotive Finishes

Kem Locomotive Primers and Surfacer
Opex Primers, Surfacer and Finishing Lacquers
Locomotive Black and Front End Finishes
Truck and Frame Black

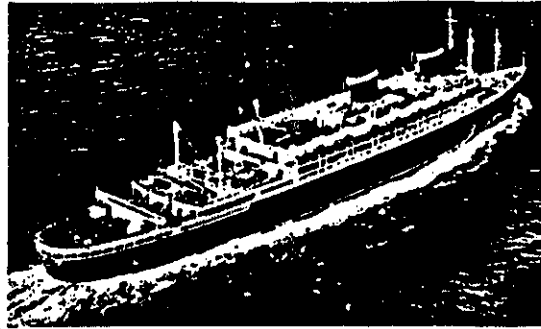
Bridge Paints

Kromik Primers
Metalastic Protective Paints

Station Paints—Exterior and Interior

Switch, Signal and Pole Paints

Aluminum Paints



SHERWIN-WILLIAMS MARINE FINISHES

add letter T

insert at ^ have been developed.

THROUGH long experience in the manufacture of Marine Paints and the supply of enormous quantities for Navy use during World War I and World War II, ~~The Sherwin-Williams Co. has developed a line of Marine Paints of the highest quality affording the maximum protection. The S.S. America pictured above was refinished throughout with S-W products when it was reconditioned for passenger travel after service as a troop ship.~~ ^{products} omit part of sentence as indicated, adding also omit last sentence in paragraph

~~S-W Marine Finishes all are carefully formulated so as not to be affected unduly by the frequently unfavorable conditions of cold or moisture under which much marine painting is done. They are designed to withstand exposure and severe weather conditions. Special products are supplied for use of the ship builder and for the maintenance of ships in service in salt and fresh water.~~

omit this paragraph entirely

~~(24)~~

S-W Marine Finishes suitable for passenger, freight, naval vessels and pleasure craft are supplied. These are available at many ports of call on the Atlantic and Pacific sea coasts and on the Great Lakes. The most important items are:

Marine Primers providing the best rust-inhibitive protection under the finishing coats.

Hull Paints producing tough, durable, water repellent surfaces on steel or wood hulls in either salt or fresh water.

Bottom Paints—Affording the best protection against rust and resisting the accumulation of barnacles, worms and other marine growths.

Superstructure Finishes—A full range of colors of quick-drying, durable finishes not affected by salt spray.

Deck Finishes—Tough, quick-drying, waterproof and durable finishes that will withstand traffic and frequent washing.

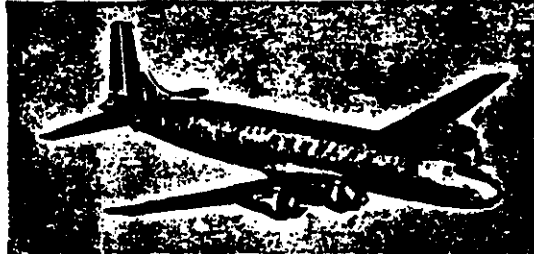
Cargo Hold Finishes—Tough, elastic, waterproof coatings insuring best resistance to corrosion.

Interior Cabin Finishes—Attractive tints of Semi-Gloss Enamel are supplied that will dry with a satin finish able to withstand repeated washings.

Engine Enamels—Tough, durable synthetic enamels drying to semi-gloss finish, resistant to heat, grease and gasoline.

Marine Varnishes—Gloss and satin finish, designed for long wear on interior and exterior surfaces. Retain gloss and wear well exposed to the weather.

anti



New Photo

SHERWIN-WILLIAMS AIRCRAFT FINISHES

AIRCRAFT FINISHES are designed to meet the most exacting requirements in application and provide a durable finish to withstand the extremes of heat, cold, ice formation and heavy rains encountered in operating planes in high altitudes at great speed.

The Sherwin-Williams Co. has been a large supplier of finishes for civilian and military aircraft since the first development of airplanes. Endless research has been devoted to the problem in cooperation with the designers, manufacturers and operators of planes. Many of the present accepted standards of finishing for metal, wood and fabric originated in The Sherwin-Williams Co. Research Laboratories. The Sherwin-Williams products represent the most complete line of Aircraft Finishes on the market.

Omit this paragraph
entirely

OMIT THIS PAGE ENTIRELY

Among the many products offered are the following:

Standard Aircraft Colors—A range of 21 colors embracing the highest degree of brilliance and color retention. These are available in four types:

- Opex Pigmented Nitrate Dope
- Opex Pigmented Butyrate Dope
- Opex High-Gloss Lacquers
- Kem Synthetic High Gloss Enamel

Fabric Finishes

- Opex Clear Nitrate Dope for Hot and Cold Application
- Opex Deluxe Nitrate Dope
- Opex Clear Butyrate Dope
- Opex Pigmented Nitrate Dope
- Opex Pigmented Butyrate Dope

Metal Finishes

- Etch-Wash Metal Cleaner
- Opex High-Gloss Nitrate Lacquer
- Opex Clear Lacquer
- Kem Synthetic High-Gloss Enamel
- Kem Clear Spar Varnish
- Zinc Chromate Primer
- Opex Lacquer Primer
- Tube and Sheet Coating
- Kem Synthetic Primer Surfacer
- Kem Synthetic Engine Enamels
- Kem High-Heat Resisting Aluminum Enamel

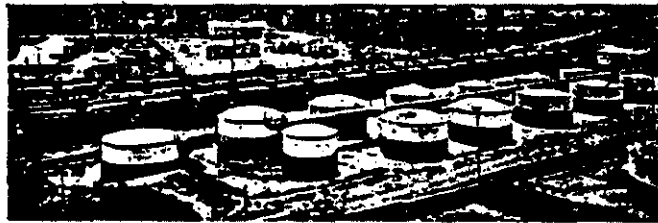
Wood Finishes

- Kem Fungicide Wood Sealer

Thinners, Removers and Polishes

- Opex Dope and Lacquer Thinners
- Kem Synthetic Enamel Thinner
- Opex Dope and Lacquer Remover
- Opex Fabric Rejuvenator
- Aircraft Polish
- Aero Polishing Wax
- Enamel Rubbing Compound

—(32)—



SHERWIN-WILLIAMS PETROLEUM FINISHES

THE Petroleum Industry is a large consumer of paint and many special finishes. ~~A wide variety of products has been developed to suit the needs of the production, refining and distribution departments. The line includes.~~

~~insert word for at
cut out part of
sentence as indic.~~

Kromik Primer	Machinery Enamels
Zinc Chromate Primer	Lyne Kote for Pipe Lines
Galvanized Iron Primer	Fast-Dri Tank Car Paints
Reinforced Red Lead	Truck and Frame Black
Metal Protective Paints	Gasoline Service Station Paints and Enamels
Gas Resisting Paints	Kem Pump and Equipment Enamels and Undercoaters
Kem Acid and Alkali Resist- ing Primer and Enamel	Floor and Dado Enamels
Smokestack Paints	Underground Storage Tank Paints
Aluminum Paint	Truck Enamels
Oil and Gasoline Tank Paint	Drum Enamels
Tank Bottom Paints	
Pipe Identification Enamels	

~~omit this paragraph
entirely~~

AUXILIARY PRODUCTS

BEGINNING about 50 years ago and even earlier, the Company started on the plan to manufacture important primary raw materials for use in paints, varnishes, lacquers, dry colors and other products. With the production of such raw material under full control, it is possible to regulate the quality of finished products to comply fully with the high standard set for all Sherwin-Williams Products. The following items are some of the most important:

omit and add words
as indicated in this
paragraph

White Lead—1910

Basic Carbonate White Lead — one of the most important white pigments used in paint. ~~It is the earliest pigment so used in the Paint Industry and for many years was the only one.~~ ADD

HERE: Our manufacture of
white lead has now been
discontinued.

White Lead is opaque and dense, and is used in almost all white and tinted exterior house paints. In some cases as the only white pigment. However, many scientific tests and much practical experience has proven that much more satisfactory house paint is produced by a combination of White Lead, Zinc Oxide and Titanium Oxide.

OMIT THIS PARAGRAPH

The Company first started manufacture of White Lead in Chicago in 1910, using the Old Dutch Process. In 1921 a Quick-Process Plant was established later.

OMIT THIS PARAGRAPH

Oxide Oxide Leaded Zinc—1904

ADD THIS WORD

First made by the Company in 1904 in the Ozark Smelting and Mining Company plant at Coffeyville, Kansas. Leaded zinc oxide is fumed from zinc ores containing a proportion of lead.

add word

phide. The resulting pigment—a compound of zinc oxide and lead sulphate—is very well adapted for exterior house paints. The Coffeyville Plant supplies the requirements of all Sherwin-Williams and Subsidiary Companies and sells a large volume to other consumers.

omit sentence indicated

Lithopone—1917

A chemical compound white pigment containing zinc sulphide and barium sulphate. It is the chief pigment in interior flat wall paint. The Company's first manufacture was in Chicago in 1917. Increasing demand and other advantages caused the production to be transferred to a much larger plant at Coffeyville in 1921. All the Subsidiary Companies, as well as other consumers, are supplied from this plant.

insert at an important and white traffic line paints,

omit balance of paragraph

Dry Colors—1896

Starting in a small pilot plant in Cleveland in 1896, a complete department was established in 1899. In 1903 manufacture was transferred to Chicago to a much larger plant. A complete line of chemical colors of highest quality are produced in this plant. Approximately 300 are made regularly. The most important are for paints, enamels and lacquers.

insert at pigments

add words indicated

Para Reds	Molybdate Orange	Permanse Yellow
Toluidine Reds	Chrome Greens	Benzidine Yellow
Lithol Reds	Solfast Green	Limelast Yellow
Graphic Reds	Limelast Green	Chrome Oranges
Lake Reds	Lithol Maroon	Prussian Blue
Solfast Reds	Graphic Maroon	Chinese Blue
Rubinox Red	Indanthrene Maroon	Phthalocyanine Blue
Alizarine Maroon	Chrome Yellows	Indanthrene Blue
Toluidine Maroon	Zinc Yellows	Methyl Violet

Omit this paragraph entirely

combine as much as possible with page 20

Count 116

All Subsidiary Companies are now supplied from Chicago with practically all the chemical pigments used in the wide variety of paints, enamels and pigmented lacquers produced. Also a very large volume is supplied to manufacturers of printing ink and to many other consumers.

OMIT THIS PARAGRAPH

Dispersed Colors—1929

In 1929 a process was developed to incorporate chemical dry color pigments directly with oils or varnishes, ~~omitting the process of drying and grinding into a dry powder and subsequently mixing and grinding with oil or varnish.~~ Dispersed colors are especially useful for enamels and pigmented lacquers.

~~OMIT as indicated ..~~

Sherdye Colors—1939

New copy: Colors combined with vehicle developed for printing on fabrics.

Designed for printing and dyeing designs on fabrics. Pigments of high tinctorial value are bound by a combination of ~~resins and other emulsions.~~ Sherdyes are used in colorful decorative printing of a wide variety of textiles. A unique feature of the process is that the softness or "handle," of the cloth is maintained.

OMIT THIS PARAGRAPH
substitute as indicated

Chemical Products—1914

At the beginning of World War I it became impossible to procure from Germany dyes and intermediates required for the manufacture of dry colors. The Company immediately undertook to make these in Chicago.

A complete department was established with an adequate staff of chemists. Much development has taken place in this department and the plant has been greatly extended. Now

many chemicals are produced for use in dry colors and other Sherwin-Williams Products. Also a very large tonnage is supplied to other consumers.

~~The Company now manufactures a very substantial proportion of the country's requirements of the following chemicals and many others. Over 75 of such intermediates are being regularly produced, the most important of which are:~~

OMIT THESE LINES

~~*Acetanilide*—An intermediate for the production of dry colors, sulfa drugs and other pharmaceuticals.~~

ADD - for paints, dry colors, drugs, rubber, petroleum and explosive industries.

~~*Beta Naphthol*—A component of many important pigments. Also used extensively in preparation of antioxidants for use in synthetic rubber manufacture.~~

~~*Beta Oxy Naphthoic Acid*
Mono Sulfonic Acid
Meta Nitro Para Toluidine
Dichlor Benzidine Sulphate
Tobias Acid
Fuchsine and Alkali Blue~~

Intermediates used in the manufacture of many fine dry colors.

OMIT

ALL

~~*Para Phenylene Diamine*—Used as a fur dye and as an intermediate in the manufacture of some chemicals which are used extensively in the production of synthetic rubber.~~

THESE

~~*Para Cresol*—Used extensively in the manufacture of additive compounds to impart special properties in lubricating oils.~~

PARAGRAPHS

~~*Dibutyl Phthalate*—An important plasticizer used in lacquer and other coatings, and used extensively in the production of explosives.~~

~~*Phthalic Anhydride*—Rapidly becoming a major component in the manufacture of varnishes.~~

—(107)—

Synthetic Resins—1929

The Company's research in Synthetic Resins was begun in Cleveland in 1928. Actual manufacture was first undertaken in Cleveland in a pilot plant in 1929. Research was transferred to Chicago in 1936 and production of synthetic varnishes is now carried on in practically all paint and varnish plants.

OMIT ENTIRE
PARAGRAPH

Prior to the use of Synthetic Resins, varnishes were made from natural resin cooked with a drying oil and reduced with turpentine or other thinner. Due to the lack of uniformity of natural material, many difficulties were encountered and raw material supplies were definitely limited.

A very wide variety of Synthetic Resins, marvelous chemical compounds, have now been developed to produce varnishes far surpassing the former oleoresinous type in quality, adaptability and durability. Such Synthetic Resins lend themselves to mass production of varnishes that have performance characteristics undreamed of formerly. These Synthetic Varnishes have kept up with the rapidly advancing pace of the Industry.

The use of the name KEM on many products is a direct evolution of the Company's development of synthetic resins. It designates chemically evolved material.

Linseed Oil—1902

To provide the large volume of this important oil used in S-W products, a plant was established in Cleveland in 1902. The oil is crushed from flax seed in hydraulic presses and ~~is~~ ^{is} ~~then~~ ^{then} ~~is~~ ^{is} ~~crushed~~ ^{crushed} ~~in a~~ ^{in a} ~~solvent~~ ^{solvent} ~~plant~~ ^{plant} using a solvent to extract oil from flax seed ~~soya, castor or other beans and seeds, has~~ ^{recently been installed.} ~~Some linseed oil in the raw state is treated and refined to give~~ ^{OMIT THESE TWO} ~~a variety of requirements.~~ ^{LINES}

(44)

combine with page 21 and 22

Dehydrated Castor Oil—1939

The difficulties encountered in procuring Tung Nut Oil from China because of Chinese-Japanese war troubles caused American varnish manufacturers to develop a substitute. It was found that Castor Oil could be treated resulting in an oil which in some respects is superior to Tung Oil.

The Sherwin-Williams Co. contributed much to this development and since 1939 a very efficient plant has been operating in Cleveland.

Combine as one paragraph

Linseed Meal Cattle Feed: 1902

As a by-product from the crushing of flax seed, the Company is a large producer of Linseed Meal, a very much used cattle feed. Recently, a special dairy concentrate is being marketed for mixing with home-grown grains.

omit last sentence

change year to 1936

Sulphate Wood Turpentine—1936

To supply turpentine to the Company's many branches for sale to painters and to the factories for use in S-W products, the production of turpentine was undertaken in 1936 in Chicago. Crude wood sulphate turpentine resulting from paper-making processes is carefully refined into a very high quality of solvent.

1936

Tin Cans—1874

change year to 1874

1874

The manufacture of tin cans was started in a small plant at Cleveland in 1874. Realizing the consumers desire to reclose a can to protect the contents for future use, a patent was obtained on a special design in 1877. The Tin Can Department grew rapidly and in 1921 the manufacture was transferred to Chicago to a greatly expanded up-to-date plant of great capacity. Shortage of tin plate during World War II. brought about the manufacture of very satisfactory cans with a fibre body. A plant is now being established for the manufacture of lithographed cans. Annual capacity of the department now 125,000,000 cans. Today daily capacity of the plant in Chicago is over 500,000 plain and lithographed packages

New copy

RESEARCH, DEVELOPMENT AND CONTROL

About ²two hundred and fifty trained chemists and an almost equal number of trained laboratory and field technicians are constantly employed in the testing of raw materials, controlling manufacturing processes, the performance of all formulas and the development of new products. All factory operations are under strict control by experts to insure that finished products comply fully with Sherwin-Williams standards.

This work results in many new products and better methods, thus maintaining the leading position Sherwin-Williams Products occupy. Each product is designed to be the highest quality for the use intended and is offered to give the consumer the very best value and satisfaction for the individual requirement.

Special laboratories are devoting research to paint, varnish, synthetic resins, oils, dry colors and chemical products.

* The laboratories are constantly experimenting with new raw materials as they appear on the market. New equipment and manufacturing processes are thoroughly investigated. Extensive exposure tests of finished products are carried on in the field at testing stations in Florida and at other points.

New requirements are constantly revealed by sales representatives and such problems are immediately referred to the laboratories for solution.

* Fellowships and scholarships are maintained in several colleges.

Page 23

ADVERTISING

From the beginning of the Company every effort has been made to present S-W Products to the public with comprehensive, truthful advertising. Each product is illustrated with attractive display signs, color cards, and literature describing its use.

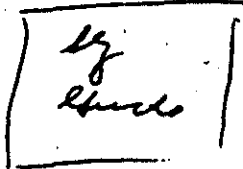
Roadway signs, newspaper, magazines, moving pictures, and radio are used to the fullest extent to keep the S-W name before the public.

An outstanding feature is the Paint and Color Style Guide.

First issued in 1940. The Style Guide embodies a method entirely new in the industry showing Kodachrome pictures of finished painted exteriors or interiors of homes.

First Color Card
1873

These pictures give the home owner a much better comprehension of the results to be obtained than is possible from a small color chip. Up to 1952 there have been four issues of the Style Guide including 225,000 copies. Also, there have been three issues of the Style Guide Companion starting in 1950, a total of 55,000 copies.



Companion

Style Guide

*Insert
New Color Paint
electrotype*

five

OMIT ENTIRE PAGE

RECREATIONAL ACTIVITIES

SHERWIN-WILLIAMS has always given encouragement to those recreational activities that develop spontaneously as employees extend associations into leisure time.

It is a point of pride with the Company that although it has grown into a large national concern that its interest in employee activities has not drifted into passive policy. It is recognized that the people who belong to the organization contribute something in the aggregate to the life and success of the business. The sense of team work, which is as vital and necessary as making good products and selling them at fair prices, develops best when employees know each other as friends and companions.

In sympathetic environment, therefore, the activities employees undertake with company sponsorship are very comprehensive. Many executives who have come to top management responsibilities owe their success at least in part to these leisure time pursuits. These activities have made it possible for young men to have the benefit of learning by association with leaders in recreation as well as on the job. Individual advancement through study of business problems is a regular program for young executives.

Clubs abound in the Company and at every point of employment there is some choice of leisure time programs. A partial list of Sherwin-Williams Clubs given below is included to show the national scope and the diversity of interests.

CLEVELAND

Brighten-Up Girls
Fellowship Club
Foremen's Club
Mixed Chorus
Men's Bowling
Women's Bowling

CHICAGO

Will-Sher-Win Club
Junior-Senior Club
Production Club

Junior Prod. Club
Technical Society
Choral Society
Men's Bowling
Women's Bowling
Industrial Softball
Inter-dept. Softball
25-Year Club

NEWARK

Cover-the-Earth
Glee

25-Year Club

Baseball
Men's Bowling
Women's Bowling

There are Bowling

Leagues at:

Bound Brook,
New Jersey
Los Angeles, Calif.
Coffeyville, Kansas
Dallas, Texas

PRINTING AND SAMPLING DEPARTMENT

From the very beginning of the business it was felt that printing and the making of sample cards and literature could be most satisfactorily controlled in a Company-owned plant.

Beginning in a small way in a little room 10 x 12 feet, Bob Joiner was compositor and pressman assisted by Tom Symes, printer's devil. They had three or four small fonts of type and a rickety foot power press. Before very long two Gordon presses were bought and by 1876 it took six men and a boy to handle the work.

And so the department grew rapidly. Much of the early literature issued was very creditable and surpassed that of competitors in the industry.

In 1951 the whole printing and sampling department was moved to much larger quarters in North Olmsted. This plant occupies 70,000 feet of floor space; 18 modern high-speed presses, supplemented by cutting machines and other equipment. The printing of sample sheets is done by roller-coating and spraying to the extent of approximately 400,000,000 color chips for 16,000,000 color cards per year. Approaching 100,000,000 labels are produced each year. All this work is handled by a staff of approximately 250 people.

PEOPLE MAKE PAINT - The biggest single factor in the growth of a company is not its plants, warehouses, or laboratories. It is, and always will be, its men and women. Sherwin-Williams' reputation for quality and service, as well as its pre-eminent position in the paint industry, is the result of over 86 years of tireless effort expended by our employees.

In a company as large as Sherwin-Williams, it may be difficult to visualize readily why your job is especially important and how it is related to the thousands of other jobs in the company; but it is the combined efforts of thousands of employees responsible for research, manufacturing, warehousing, and selling of our products—for the thousands of related activities that make possible a smooth-working, successful operation.

Genuine pride in a job—in products they helped make—in their company—and the things their company stood for, developed an enthusiasm or spirit which made Sherwin-Williams what it is today. Progress and success of a company is founded on this spirit in the hearts of men and women. It makes not only the company successful, but, more important, it offers opportunity and success to individual employees.

Just because Sherwin-Williams is big doesn't mean that an employee will get lost in it. Fortunately, most factory, office, and sales units are small enough so that you and your job are given careful individual attention and consideration.

PUBLIC RESPONSIBILITY - You, as an employee, have probably already found that to your friends and neighbors you are Sherwin-Williams. Whether you are a factory worker, a supervisor, a junior office clerk, a department head, a sales representative or a manager, your job is important and your duties are a vital part of the organization.

Paint consumers are always seeking advice and helpful suggestions. If you are not sure you know the answer to an inquiry, don't hesitate to say, "I don't know, but I will find out and let you know". For answers to such questions consult your supervisor or refer the individual to the nearest Sherwin-Williams' dealer or branch.

Creating and maintaining customer-goodwill is a responsibility none of us can evade—on or off the job. There is a lot of personal satisfaction in the fact that people we know regard each of us as a source of all information regarding Sherwin-Williams and all Sherwin-Williams' products. After all, the final object is a satisfied consumer. If the consumer is not satisfied we cannot have a happy, contented family of employees.

OPPORTUNITY - Sherwin-Williams is growing and branching out into new fields. This, plus the constant flow of personnel changes, advancements, and retirements opens new opportunities for those willing and competent to take advantage of them.

We believe in progressive advancement of capable employees who look upon Sherwin-Williams as a career. There are, in the organization here, many younger men of great promise who are carrying the brunt of the active work. Throughout the entire organization—Sherwin-Williams Co. and Affiliated Companies—there are over 1,000 managerial and supervisory positions. Vacancies frequently arise and new positions are being constantly created. These openings are usually filled by promoting younger members of the staff to these broader opportunities. Most of the officials have risen from the ranks to their present high positions in this way. Only rarely does an outsider join the organization in one of the higher

positions. This is when some special skill or knowledge is required beyond that possessed by some available member of the staff. There is every opportunity for any deserving young person of average intelligence to rise to a high position in the organization by application and study encouraged by devotion to duty. To those who are industrious and have ability the Company offers opportunity and advancement.

By fulfilling the requirements and obligations of your present position, you show ~~manifesting~~ that you probably have what it takes for a better job. The employee who advances in the organization is usually the employee who not only does his own assignment well, but has taken an active interest in the work of others in the rest of his department and in the Company as a whole.

SECURITY - "A Company is Known by the Men it Keeps." An important value placed on any job is the security it offers. Every job has some risk and ~~lack of security~~, but the jobs valued highest are with those companies who through the years have proven that their jobs have security—continuous employment in good times and bad.

Continuous employment, however, is closely linked with the rise and fall in business volume. If business fluctuates materially there must necessarily be some fluctuation in the number of employees.

The Sherwin-Williams Co., and the Affiliated Companies, have now over 14,000 employees. Since the beginning and up to December 31, 1950, 1,751 men and women have served for 25 years. 1,251 of these are still active in the business. 57 have served for 50 years — of whom 10 are still active. 63

1,435

15,500

2,377

(38)

Revised
1952

This long service record is tangible evidence of the cordial relations ~~existing~~ existing between the Company and the employees since the beginning. On reaching 25 years of service with the Company each employee receives a fine gold watch and a long-service certificate as a token of the Company's appreciation. Practically all of the officers and men in highest positions have worked up from the bottom and thus, the business is guided by long experience.

COMPENSATION - Sherwin-Williams pays wages and salaries that are in line with comparable types of work in other companies of the same type, where you might work if you were not with Sherwin-Williams. This is good business because it insures that we will continue to attract high-grade employees.

The amount of your pay check, as you know, is not the full amount of your pay. Part of your earnings have been deducted and set aside on your behalf. These deductions are made either by Government requirement or at your request for specific purposes.

Additional compensation you receive is in the form of the many benefits paid for by Sherwin-Williams. The Company makes substantial payments over and above your pay check to maintain these benefit plans for you. A general description of these plans follows:

LIFE INSURANCE - All employees after three months' service with Sherwin-Williams are covered by a Group Life Insurance Policy in the amount of \$1,500. The cost of this plan is borne entirely by Sherwin-Williams. This policy also may be purchased by employees at very low rates. This program has been explained more fully in a separate booklet.

RETIREMENT PLAN - This plan provides for normal retirement at age 65 or earlier under certain conditions. Benefits are payable for life. This plan supplements the Federal Social Security program. The cost is borne entirely by The Sherwin-Williams Co., all employees being covered without contribution. A separate booklet is available explaining the plan in detail.

HOSPITALIZATION AND MEDICAL SERVICE - Where employee groups are large enough and sufficiently interested, Sherwin-Williams has made available through payroll deduction Group Hospital and Medical Service.

HEALTH AND SAFETY - Sherwin-Williams over the years has constantly improved working conditions in an effort to reduce health and safety hazards. Every job in Sherwin-Williams is safe-guarded in every reasonable way, but your personal care and effort is necessary to prevent mishaps and possible accidents.

CAFETERIAS - Where size of employee groups permits cafeteria facilities are maintained. These are subsidized by the Company and provide good wholesome food economically.

EMPLOYEE PURCHASES - Employees may purchase for their own use any Sherwin-Williams products and sundry items sold by Company branches, at prices substantially below retail.

CREDIT UNIONS - Under the control of Federal or State Laws, many units of Sherwin-Williams' employees belong to credit unions. These are actually banks, providing a safe organization in which to save money and a convenient source for loans.

Combine this page with preceding ones

VACATIONS - Sherwin-Williams years ago set up a vacation plan insisting that employees take vacation time off with pay. After one year of service an employee is eligible for one week vacation with pay. This increases with additional service to three weeks' vacation with pay.

EMPLOYEES' ACTIVITIES - Sherwin-Williams is very glad to assist in athletic or social activities promoting employee health and recreation and a spirit of good sportsmanship.

DISABILITY BENEFIT PLANS - For regular permanent full time factory employees and the hourly payroll, a method is in force to compensate employees with liberal benefits during illness.

THE STORY OF THE MEN OF SHERWIN-WILLIAMS

This fascinating story should inspire those coming into the organization that here is a company founded and carried forward by men who began early and made full use of the opportunities for service and recognition offered.

Correct as indicated

add letter T

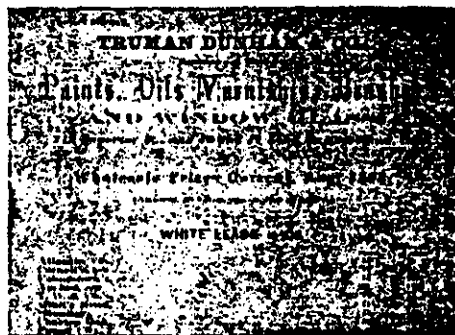
THE Sherwin-Williams Co. was started in 1866 when Henry A. Sherwin, then a young man 24 years old, joined Truman Dunham and G. O. Griswold in partnership under the name of Truman Dunham & Company. They sold white lead, linseed oil, turpentine, varnishes, colors, glass, brushes and painters' supplies. (Glass was bought from Day Williams & Co. of Kent, Ohio). In 1869 Mr. A. T. Osborn was admitted into the partnership.

insert at : invested his savings of \$2,000 joining



H. A. SHERWIN
1866

The original of this Truman Dunham Co. price list is in the Historical Collection. Note Sherwin's and Dunham's names.



MAKE BETTER CUT

Truman Dunham & Co.'s business progressed satisfactorily, but in 1870 Mr. Dunham and Mr. Griswold became especially interested in the manufacture of linseed oil. Mr. Sherwin felt that the manufacture of paint offered broader opportunities for success and it was decided to dissolve the partnership. Mr. Dunham and Mr. Griswold taking the oil business, Mr. Sherwin and Mr. Osborn the paint department.

(10)
39

some time, Mr. E. P. Williams concluded that the Day, Williams & Co. glass business could not provide sufficiently for his future, so he disposed of his share of the company.

Having known each other favorably, Mr. Sherwin and Mr. Williams got together and in February, 1870 formed the copartnership Sherwin-Williams & Co. to manufacture and sell paints.

Dissolution

Copartnership

Mr. Sherwin had the idea that he personally must know all about the products offered. To quote his own words: of 1916: "I kept in mind the homely motto, 'What is worth doing, is worth doing well.' I began by establishing a thorough office system. Then, in order to learn all I could about the goods and at the same time systematize the care and arrangement of them, I frequently put on old clothes and worked like a porter. I opened packages and examined their contents, found what they were for and how used, compared costs, and evenings studied all the books and catalogs I could find which in any way referred to these materials. While doing these things, I was training our employees in system, good order, and cleanliness everywhere about the establishment."

B2

DISSOLUTION.

The partnership heretofore existing under the name of Thomas
 Williams & Co., is this day dissolved by mutual consent. The busi-
 ness of the late firm will be settled by their successors Messrs.
 Sherwin, Williams & Co.

G. C. GREENWICH,
 THE MAN IN THE MIDDLE,
 H. A. SHERWIN,
 A. T. GREENWICH

Cleveland, February 2nd, 1870

not been cut

At the same time, Mr. E. P. Williams concluded that the
 Day, Williams & Co. glass business could not provide sufficient
 scope for his future so he disposed of his share of the company
 and returned to Cleveland.

Having known each other favorably, Mr. Sherwin and Mr.
 Williams got together and in February, 1870, forming the Co-
 partnership, Sherwin-Williams & Co. to manufacture and sell
 paints at 118 Superior Street. From this modest beginning has
 grown a remarkable chain of 558 branches—of which the fol-
 lowing one is a good illustration. 890

7500 1/2
verify number of
branches
for now

In 1870 Mr. S. P. Fenn was engaged as bookkeeper and in
 1880 was admitted into the partnership. This close friendship
 and cooperation of the three founders of the business continued
 as long as they lived.

COPARTNERSHIP.

The undersigned have formed a partnership under the firm name
 of Sherwin, Williams & Co., who do successors to Messrs. Thomas
 Williams & Co., will continue the business of manufacturing and selling
 White Lead, Zinc, Oil, Colors, Varnishes, and Window Glass, at
 the old stand No. 118 Superior Street and New, No. 10 and 12 Long
 Street.

H. A. SHERWIN,
 E. P. WILLIAMS,
 A. T. GREENWICH

Cleveland, February 2nd, 1870

not been cut

Review order on per
type copy

(48)

2

Photo first store

1866, Sherwin-Williams & Co. first
store at 118 Superior Street,
Cleveland

75
80 The first place of business was the modest store at 118
Superior Street. At this location they continued to sell
the paint materials as offered by Truman Dunham & Company.
From this modest beginning has grown the remarkable chain
of 550 branches of which the following is a good illustration.

photo modern branch

750
One of the present 550 branches of
Sherwin-Williams and Affiliated
Companies.

(3)
3



HENRY ALDEN SHERWIN

Born in Baltimore, Vermont on September 27, 1842. Educated in public schools and at the age of 12 started work in a general store. In 1860 he came to Cleveland where his first position was a wrap boy in a dry goods firm of which he later became cashier. Next, he joined a wholesale grocery firm where he became a partner.

July, 1866—Joined Treman Dunham in partnership selling Paint, Oil, Glass, Painters Supplies. Partnership dissolved 1870.

January, 1870—Mr. Sherwin was joined by E. P. Williams in partnership under the name of Sherwin-Williams & Co.

July 14, 1884—Incorporated as The Sherwin-Williams Co.

1884 to 1909—President of The Sherwin-Williams Co.

1909—Chairman of the Board of Directors.

June 26, 1916—Mr. Sherwin died.

Mr. Sherwin was the President and active head until 1909 when he became Chairman of the Board of Directors. He had rare business judgment, was very thorough and so far-seeing in the establishment of the Company policies that the principles laid down by the founders are still guiding the business.

INSERT NEW PARAGRAPH AT BOTTOM OF PAGE IN THIS SPACE

It is up to young men now in the organization to carry on this good work started by Mr. Sherwin and continued by so many fine men in the office and factory since then. The true course set by him and followed all these years will surely keep The Sherwin-Williams Co. in a leading position in the Paint, Varnish and Lacquer Industry.

insert at : was very fair
and just to all employees

substitute word of

insert at : sales
" " : staff

New paragraph: By following these policies the Company attained the position of undisputed leader of the industry. With this goes a great responsibility. All products are honestly represented and the Sherwin-Williams name indicates the highest degree of quality and dependability. Every effort is made to package the products in convenient containers and to place them where the public can procure them most readily.



EDWARD PORTER WILLIAMS

Born in Cleveland, May 10, 1843.
1864—Graduated Western Reserve University with Phi Beta
Kappa honors. Enlisted in Union Army 85th Ohio
Volunteers.
1866—Embarked in glass manufacturing business called
Day, Williams & Co. at Kent, Ohio.
1870—Sold out his interest and joined Henry A. Sherwin
in the Sherwin Williams & Co. partnership.
1870 to 1903—Vice President of The Sherwin-Williams
Co. until his death May 4, 1908.

CHANGE

Mr. Williams was Vice President; a man of a fine personality. He worked very closely with the factory men, always particularly interested in production and in the operation of the plants. He gave much attention to the sales of the Company's products—particularly to the railways. When the business was smaller, he was always very close to the workers in the ranks, working here and there in the office, in the factory, doing the purchasing, selling goods and always lending a hand. He was very much respected by all of the staff and was always regarded as a true friend and wise counsellor.

OMIT THIS PARA-
GRAPH

NEW COPY BELOW

(36)

NEW COPY

Mr. Williams was Vice President. He possessed many rare and lovable qualities. He was forceful and enthusiastic in everything he undertook in business. He was congenial and lovable as a friend.

He worked very closely with the factory men, always particularly interested in production and in the operation of the plants. When the business was smaller he was very close to the workers in the ranks. He worked here and there in the office or factory also, doing the purchasing, selling goods, and always lending a hand. He was very much liked by all the workmen and was always regarded as a true friend and wise counselor.

He gave much attention to the sales, particularly to the railways. He was a good mixer and the type who always exerted a good and wholesome influence on those who were fortunate enough to meet him.



SORENO PECK FENN

Born in Tallmadge, Ohio, April 25, 1844.
 1862—Attended Hamilton Business College, Cleveland.
 1864—Enlisted in Union Army 164th Ohio Infantry. Clerk
 U. S. Pension Bureau, Cleveland.
 1865 to 1870—Clerk Big Four Railway freight office.
 1870—Employed as bookkeeper of Sherwin-Williams & Co.
 1880—Admitted to partnership becoming Treasurer.
 1903 to 1927—Vice President of The Sherwin-Williams Co.
 1895 to 1917—President Cleveland Y.M.C.A. Especially
 interested in education. Fenn College named after him.
 1865 to 1927—Active member of Old Stone Church. Gen-
 erous donor to civic and religious organizations.
 1927—Mr. Fenn died January 2, 1927.

OMIT hyphen

Mr. Fenn was the Treasurer, later becoming Vice President. More than any other one person, he was responsible for the sound financial policy and accounting methods of the Company.

ADD HERE:

Peace and quiet reigned in those early days. There were no type-writers (mechanical or feminine), no telephones, no tabulating machines or other mechanical devices to disturb the quiet. ~~Letters were written in long hand—usually with quill pens. Copies were made on tissue paper in a letter press by the strong-armed office boy.~~ The entire staff consisted of 12 men and boys. Now the entire staff includes 14,000 men and women.

OMIT THESE LINES

In 1870 Mr. Fenn was engaged as bookkeeper and in 1880 became a partner. This close cooperation of the three founders of the business continued as long as they lived.



Entire Office Staff—1873
 Mr. Fenn is No. 1

\$45,000

Starting with a capital of ~~45,000~~ in 1870, the Corporation has grown to now have a capital and surplus of over \$80,000,000. The volume of business now transacted is more than ~~600~~ times as great as it was the first year.

Change money

CHANGE to 800

800

Change to:

86

This growth has been due to a continuity of good management. In the ~~25~~ years since the beginning, the Company has had only four presidents—Mr. Sherwin, Mr. Cottingham, Mr. Martin each holding the office for about 25 years and now Mr. Steudel as President is guiding the business ~~during the early period of the first quarter of the first century~~. The success of the business has been based upon the sound principles started by the founders and continued in the work of many capable individuals in the office, sales department and factory ~~since~~ that time.

Omit

ADD

From the beginning it has been the fundamental policy of the Company to carefully select men and women for each individual job and to see that the duties of each position are thoroughly understood. Then to allow the individual to work out these duties in his own way with full responsibility for the results. Innumerable successful men and women have risen to high positions through making the most of their opportunities. Merit has been the only requirement for advancement. Application, willingness to learn and hard work have invariably brought success. The field is unlimited to those who apply themselves fully.

ADD

Practically all positions of importance in the Company today are held by men who worked their way up from the bottom by applying themselves to their duties. This policy has brought together an organization of men and women of the highest caliber and anyone is fortunate to become associated with such people. These conditions have brought about a fine spirit among all and many close and lasting friendships have resulted.

c

—(52)—
39

Add photo captions:

1873 - First Plant
Cleveland. Between
Cuyahoga River and
Ohio Canal



Present Cleveland
Plant occupies the
same site.

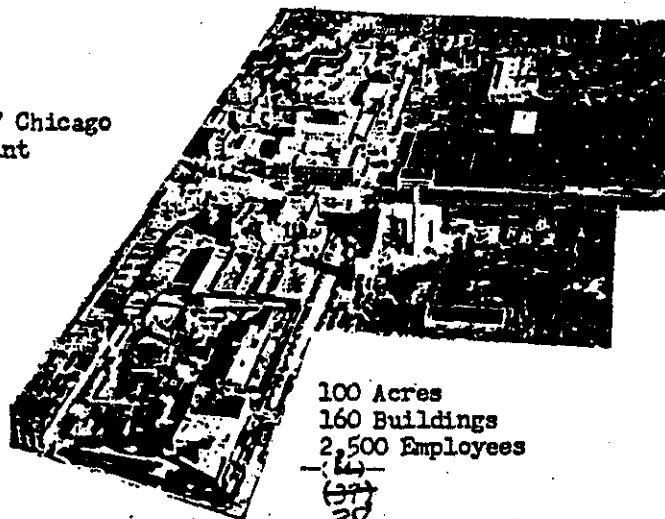
Change name

Sherwin-Williams Co. entered into the manufacture of paint in 1873 when an old cooper shop on the site of the present Cleveland Plant was bought from the Standard Oil Company. A small engine and boiler and one second-hand stone mill, a putty chaser and mixer were installed. From this modest start, plowing back into the business much of the earnings, the plants have grown until now there are 32 factories in North and South America with over 700 buildings, equipped with the most modern paint, varnish, lacquer and chemical-making machinery.

38

Add photo captions:

1947 Chicago
Plant



100 Acres
160 Buildings
2,500 Employees

(37)
38

all photo taken

ADD: from 83 formulas

In the first year of operation, this little plant in Cleveland produced 450,000 lbs. of oil paste paint equivalent to about 35,000 gallons. The combined capacity of the Company's many paint factories can now turn out this much paint in about an hour and a half. At the same time, auxiliary plants are producing the primary raw materials and packages required for this amount of finished product.

change word to equal

Mr. Sherwin was the active manager of the business until 1898 at which time the Company had grown to be a national concern doing a volume of business four times as much as when started. In 1898 feeling the need to relieve himself of some of the details, he appointed Mr. Walter H. Cottingham as general manager. Mr. Sherwin continued as President until 1909 when he became Chairman of the Board of Directors.

Mr. Cottingham had proven his ability to handle large affairs through the success of the Canadian business since 1895. His business career started in 1881 at the age of 15 when he became a clerk in a hardware store in Peterboro, Ontario. In 1887 he started in business for himself in Montreal selling paints, varnishes, colors and painters' supplies. In 1892 he obtained the agency for Sherwin-Williams Products in Canada and in 1895 induced Mr. Sherwin to establish a Sherwin-Williams factory in Montreal.

Mr. Cottingham was a great builder, and building on the sound foundation laid down by the Sherwin-Williams founders, he established many additional paint plants and factories for the production of auxiliary materials such as linseed oil, white lead, leaded zinc, lithopone, chemical products. He developed very wide distributing facilities, establishing warehouses throughout the entire country. This expansion is recorded in the chronological history appearing on following pages.

Add at dry colors,

-(48)-

(38)

37



WALTER HORACE COTTINGHAM

Born in Ormstown, Ontario, January 8, 1886.
1881—Clerk in hardware store, Peterboro, Ontario.
1883—Clerk in James H. Douglas Co. Hardware and Paint Dealer, Montreal.
1887—Started paint store at 56 St. Peter St., Montreal.
1892—Acquired Canadian Agency for Sherwin-Williams Products.
1895—Organized The Walter H. Cottingham Company, Ltd. to manufacture Sherwin-Williams Paints in Canada.
1897—Merged with Sherwin-Williams Co.
1898—Came to Cleveland as General Manager of The Sherwin-Williams Co.
1903—Appointed Vice-President and General Manager. Great expansion program followed.
1906—Bought business of Lewis Berger & Sons, London, England.
1909 to 1922—President of The Sherwin-Williams Co. Business expanded 25 times (former size).
1916—Became Chairman of the Board of Directors.
1922—Retired to England to follow up British, Australian, New Zealand and Canadian business.
1930—Died March 12 at his residence, Westley Hall in England.

ADD

1922—Retired to England to follow up British, Australian, New Zealand and Canadian business. **continuing as President.**

ADD

Mr. Cottingham was an inspiring leader, a great organizer and administrator of the business, keeping in close touch with all details. He was a magnificent and dynamic speaker and a very good writer. The "Code of Principles" and many messages through the Company's magazine expressed many good thoughts in clear, forceful language.

He was very interested in good advertising and initiated many successful sales campaigns. As a sales leader he was second to none. During the 25 years of his active management the Company became integrated through the manufacture of many basic raw materials. Under his active management the business grew to be 25 times as great as when he took it up. He became President in 1909, also assumed the office of Chairman of the Board of Directors in 1916 and retired to England in 1922, Mr. George A. Martin succeeding him as President.

—(44)—

40



GEORGE ABRAHAM MARTIN

Born in Montello, Wisc., November 7, 1866.
1877—First job as messenger in Chicago stockyards.
1880-7—With Union Brass Manufacturing Company selling railway car trimmings.
1887-88—Operated own paint business manufacturing and selling railway paints.
1890—Joined The Sherwin-Williams Co. Became superintendent Cokeset Paint Company, Chicago.
1894-1904—Manager Western District, also Manager Trade Sales Dept. from 1901.
1904-15—Manager Auxiliaries, Linseed Oil, Lead, Leaded Zinc, Chemical Products, Synthetic Resin, etc.
1916—Vice President, also General Manager from 1921.
1922-44—President. Established South American factories and many increases and improvements in plants. Business under his management grew to be three times its former size. Sponsored Metropolitan Auditions of the Air program for 10 years from 1936.

1944-44—Became Chairman of Board of Directors. Cited by Cleveland Chamber of Commerce as most distinguished citizen in the City of Cleveland, April, 1941.
Died November 1, 1944, Cleveland.

correct city to Montello

Mr. Martin's business career began in 1877 at the age of 12 when he was employed as messenger in the Chicago stockyards. From 1880 to 1887 he was occupied in selling railway car trims for the Union Brass Manufacturing Company, Chicago. At that time he became interested in paint manufacture and for the next three years he was in business for himself, manufacturing paints—particularly for railway use. He sold this business, coming to The Sherwin-Williams Co. in 1890 as Superintendent of the Chicago Plant.

In 1898 he was made Manager of the Western District and in 1901 also assumed the office of General Trade Sales Manager of the entire business with headquarters at Cleveland. In 1905 he became Manager of the Auxiliary Department manufacturing linseed oil, leaded zinc and other products. He was appointed Vice President in 1916 and in 1921 became General Manager of the Company and President in 1922.

—(44)—
(44)

Change word to
Affiliated

The rapid growth of the business continued as Mr. Martin gave particular attention to manufacturing facilities including plants established in South America. He was very active and traveled something over 400,000 miles by plane. He brought into the organization the Subsidiary Companies. He was the active Manager until 1940 when he became Chairman of the Board of Directors. During his administration, the business grew to be three times as great as when he took it up.

Omit of the. ADD present

He was a great leader, a very good judge of men and many of the top-flight officials were his personal appointments. His policies were progressive, his accomplishments tremendous. For years he was considered the dean of the paint industry.

change doubled to trebled

In 1940 Mr. Arthur W. Steudel became President. His connection with The Sherwin-Williams Co. dates from 1908 when he was employed as an office boy in the Cleveland office of the North Central District. He advanced rapidly and in 1916 became manager of sales of dry colors and chemicals at Chicago, later being transferred to Cleveland in 1917 and New York in 1918 in this same capacity. Returning to Cleveland in 1923 as Assistant to the President, he became a Vice President of the Company in 1930 and a Director in 1936. Mr. Steudel has always been especially interested in extending the distributing facilities and in the introduction of new products. Since he became President in 1940, the business has more than doubled, until the present volume is more than 600 times greater than in 1866 when Mr. Sherwin started it.

change 600 to 800

-(52)-
42

Please list the paragraphs on NEW pages 42 and 43 in the order of the numbers given in front of the paragraphs on the left side.

Many other men in the management, factory and sales staff have contributed greatly to the growth of the business—the most outstanding of whom are:

No. 1.

Mr. H. D. Whittlesey who has contributed more to the development of salesmen and sales leadership than any other one in the sales organization. He joined the Company in Cleveland in 1887 as an order clerk at the age of 16. Advancing rapidly, he became manager of the Atlantic Coast District in 1900. He was called back to Cleveland in 1917 as Managing Director of Sales—became a Vice President and Director in 1919. He continued to be active in sales management until 1936 when he was made First Vice President and Executive for the Subsidiary Companies. Though he retired from active service in November, 1947, he is still a Vice President and a Director of the Company, and holds the record for the longest term of continuous service.

omit words who has

change Subsidiary to
capital V Affiliated
omit

Very prominent among the many sales representatives was Mr. W. B. Albright. Employed as a salesman in 1885 he made a good record, introducing S-W products to dealers in Indiana and Michigan. He almost lost his life on a burning steamer out of Traverse City, Michigan in June, 1887. After spending some hours in the icy waters of Lake Michigan he was at last rescued and after a few days in the hospital was back on the job. Later, he was sent to New York to represent the Company as railway representative in the East. In 1894 he became a Director of the Company and continued in this capacity, handling an enormous volume of railway sales until his passing in 1925.

omit this paragraph

42 3

OMIT ENTIRE PAGE

Mr. J. C. Beardslee came with the Company in 1880 as a clerk in the Cleveland factory office and later became General Superintendent. He served as General Superintendent of Manufacturing from 1886 until 1910. During this time he was responsible for the development of the high quality of paint, varnish and associated products. He continued as a director much interested in manufacturing problems until his passing in 1928.

Also, H. J. Hain contributed much to the manufacturing program over the years. Employed by Mr. Beardslee in 1893 in Cleveland as an office boy in the Shipping Department. He progressed well, showed promise and was sent to Chicago in 1899 to succeed Mr. Martin as superintendent of the Chicago factory. As the manufacture of leaded zinc began in Coffeyville, Kansas, in 1904 he was selected to establish this new undertaking.

In 1910 he was brought back to Cleveland as General Superintendent of all manufacturing to relieve Mr. Beardslee whose impaired health did not permit his continuance of the heavy responsibility of the greatly extended manufacturing program. Mr. Hain was in general charge of the extensive development of the Chemical Products Department begun in Chicago in 1914 and during the years 1917-18 he maintained his office in Chicago.

As manufacturing operations expanded he turned over many features to others, confining his attention to the management of the Auxiliary Departments—his outstanding achievements in this field were the development of Dehydrated Castor Oil in 1939 and the production of fibre cans in 1942. Mr. Hain was elected a Director of the Company in 1925 and a Vice President in 1931; retiring from active service in 1944.

OMIT ENTIRE PAGE

There are many good factory men in supervisory positions today whose experience is about the same as that of John Weber. He was one of the most outstanding examples of a man working his way up from the bottom. As a small boy only 12 years old, John started in the factory, filling cans of First Quality Colors in 1876. He progressed to the jobs of mixing, grinding and shading and in 1890 was put in charge of filling orders, later becoming shipping clerk. In 1895 he took complete charge of all finished stock and the execution and shipping of all orders. This broad responsibility he discharged with great credit to himself and benefit to the Company. As the business grew larger he developed the organization of stockkeepers to handle this important function in all plants.

Given the privilege of retiring in 1926 at the completion of 50 years, he said he didn't want to retire but he just wasn't going to work so hard any more. Later he won the Cottingham Merit Fund Award for the outstanding achievement of disposing of a large surplus stock of a specialty which had not sold as well as expected. He was a very strong character with a stentorian voice which left no question as to his views about any problem. In 1931 he retired to his summer residence in the Adirondack Mountains where he passed away very quietly in 1940 at the age of 76.

Among the present top executives of the Company are many who started in minor positions and worked up through the ranks to their present status as did the following officers.

Mr. M. J. Fortier became a sales representative of The Sherwin-Williams Co. in New Orleans in 1931 after three years in this capacity with John Lucas & Co. Inc. In 1935 he was

~~187~~

made Manager of the New Orleans Division. From this point he progressed very rapidly, becoming Manager of the Mississippi Valley District in 1940.

omit this paragraph

He came to Cleveland in 1942 as Manager of North Central District. During the year 1944 he served as Vice President and General Manager of the Acme White Lead & Color Works in Detroit. He was called back to Cleveland in December, 1944 becoming Vice President and General Manager and a Director of The Sherwin-Williams Co.

omit this paragraph

No. 6

Mr. S. B. Coolidge, a graduate of Yale University, began as a clerk in the Cleveland Linseed Oil Dept. office in 1924. He is now a Vice President and Director of Auxiliaries including lead, linseed oil, leaded zinc, lithopone and tin can departments.

No. 2

Mr. C. M. Lemperly's experience has been in the advertising and sales field. After graduation from Williams College he joined the Company in 1907 in the Advertising Department. He became General Manager of Publicity in 1921 and in 1943 was appointed Vice President and Director of Sales. In 1945 he became a member of the Board of Directors. In 1952 he withdrew from active sales management, devoting his attention entirely to Public Relations.

change words to attending

Add as below

No. 3

Mr. L. H. Schroeder came into the organization as an office boy in 1907 under Mr. Fenn, Treasurer. During his early years of employment, he studied at Cleveland Law School attaining a legal degree and admittance to the Ohio Bar. He enjoyed the closest association with Mr. Fenn, Mr. Cottingham and Mr. Martin and grew up under their direction. This experience and making the most of his opportunities brought about his appointment as Treasurer of the Company in 1922 and his election as a Director in 1926 and as a Vice President in 1943.

-()-

No. 5

Dr. N. E. Van Stone was employed as a chemist in the Chemical Products Department of Chicago in 1917 after graduation from the University of Michigan. He brought together an organization of chemists who developed the manufacture of chemical products. ~~The Company now manufactures a substantial portion of intermediates and dry colors required by the Paint Industry.~~ His activities also include the development of lacquers, synthetic resin and many of the new products which are now being marketed successfully. His present office is Vice President and Director of Special Products.

omit

No. 4

Mr. F. J. Squires entered the Company's employ from high school in 1912 in the Engineering and Construction Department of the Cleveland Plant. He continued his education studying accounting and commercial law at the Y.M.C.A. and Pace School.

Remove hyphen

Except for two years in the military service during World War I he progressed through several departments in Cleveland, becoming Assistant Manager of Credits in 1922. Continuing in this field, he was transferred to Jacksonville, Fla. in 1925 as Credit Manager. In 1929 he became Manager of Credits and Accounting of the Atlantic Coast District which position he held until 1943 when he became Treasurer of the Acme White Lead and Color Works in Detroit.

omit

In November, 1947, he succeeded Mr. T. G. Murphey as Secretary of The Sherwin-Williams Co.

add

The high standing of the Sherwin-Williams management was recognized by the War Department when early in 1941 the Company was drafted to construct and manage a shell-loading plant at Carbondale, Illinois. A group of about 60 S-W

OMIT PARAGRAPH

NEW COPY

No. 7

Mr. B. M. Van Cleve, Vice President and Director of Pigment, Color and Chemical Division was employed March 19, 1919 in the Industrial Sales Department at Newark, N. J. He is a graduate of Princeton University attaining a B.S. degree in 1917. He served as an Ensign in the Navy in World War I. In November, 1919 he became a representative in the P C & C Department, becoming General Manager of the department in 1944. His success in handling this very important division of the business brought him appointment to his present position in December, 1951.

No. 8

Mr. A. H. Burt became a clerk in the Advertising Department in 1912 ~~immediately~~ after graduation from high school. He continued in extension educational courses. He served in ~~successively from Advertising to Sales Promotion, on a Trade Sales territory and later as Central Manager of the Architectural Service Department, Sales Manager of the Cleveland Division for six years, then Manager of Architectural and Printer Sales. In 1936 Mr. Burt was made Executive Manager of Dealer Sales at Headquarters, and in January, 1943 he became~~ General Manager of the entire Trade Sales business of the Company. In November, 1946 he was appointed Regional Director of North Central Region. His creditable handling of this important ~~business~~ brought him the appointment as Director of Sales in June, 1952.

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OMIT ENTIRE PAGE

men headed by Dr. E. E. Ware was organized to erect and operate this plant. The Government invested \$37,000,000 in the project which covered 23,000 acres, 35 square miles. The construction was completed in 12 months. The peak of employment during construction was 15,000 men. To operate the plant at full capacity employed a force of 5,000. During the period of operation, over ten million shells—75 mm to 155 mm, several million anti-tank mines and over a million 500 lb. bombs were loaded. On some days over 100 carloads of ammunition were shipped out. The production record was excellent, on some items attaining the highest degree of efficiency and economy, and the performance of the entire plant was better than average of the industry.

The quality of the product was perfect with not a single proving ground rejection during the entire period of operation. Because of the dependability of the product—shipments were permitted to go direct to the war front omitting the delay of proving ground inspection. In spite of the hazardous nature of the work, in the loading of this immense quantity of ammunition there was no serious accident. This especially reflected great credit on Dr. Ware and the many S-W men who cooperated with him. Operation ceased in August, 1945. Nearly all of these men have returned to employment with the parent company.

During the war a very large proportion of the Company's manufacturing facilities were devoted to military needs. War orders were given the right of way; civilian requirements standing aside. Several of the factories were cited for outstanding performance in executing orders. Many of the technical men cooperated fully with the Government experts in developing specifications of special products.

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OMIT ENTIRE PAGE

From the staff 2,756 men and women entered into military service of whom 25 paid the supreme sacrifice. About 90% were welcomed back into the Company's employ in positions equal to or better than those they left. The Company is very proud of these fine young men and women—many of whom rose to high official positions in the Government service.

The Sherwin-Williams Co., with the Subsidiary Companies, have now over 14,000 employees. Since the beginning and up to December 31, 1947, 1,767 men and women have served for 25 years. 1,111 of these are still active in the business. Fifty-six have served for 50 years—of whom 7 are still active. This long service record is tangible evidence of the cordial relations which have existed between the Company and the staff since the beginning. Practically all of the officers and men in highest positions have worked up from the bottom and thus, the business is guided by long experience.

There are, in the organization, many younger men of great promise who are carrying the brunt of the active work. Throughout the entire organization—Sherwin-Williams and Subsidiary Companies—there are over 1,000 managerial and supervisory positions. Vacancies frequently arise and new positions are being constantly created. These openings are usually filled by promoting younger members of the staff to these broader opportunities. Most of the officials have risen from the ranks to their present high positions in this way. Only rarely does an outsider join the organization in one of the higher positions. This is when some special skill or knowledge is required beyond that possessed by some available member of the staff. There is every opportunity for any deserving young person of average

~~intelligence to rise to a high position in the organization by application and study encouraged by devotion to duty. To those who are industrious and have ability the Company offers opportunity and advancement.~~

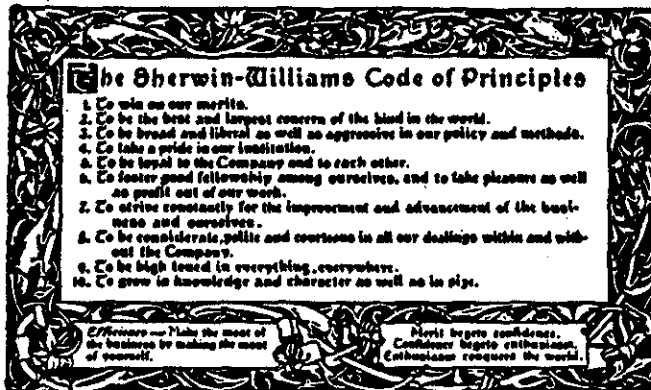
OMIT THIS
PARAGRAPH

The foregoing story of the growth of The Sherwin-Williams Co. illustrates the fine opportunity offered to everyone becoming associated with the Company. There is a field wide open for a successful career to those capable. It offers a scope for all talents and a sure reward for conscientious effort. Progress in the organization is sure to come from close application to duties. There are innumerable examples of men in high positions because they ~~did the best they could in their regular duties and prepared themselves for the opportunities that are constantly opening up for higher positions.~~ made the most of the opportunities offered.

~~omit as indicated~~

insert at ^: ability and

change as indicated



FOREWORD

This Booklet has been prepared to inform the staff of the policies, products, facilities and the history of The Sherwin-Williams Co.

Mr. Sieplain, the author, has been recording facts gleaned from his experience of over 60 years of active service at Headquarters and in charge of plants at Montreal, Chicago and our associate, the Lewis Berger and Sons, Ltd. of London, England. He was employed by Mr. Sherwin and personally worked with the founders Mr. Sherwin, Mr. Williams and Mr. Pean and others who followed them in guiding the business. He has seen the Company grow from one small paint factory in Cleveland, and another in Chicago, to the present far-flung organization.

Since the 50th Anniversary Convention in 1916, he has been, among many other duties, in charge of the Historical Collection at Headquarters and has been collecting data about the Company and its products. This Historical Collection is open to all members of the staff and visitors at all times and is well worth a visit.

The products, history, and development of The Sherwin-Williams Co. covers such a broad field that this booklet serves only as a comprehensive reference index of the Company's activities. Experts on all subjects have been fully consulted in compiling it.

This booklet will enable the staff to talk in a well-informed way about the Company and its products. Such person-to-person, first-hand direct answer to questions is the best possible way of representing the Company and winning friends for it. Accurate information is the basis of good public relations.

We commend this booklet to the careful reading and close study of all members of the staff and suggest that it be kept as a book of reference.

A. W. Staudel
President

THE SHERWIN-WILLIAMS CO.

The Sherwin-Williams Co. was started in 1866 when Henry A. Sherwin entered the paint business in Cleveland. It is now the World's largest manufacturer of Paints, Varnishes, Lacquers and Associated Products. This position has been attained and held for many years through ...

Superior Quality and dependability of product
Giving best value to the customer
New and improved products
Productive and truthful advertising
Efficient merchandising

EXECUTIVE HEADQUARTERS OFFICES:

Midland Building, Cleveland, Ohio

REGIONAL OFFICES

Cleveland, Ohio	Oakland, Calif.
Chicago, Ill.	Kansas City, Mo.
Newark, N. J.	Dallas, Texas
Philadelphia, Pa.	Atlanta, Ga.

38 Factories

10 Warehouses - located at strategic points all over North and South America.

Over 800 Distributing Branches, retail sales and servicing dealers.

35,000 Retail Outlets - including leading hardware, paint, department and general stores.

A. W. Staudel
President

H. B. Whittlesey
Vice President

L. H. Schroeder
Vice Pres. & Treas.

**OFFICERS OF
THE SHERWIN-
WILLIAMS CO.**

C. H. Lempert
Vice President &
Director of Public
Relations

F. J. Squires
Secretary

N. E.

N. E. Van Stone
Vice President &
Director of Special
Products

S. B. Coolidge
Vice President &
Director of
Auxiliaries

B. M. Van Cleve
Vice President &
Director of Pigment,
Chemical & Color
Division

(2)

AFFILIATED COMPANIES

In order to further extend the distributing facilities and utilize the full capacity of the plants manufacturing linseed oil, leaded zinc and other auxiliary products, The Sherwin-Williams Co. sought outlets for its oversupply of raw materials, and the following companies became a part of the organization on the date indicated:

- 1910 ROGERS PAINT PRODUCTS, Inc.
(Established in 1880 under name of
Detroit White Lead Works)
- 1917 THE MARTIN-GENOUR CO.
(Established in Chicago in 1876)
- 1920 ACME QUALITY PAINTS, Inc.
(Established in Detroit in 1884 under name of
Acme White Lead & Color Works)
- 1929 THE LOWE BROTHERS CO.
(Established in Dayton in 1872)
- 1929 JOHN LUCAS & CO., Inc.
(Established in Philadelphia in 1849)
- 1929 W. W. LAWRENCE & CO.
(Established in Pittsburgh in 1864)

Each Company retains its own identity and manufactures and sells its own formula products to dealers and jobbers. Each maintains its own managerial organization, but all are members of the greater Sherwin-Williams Institution.

A recent innovation has been inaugurated by Sherwin-Williams and its six Affiliated Companies through joint sale of Kem-Tone, Super Kem-Tone, Kem Ole. By pooling the entire sales and advertising strength the consumer field has been much more completely covered.

(3)

FOREIGN COMPANIES

Sales beyond the boundaries of the United States grew to such an extent that it early became impossible for export shipping to satisfy the demand. Local companies were established with complete factory and warehouse facilities.

1895 THE SHERWIN-WILLIAMS COMPANY of Canada, Ltd.

Montreal, Canada

1929 C.A. SHERWIN-WILLIAMS, S.A.

Mexico City, Mexico

1930 THE SHERWIN-WILLIAMS CO. of Cuba, S. A.

Havana, Cuba

1940 SHERWIN-WILLIAMS ARGENTIAN, S. A.

Buenos Aires, Argentina

1944 SHERWIN-WILLIAMS DO BRASIL, S. A.

Tintas e Vernizes, Sao Paulo, Brazil

In 1905 The Sherwin-Williams Co. became closely associated with Lewis Berger Sons, Ltd. of London, England. This company operates plants in the following cities and has distributing branches in many other locations.

London, England

Glasgow, Scotland

Dublin, Ireland

Paris, France

Sidney, Australia

Wellington, New Zealand

Durban, South Africa

Beyond the manufacturing points indicated these Companies have adequate distributing facilities

S-W Products truly Cover-the-Earth.

(h)

SHERRIN-WILLIAMS DEALERS

From the very beginning S-W Products have been offered to the public through dealers. Many of these dealer relations have resulted in close friendships of long standing, most satisfactory business dealings -- in fact, practically business partnerships. Following are a few who have been S-W dealers for over 50 years:

H cyt Hdw. Co.	Defiance, Ohio	1870
Hart Shaw Drug Co.	Adrian, Michigan	1870
Geo. B. Deardorff & Son	Dover, Ohio	1873
The Pfeiffer Co.	Cedar Falls, Ia.	1880
E. L. Durkee Co.	Gloverville, N. Y.	1883
John Trulson	Princeton, Ill.	1885
W. C. Landon & Co.	Rutland, Vt.	1890
J. C. Baldrige Lbr. Co.	Albuquerque, N. M.	1891
Roddenbury Hdw. Co.	Cairo, Ga.	1892
Brown-Rogers-Dixon Co.	Winston-Salem, N.C.	1893
C. C. Hardman Co.	Shreveport, La.	1896
Strung & Hale Lbr. Co.	Portland, Conn.	1897
Leroy Lumber Co.	Leroy, Texas	1897
Schwickert Hdw.	Manitowish, Minn.	1898
Salisbury Hdw. Co.	Salisbury, N. C.	1900
Lawson Hdw. Co.	Tullahoma, Tenn.	1901
Slodge & Barkley Co.	Lawrenceville, Va.	1902
E. O. Hall & Son	Honolulu, Hawaii	1904

In such trading areas which require the greatest distribution a Company branch has been established. These branches have served as a convenient source of supply for near-by dealers and have been a guide in merchandising, enabling the dealer to improve his sales through examples of methods successfully used in the S-W branches.

(5)

Cover-the-Earth Design

Large scale selling to consumers is promoted by good advertising. It has always been a policy of The Sherwin-Williams Co. to make its products well known to the public.

In the early days the Company's trade mark was a chameleon, the small lizard having the power to change color at will.

The "Cover-the-Earth" was devised in 1895 by G. W. Ford, (at that time advertising manager) and officially adopted as the Company trade mark in 1905. Its first use was as an enclosing slip with outgoing mail. It was also used for roadway signs to advertise the dealers handling "Sherwin-Williams Products in near-by towns. This met with so much favor that it became very generally used and in 1905 was definitely established as the Company's trade mark superseding the chameleon.

SHERWIN-WILLIAMS PRODUCTS COVER the EARTH

The protective paint on the outside of your house, the interior decoration of walls and furniture, the enameled design on your tube of toothpaste, the color on your print dress or other printed fabrics, the printing ink on the Sunday comic papers are all products of the paint industry and probably manufactured in one of the Sherwin-Williams plants;

The Company produces paints, colors, varnishes, lacquers of every description for houses, buildings, bridges, railways, ships, automobiles, aircraft and a wide variety of manufactured products. Bridges would soon become unsafe; automobiles and trucks would rust away; houses and buildings would rapidly fall into decay were it not for the protective coat of paint. Certain industries such as chemical manufacturing and petroleum refining require special finishes which will resist the destructive action of heat, moisture, fumes, solvents, and acids. S-W Products have been supplied to meet these requirements.

It is estimated that structures and equipment exposed to the weather are protected by paint at an annual cost of about $\frac{1}{2}$ of 1% of their value.

Paint, moreover, being color, has a very personal effect on all of us. We use it extensively to beautify our homes and take pride in selecting color schemes that make our homes pleasant, cheerful places in which to live. Psychologists understand the effect of color on people. They tell us that certain colors make us feel warm, others make us feel cool. They even know that the color scheme in an airplane definitely affects the possibilities of air-sickness!

Industrial engineers have also studied the effect of color on individuals. They have found that repainting a factory according to certain color schemes will eliminate eye-fatigue, reduce accidents, and boost the morale of employees. They advise specific color schemes for heavy industry, other schemes for light industry. They tell us that a good color scheme in one geographic section of the country may be a poor one for another section. Paint in brief is an important part in making the world a happier place in which to live and work.

Sherwin-Williams makes finishes to beautify and protect the surfaces of most of the things with which we come in contact in the course of our everyday living. Furniture, radios, television sets, refrigerators, kitchen cabinets, office equipment, toys, electric appliances, metal and paper containers--including the cans in which paint itself is marketed--may all be finished with Sherwin-Williams products.

Paints, enamels, lacquers, and varnishes are made for application by brushing, spraying, dipping, or roller-coating. These finishes may be of either air-drying or baking types.

To understand how Sherwin-Williams has come to play such an important part in the economy of the entire country and to affect the day-to-day living and working of Americans, requires that one should know something about paint.

Paint is a coating or film used to protect and decorate. Basically, it consists of pigments, vehicles and reducers. Pigment, or solid coloring matter, is the ingredient which differentiates an opaque material like paint from a transparent coating. The vehicle binds the particles of pigment together into a uniformly colored composition and adheres to the surface, while a reducer thins the paint to a consistency suitable for applying.

To make certain that the quality of raw materials is the highest possible, Sherwin-Williams has over a period of years expanded operations from the production of paints to embrace also the production of the most important paint ingredients. This includes production of leaded zinc, lithopone, dry colors, chemical products, linseed and other oils, and synthetic resins.

Sherwin-Williams manufactures its own paint cans, and from the very beginning has operated its own printing plant for the production of labels and color cards.

Despite Sherwin-Williams' broad scope and great variety of products, paint, varnish, and lacquer are the most important. In fact, most of the non-paint products were developed because they are used in certain paints or because their manufacturing process is similar to one of the many chemicals that go into paint. The techniques and equipment required to produce these and other chemicals enable the Sherwin-Williams Co. to manufacture essential ingredients for drugs.

SHERWIN-WILLIAMS PRODUCTS
Description - Date of First Manufacture

Every individual Sherwin-Williams Product has been developed to be the highest grade material for the purpose intended. Independent market surveys show that S-W products enjoy a consumer preference of four to one over the next leading brand.

To insure dependability and uniformity, endless laboratory and field research is being devoted to the formulas and control of manufacture. All products are under constant investigation and improved as new and better raw materials or manufacturing processes become available.

One of the greatest contributions Sherwin-Williams has made to the Industry is the fundamental principle of offering to the public only the highest quality product designed specially for each individual requirement. Thus the Company has set a high standard for the Industry much to the benefit of the public.

Products have been designed for the best protection of every variety of requirement. A product is developed for each individual household and industrial need--obviously, a paint best suited for interior decoration is usually not suitable for exterior exposure. Over 50 distinct lines of products are offered for the convenience of the householder. Each one is designed to produce the most satisfactory results for the intended use.

To insure that all products comply with standard quality, careful and thorough tests are made before filling into packages. Tests are constantly made of products sent in from branch stocks to insure package stability. Should any defect develop, the entire stock out in the field and in warehouses is immediately recalled.

The Following Are Some of the Important Products:

SWP--Sherwin-Williams Paint

First made in 1880 as the highest standard of prepared exterior house paint. It lead the industry away from the cheap "ready-mixed paints" which were then offered to an unsuspecting public. Paint like SWP is now specified by the U. S. Government and many large consumers as the best paint for exterior wood surfaces.

"SWP is to Paint What Sterling is to Silver"

KEM-TONE--1941

Miracle Wall Finish

Flat, durable, washable interior finish suitable for painting over wallpaper, plaster, wallboard, brick, cement, painted or unpainted. Dries in one hour with no "painty" odor. A synthetic resin and oil finish supplied as semi-paste to be reduced with water to painting consistency. It revolutionized the painting habits of America.

SUPER KEM-TONE--1950

The New Deluxe Wall Paint

This product dries in one hour to a rich, velvety finish, durable and washable. Twenty-one standard colors are supplied with directions for intermixing to innumerable artistic tints. Filled in new circle seal lithographed packages. (11)

S K-T Can

KEM GLO--1928

S O Cam:

Miracle lustre enamel for kitchens, bathrooms, and woodwork. Kem Glo looks and washes like baked enamel. 21 standard colors supplied. Intermixing these produces innumerable artistic tints.

DECORATOR'S COLORMIX--1948. A flat and semi-gloss oil base wall paint. Base whites and deep colors for mixing to any tint.

SEMI-LUSTRE--1925. A semi-gloss interior finish for walls and woodwork; hard drying and washable as enamel.

FLAT-TONE--1906. Flat, interior finish for plaster walls.

PORCH AND FLOOR ENAMELS--1884. Hard-wearing enamel for floors.

FLO-LAC--1901. A tough, hard-wearing, durable varnish stain for use on floors, woodwork, and furniture. Natural wood colors.

ENAMELOID--1903. A hard-drying decorative enamel for general interior use.

FLAT-RITE ENAMEL UNDERCOATER--1922. The ideal undercoat for enamel.

COTTONWEALTH RANCH RED--1903. For use on barns and other farm buildings.

SHINGLE STAIN--1904. Ready-mixed penetrating stain for wood shingle roofs.

FIRST QUALITY TINTING COLORS--1873. A complete range of tinting colors for painters, decorators, artists and sign writers. This line was the S-W Company's first manufactured product.

PAINTERCRAFT FINISHES--1939. A wide variety of paints, enamels, undercoaters, varnishes, reducers, driers and other products provided for the special need of the contracting painter.

MAR-MOT--1903. Superior quality interior varnish for floors, woodwork and furniture. Dries dust-free in two hours.

KEEPAE VARNISH--1914. King of all Spar Varnishes. For outside doors, boats and surfaces exposed to heat, cold, rain, snow and salt spray.

MISCELLANEOUS VARNISHES--1898. A wide variety of high quality varnishes for buildings, furniture, and industrial products, vehicles, implements, railway and marine equipment.

TAXITE--1904. Paint and varnish remover.

GRAPHIC ARTS FINISHES--1938. For exterior and interior signs. Including Kem Bulletin Colors, Poster Silk Screen Colors, and Day Glo, a daylight fluorescent screen process color for display advertising.

FLAICAP--1908. A pure linseed oil soap for general use.

TRACTOR & IMPLEMENT PAINT--1896. Developed specially for farm implements. Dries quickly and affords maximum protection on exposed wood and metal surfaces.

BRICK & STUCCO PAINT--1909. High-quality, semi-gloss, oil paint for brick, concrete, and all types of masonry surfaces.

PASTE WOOD FILLER--1896. A dependable product for filling all open-grained wood. It dries hard and will not shrink.

WALL PRIMER AND SEALER--1926. Primes and seals plastered walls and wallboard enabling succeeding coats of wall finish to cover properly and dry evenly.

For complete information about any product consult descriptive literature.

SHERWIN-WILLIAMS BRUSHES

A complete line of brushes bearing the Company's name has been marketed since 1931.

Most of the brushes carrying the Sherwin-Williams name are made from the highest quality Chinese bristles. Scarcity of bristle during the war time brought about the development of synthetic bristles. The Company selected nylon and neocite as the best of these.

ROLLER-KOATER

The Company was granted patent in 1945 for Roller-Koater. This device greatly simplifies the application of interior wall paints.

STYLE PERFECT WALLPAPER

For many years the Company's branches have sold a complete line of wallpapers as smartly styled and colored that they truly qualify and merit their trade name—STYLE PERFECT.

STYLE PERFECT wallpapers are precision built from exclusive designs and styles, most of which are produced for the Company, especially by the country's leading artists.

All patterns branded with the STYLE PERFECT seal are guaranteed washable and fadeproof.

INSECTICIDES

Entering this field in 1903 the Company was at one time the largest producer of arsenical insecticides. They made the fullest use of the wide distributing facilities of paint as a medium for supplying insecticides to growers. As the new compounds DDT and 2,4-D were introduced, the sale of these new wonderful products was vigorously undertaken with astonishingly large volumes. A complete technical laboratory was established assisted by several college fellowships. Many scientific contributions were made to this new field. Difficulties arose as insects developed a natural immunity to these new products. As we did not manufacture the basic ingredients, aggressive action in marketing insecticides of this class was discontinued. We still maintain the sale of a large volume of products which can be handled safely and profitably.

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**ARCHITECTURAL AND INDUSTRIAL
MAINTENANCE PRODUCTS**

The Company is an important manufacturer of the highest grade of paints, enamels and varnishes used for protection, decoration and maintenance of hotels, schools, hospitals commercial, public, industrial and factory buildings.

Color plays an important role in the modern industrial plant, through its contribution to better working conditions and the consequent improvement in productive efficiency, safety and employee morale. Recognizing this fact, Sherwin-Williams has developed a completely co-ordinated Color Harmony Program. This includes a complete line of satin-finish wall colors and enamels designed for attractive and cheerful interior decoration.

Many of the problems in industrial and chemical plants require materials designed to meet the most severe exposure conditions which are quite different from those of the home owner. These specialized products have been developed through much extensive research in the laboratory and in the field extending over a period of many years. The Sherwin-Williams Co. is well-equipped for this through its own broad experience in the Chemical Industry.

INDUSTRIAL FINISHES

The Company produces a substantial proportion of the country's requirement of finishes for every variety of industrial product. This includes innumerable formulas developed for many manufacturers. Paints, enamels, lacquers and varnishes are made for application by brushing, spraying, dipping, roller-coating, both air-drying and baking.

INDUSTRIAL FINISHING TECHNICAL SERVICE

Extensive laboratory and field research is devoted to the development of the best product for each individual consumer requirement. Many innovations for finishing have been introduced as a result of this research. Technical experts are available for engineering service to consumers in the use and development of especially designed Product Finishes.

Opex Lacquers and Ken Transport Enamels

In 1922 when lacquers were first used for finishing automobiles Sherwin-Williams introduced the Opex line. In 1932 Ken Transport Enamels were added. These lines include a complete range of primers, surfacers, and thinners. Also single-pigmented lacquers and enamels and mixing equipment are furnished enabling the finisher to blend to any color required for refinishing a car or truck.

picture of S-W can truck

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SHEPWIN-WILLIAMS RAILWAY FINISHES

Coincident with the Company's first manufacture of house paint, special products were designed for railway locomotives, cars and buildings.

SHEPWIN-WILLIAMS MARINE FINISHES

Through long experience in the manufacture of Marine Paints and the supply of enormous quantities for Navy use, products of the highest quality have been developed.

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New photo of plane

SHERWIN-WILLIAMS AIRCRAFT FINISHES

Air craft Finishes are designed to meet the most exacting requirements in application and to provide a durable finish to withstand the extremes of heat, cold, ice formation and heavy rains encountered in operating planes in high altitudes at great speed.

SHERWIN-WILLIAMS PETROLEUM FINISHES

The Petroleum Industry is a large consumer of paint and many special finishes for the production, refining, and distribution departments.

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AUXILIARY PRODUCTS

Beginning about 50 years ago and even earlier, the Company started on the plan to manufacture important primary raw materials for use in paints, varnishes, lacquers, dry colors and other products. With the production of such raw material under full control, it is possible to regulate the quality of finished products to comply fully with the high standard set for all Sherwin-Williams Products. The following items are some of the most important:

WHITE LEAD--1910. Basic Carbonate White Lead--one of the most important white pigments used in paint.

LEADED ZINC OXIDE--1904. First made by the Company in 1904 in the Clark Smelting and Mining Company plant at Coffeyville, Kansas. Leaded zinc oxide is fused from zinc ores containing a proportion of lead sulphide. The resulting pigment--a compound of zinc oxide and lead sulphate--is very well adapted for exterior house paints.

LITHOPONE--1917. A chemical compound white pigment containing zinc sulphide and barium sulphate. It is an important pigment in interior flat wall paint and white traffic line paints.

DRY COLORS--1896. Starting in a small pilot plant in Cleveland in 1896, a complete department was established in 1899. In 1903 manufacture was transferred to Chicago to a much larger plant. A complete line of chemical color pigments of highest quality are produced in this plant. Approximately 300 are made regularly for paints, enamels, and lacquers.

DISPERSED COLORS--1929. In 1929 a process was developed to incorporate chemical dry color pigments directly with oils or varnishes.

SHERWIN COLORS--1939. Colors combined with vehicle developed for printing designs on fabrics.

CHEMICAL PRODUCTS--1914. At the beginning of World War I it became impossible to procure from Germany dyes and intermediates required for the manufacture of dry colors. The Company immediately undertook to make these in Chicago.

A complete department was established with an adequate staff of chemists. Much development has taken place in this department and the plant has been greatly extended. Now many chemicals are produced for use in dry colors and other Sherwin-Williams Products. Also a very large tonnage is supplied to other consumers.

Over 75 of such intermediate chemicals are being regularly produced for paints, dry colors, drugs, rubber, petroleum and explosive industries.

SYNTHETIC RESINS--1929. Prior to the use of Synthetic Resins, varnishes were made from natural resin cooked with a drying oil and reduced with turpentine or other thinner. Due to the lack of uniformity of natural material, many difficulties were encountered and raw material supplies were definitely limited.

A very wide variety of Synthetic Resins, marvelous chemical compounds, have now been developed to produce varnishes far surpassing the former oleoresinous type in quality, adaptability and durability. Such Synthetic Resins lend themselves to mass production of varnishes that have performance characteristics undreamed of formerly. These Synthetic Varnishes have kept up with the rapidly advancing pace of the Industry.

The use of the name KPM on many products is a direct evolution of the Company's development of synthetic resins. It designates chemically evolved material.

LINSEED OIL--1902. To provide the large volume of this important oil used in S-W products, a plant was established in Cleveland in 1902. The oil is crushed from flax seed. A plant using a solvent to extract oil from flax seed, soya, castor or other beans and seeds has recently been installed.

DEHYDRATED CASTOR OIL--1939. The difficulties encountered in procuring Tung Nut Oil from China because of Chinese-Japanese war troubles caused American varnish manufacturers to develop a substitute. It was found that Castor Oil could be treated resulting in an oil which in some respects is superior to Tung Oil. The Sherwin-Williams Co. contributed much to this development.

LINSEED MEAL CATTLE FEED--1902. As a by-product from the crushing of flax seed, the Company is a large producer of Linseed Meal, a very much used cattle feed.

SULPHATE WOOD TURPENTINE--1936. Crude wood sulphate turpentine resulting from paper-making process is carefully refined into a very high quality of solvent.

TIN CANS--1874. The manufacture of tin cans was started in a small plant at Cleveland in 1874. Realizing the consumer's desire to receive a can to protect the contents for future use, a patent was obtained on a special design in 1877. The Tin Can Department grew rapidly and in 1921 the manufacture was transferred to Chicago to a greatly expanded up-to-date plant of great capacity. Shortage of tin plate during World War II brought about the manufacture of very satisfactory cans with a fibre body. Manufacture of lithographed cans was begun in 1951. A new plant was established at Hubbard, Ohio in that year. Capacity of both Chicago and Hubbard plants is now 500,000 a day.

RESEARCH, DEVELOPMENT AND CONTROL

About three hundred and fifty trained chemists and an almost equal number of trained laboratory and field technicians are constantly employed in the testing of raw materials, controlling manufacturing processes, the performance of all formulas and the development of new products. All factory operations are under strict control by experts to insure that finished products comply fully with Sherwin-Williams standards.

This work results in many new products and better methods, thus maintaining the leading position Sherwin-Williams Products occupy. Each product is designed to be the highest quality for the use intended and is offered to give the consumer the very best value and satisfaction for the individual requirement.

Special laboratories are devoting research to paint, varnish, synthetic resins, oils, dry colors and chemical products. Fellowships and scholarships are maintained in several colleges.

The laboratories are constantly experimenting with new raw materials as they appear on the market. New equipment and manufacturing processes are thoroughly investigated. Extensive exposure tests of finished products are carried on in the field at testing stations in Florida and at other points.

New requirements are constantly revealed by sales representatives and such problems are immediately referred to the laboratories for solution.

ADVERTISING

OUR OWN COLOR

Paint Card

From the beginning of the Company every effort has been made to present S-W Products to the public with comprehensive, truthful advertising. Each product is illustrated with attractive display signs, color cards, and literature describing its use.

Roadway signs, newspaper, magazines, moving pictures, and radio are used to the fullest extent to keep the S-W name before the public.

An outstanding feature is the Paint and Color Style Guide. First issued in 1940.

The Style Guide embodies a method entirely new in the industry showing Kodachrome pictures of finished painted exteriors or interiors of homes. These

Style Guide

and

Companion

First Color Card
1873

pictures give the home owner a much better comprehension of the results to be obtained than is possible from a small color chip. Up to 1952 there have been five issues of the Style Guide including 225,000 copies. Also, there have been three issues of the Style Guide Companion starting in 1950, a total of 55,000 copies.

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PRINTING AND SAMPLING DEPARTMENT

From the very beginning of the business it was felt that printing and the making of sample cards and literature could be most satisfactorily controlled in a Company-owned plant.

Beginning in a small way in a little room 10 x 12 feet, Bob Joiner was compositor and pressman assisted by Tom Symes, printer's devil. They had three or four small fonts of type and a rickety foot power press. Before very long two Gordon presses were bought and by 1876 it took six men and a boy to handle the work.

And so the department grew rapidly. Much of the early literature issued was very creditable and surpassed that of competitors in the industry.

In 1951 the whole printing and sampling department was moved to much larger quarters in North Chester. This plant occupies 70,000 feet of floor space, 18 modern high-speed presses, supplemented by cutting machines and other equipment. The painting of sample sheets is done by roller-coating and spraying to the extent of approximately 400,000,000 color chips for 16,000,000 color cards per year. Approaching 100,000,000 labels are produced each year. All this work is handled by a staff of approximately 250 people.

PEOPLE MAKE PAINT- The biggest single factor in the growth of a company is not its plants, warehouses, or laboratories. It is, and always will be, its men and women. Sherwin-Williams' reputation for quality and service, as well as its pre-eminent position in the paint industry, is the result of over 86 years of tireless effort expended by our employees.

In a company as large as Sherwin-Williams, it may be difficult to visualize readily why your job is especially important and how it is related to the thousands of other jobs in the Company; but it is the combined efforts of thousands of employees responsible for research, manufacturing, warehousing, and selling of our products--for the thousands of related activities that make possible a smooth-working, successful operation.

Genuine pride in a job--in products they helped make--in their company--and the things their company stood for, developed an enthusiasm or spirit which made Sherwin-Williams what it is today. Progress and success of a company is founded on this spirit in the hearts of men and women. It makes not only the company successful, but, more important, it offers opportunity and success to individual employees.

Just because Sherwin-Williams is big doesn't mean that an employee will get lost in it. Fortunately, most factory, office, and sales units are small enough so that you and your job are given careful individual attention and consideration.

PUBLIC RESPONSIBILITY - You, as an employee, have probably already found that to your friends and neighbors you are Sherwin-Williams. Whether you are a factory worker, a supervisor, a junior office clerk, a department head, a sales representative or a manager, your job is important and your duties are a vital part of the organization.

Paint consumers are always seeking advice and helpful suggestions. If you are not sure you know the answer to an inquiry,

don't hesitate to say, "I don't know, but I will find out and let you know". For answers to such questions consult your supervisor or refer the individual to the nearest Sherwin-Williams dealer or branch.

Creating and maintaining customer-goodwill is a responsibility none of us can evade--on or off the job. There is a lot of personal satisfaction in the fact that people we know regard each of us as a source of all information regarding Sherwin-Williams and all Sherwin-Williams products. After all, the final object is a satisfied consumer. If the consumer is not satisfied we cannot have a happy, contented family of employees.

OPPORTUNITY - Sherwin-Williams is growing and branching out into new fields. This, plus personnel changes, advancements, and retirements opens new opportunities for those competent to take advantage of them.

We believe in progressive advancement of capable employees who look upon Sherwin-Williams as a career. In the organization are many younger men of great promise carrying the brunt of the active work. In The Sherwin-Williams Co. and Affiliated Companies there are over 1,000 managerial and supervisory positions. Vacancies frequently arise and new positions are being constantly created. These are usually filled by promoting younger members of the staff to these broader opportunities. Most of the officials have risen from the ranks to their present high positions in this way. Only rarely does an outsider join the organization in one of the higher positions. This is when some special skill or knowledge is required beyond that possessed by some available member of the staff. There is every opportunity for any deserving young person of average intelligence to rise to a high position by application and study encouraged by devotion to duty. To those who are industrious and have ability the Company offers opportunity and advancement.

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By fulfilling the requirements and obligations of your present position, you show that you have what it takes for a better job. The employee who advances is usually the one who not only does his own assignment well, but has taken an active interest in the work of others in his department and in the Company as a whole.

SECURITY - "A Company is Known by the Men it Keeps." An important value placed on any job is the security it offers. Every job has some risk, but the jobs valued highest are with those companies who through the years have proven their jobs have security--continuous employment in good times and bad.

Continuous employment, is closely linked with the rise and fall in business values. If business fluctuates materially there must be some fluctuation in the number of employees.

The Sherwin-Williams Co. and the Affiliated Companies, have now over 15,500 employees. Since the beginning and up to December 31, 1952, 2,377 men and women have served for 25 years; 1,435 of these are still active in the business; 63 have served for 50 years - 10 are still active. This long service record is tangible evidence of the cordial relations existing between the Company and employees since the beginning. On reaching 25 years of service each employee receives a fine gold watch and a long-service certificate as a token of the Company's appreciation. Practically all of the officers and men in highest positions have worked up from the bottom; thus, the business is guided by long experience.

COMPENSATION - Sherwin-Williams pays wages and salaries in line with comparable work in other companies of the same type. This is good business because it insures that we continue to attract high-grade employees.

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The amount of your pay check is not the full amount of your pay. Part of your earnings have been deducted and set aside on your behalf. These deductions are either by Government requirement or at your request for a specific purpose.

Additional compensation you receive is in the many benefits paid for by Sherwin-Williams. The Company makes substantial payments over your pay check to maintain these benefit plans for you. A general description of these plans follows:

LIFE INSURANCE - All employees after three months' service with Sherwin-Williams are covered by a Group Life Insurance Policy in the amount of \$1,500. The cost of this plan is borne entirely by Sherwin-Williams. More insurance may be purchased by employees at very low rates. This program has been explained more fully in a separate booklet.

RETIREMENT PLAN - This provides for normal retirement at age 65 or earlier under certain conditions. Benefits are payable for life. This plan supplements the Federal Social Security program. The cost is borne entirely by The Sherwin-Williams Co., all employees being covered without contribution. A booklet is available explaining the plan in detail.

HOSPITALIZATION AND MEDICAL SERVICE - Where employee groups are large enough, Sherwin-Williams has made available through payroll deduction Group Hospital and Medical Service.

HEALTH AND SAFETY - Sherwin-Williams over the years has constantly improved working conditions in an effort to reduce health and safety hazards. Every job in Sherwin-Williams is safe-guarded in every reasonable way, but your personal care and effort is necessary to prevent mishaps and possible accidents.

CAFETERIAS - Where size of employee groups permits cafeteria facilities are maintained. These are subsidized by the Company and provide good wholesome food economically.

EMPLOYEE PURCHASES - Employees may purchase for their own use any Sherwin-Williams products and sundry items sold by Company branches, at prices substantially below retail.

CREDIT UNIONS - Under the control of Federal or State Laws, many units of Sherwin-Williams' employees belong to credit unions. These are actually banks, providing a safe organization in which to save money and a convenient source for loans.

VACATIONS - Sherwin-Williams years ago set up a plan insisting that employees take vacations. After one year's service employees are eligible for one week vacation with pay. This increases with additional service to three weeks' vacation with pay.

EMPLOYEES' ACTIVITIES - Sherwin-Williams is very glad to assist in athletic or social activities promoting employee health and recreation and a spirit of good sportsmanship.

DISABILITY BENEFIT PLANS - For regular permanent full time factory employees and the hourly payroll, a method is in force to compensate employees with liberal benefits during illness.

THE STORY OF
THE MEN OF SHERWIN-WILLIAMS

This fascinating story should inspire those coming into the organization that here is a company founded and carried forward by men who began early and made full use of the opportunities offered.

The Sherwin-Williams Co. was started in 1866 when Henry A. Sherwin, then 24 years old, invested his savings of \$2,000 joining Truman Dunham and O. O. Griswold in partnership under the name of Truman Dunham & Company. They sold white lead, linseed oil, turpentine, varnishes, colors, glass, brushes and painters' supplies. (Glass was bought from Day Williams & Co. of Kent, Ohio). In 1869 Mr. A. T. Osborn was admitted into the partnership.

H. A. Sherwin
1866

The original of this Truman Dunham Co. price list is in the Historical Collection.

Note Sherwin's and Dunham's names.

Truman Dunham & Co.'s business progressed satisfactorily, but in 1870 Mr. Dunham and Mr. Griswold became especially interested in the manufacture of linseed oil. Mr. Sherwin felt that the manufacture of paint offered broader opportunities for success and it was decided to dissolve the partnership. Mr. Dunham and Mr. Griswold took the oil business, Mr. Sherwin and Mr. Osborn the paint department.

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At the same time, Mr. F. F. Williams concluded that the Day, Williams & Co. glass business could not provide sufficiently for his future, so he disposed of his share of the company.

Having known each other favorably, Mr. Sherwin and Mr. Williams got together and in February, 1870 formed the copartnership Sherwin Williams & Co. to manufacture and sell paints.

Mr. Sherwin had the idea that he personally must know all about the products offered. To quote his own words of 1916: "I kept in mind the homely motto, 'What is worth doing, is worth doing well.' I began by establishing a thorough office system. Then, in order to learn all I could about the goods and at the same time systematize the care and arrangement of them, I frequently put on old clothes and worked like a porter. I opened packages and examined their contents, found what they were for and how used, compared costs, and evenings studied all the books and catalogs I could find which in any way referred to these materials. While doing these things, I was training our employees in system, good order, and cleanliness everywhere about the establishment."

1866, Sherwin-Williams & Co. first
store at 118 Superior Street,
Cleveland

The first place of business was the modest store at 118
Superior Street. At this location they continued to sell the
paint materials as offered by Truman Dunham & Company. From
this modest beginning has grown the remarkable chain of 800
branches of which the following is a good illustration.

One of the present 800 branches
of Sherwin-Williams and Affiliated
Companies

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Mr. Sherwin was the President and active head until 1909 when he became Chairman of the Board of Directors. He was very fair and just to all employees, had rare business judgment, was very thorough and so far-seeing in the establishment of the Company policies that the principles laid down by the founders are still guiding the business.

By following these policies the Company attained the position of undisputed leader of the industry. With this goes a great responsibility. All products are honestly represented and the Sherwin-Williams name indicates the highest degree of quality and dependability. Every effort is made to package the products in convenient containers and to place them where the public can procure them most readily.

It is up to young men now in the organization to carry on this good work started by Mr. Sherwin and continued by so many fine men of the office, sales, and factory staff since then. The true course set by him and followed all these years will surely keep The Sherwin-Williams Co. in a leading position in the Paint, Varnish and Lacquer Industry.

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Mr. Williams was Vice President. He possessed many rare and lovable qualities. He was forceful and enthusiastic in everything he undertook in business. He was congenial and lovable as a friend.

He worked very closely with the factory men, always particularly interested in production and in the operation of the plants. When the business was smaller he was very close to the workers in the ranks. He worked here and there in the office or factory also, doing the purchasing, selling goods, and always lending a hand. He was very much liked by all the workmen and was always regarded as a true friend and wise counselor.

He gave much attention to the sales, particularly to the railways. He was a good mixer and the type who always exerted a good and wholesome influence on those who were fortunate enough to meet him.

Mr. Fenn was the Treasurer, later becoming Vice President. More than any other one person, he was responsible for the sound financial policy and accounting methods of the Company.

In 1870 Mr. Fenn was engaged as bookkeeper and in 1880 became a partner. This close cooperation of the three founders of the business continued as long as they lived.

Peace and quiet reigned in those early days. There were no typewriters (mechanical or feminine), no telephones, no tabulating machines or other mechanical devices to disturb the quiet. The entire staff consisted of 12 men and boys. Now the entire staff includes 14,000 men and women.

Starting with a capital of \$15,000 in 1870, the Corporation has grown to now have a capital and surplus of over \$80,000,000. The volume of business now transacted is more than 800 times as great as it was the first year.

This growth has been due to a continuity of good management. In the 86 years since the beginning, the Company has had only four presidents--Mr. Sherwin, Mr. Coddington, Mr. Martin each holding the office for about 25 years and now Mr. Stendal as President is guiding the business. The success of the business has been based upon the sound principles started by the founders and continued in the work of many capable individuals in the offices, sales department, and factory since that time.

From the beginning it has been the fundamental policy of the Company to carefully select men and women for each individual job and to see that the duties of each position are thoroughly understood. Then to allow the individual to work out these duties in his own way with full responsibility for the results. Innumerable successful men and women have risen to high positions through making the most of their opportunities. Merit has been the only requirement for advancement. Application, willingness to learn and hard work have invariably brought success. The field is unlimited to those who apply themselves fully.

Practically all positions of importance in the Company today are held by men who worked their way up from the bottom by applying themselves to their duties. This policy has brought together an organization of men and women of the highest caliber and anyone is fortunate to become associated with such people. These conditions have brought about a fine spirit among all and many close and lasting friendships have resulted.

1873 - First Plant
Cleveland. Between
Cuyahoga River and
Ohio Canal

Present Cleveland
Plant occupies the
same site.

Sherwin Williams & Co. entered into the manufacture of paint in 1873 when an old cooper shop on the site of the present Cleveland Plant was bought from the Standard Oil Company. A small engine and boiler and one second-hand stone mill, a putty chaser and mixer were installed. From this modest start, plowing back into the business much of the earnings, the plants have grown until now there are 38 factories in North and South America with over 700 buildings, equipped with the most modern paint, varnish, lacquer and chemical-making machinery.

1947 Chicago
Plant

100 Acres
160 Buildings
2,500 Employees

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In the first year of operation, this little plant in Cleveland produced from 83 formulas 450,000 lbs. of oil paste paint equal to about 35,000 gallons. The combined capacity of the Company's many paint factories can now turn out this much paint in about an hour and a half. At the same time, auxiliary plants are producing the primary raw materials and packages required for this amount of finished product.

Mr. Sherwin was the active manager of the business until 1898 at which time the Company had grown to be a national concern doing a volume of business four times as much as when started. In 1898 feeling the need to relieve himself of some of the details, he appointed Mr. Walter H. Cottingham as general manager. Mr. Sherwin continued as President until 1909 when he became Chairman of the Board of Directors.

Mr. Cottingham had proven his ability to handle large affairs through the success of the Canadian business since 1875. His business career started in 1861 at the age of 15 when he became a clerk in a hardware store in Peterboro, Ontario. In 1867 he started in business for himself in Montreal selling paints, varnishes, colors and painters' supplies. In 1892 he obtained the agency for Sherwin-Williams Products in Canada and in 1895 induced Mr. Sherwin to establish a Sherwin-Williams factory in Montreal.

Mr. Cottingham was a great builder, and building on the sound foundation laid down by the Sherwin-Williams founders, he established many additional paint plants and factories for the production of auxiliary materials such as linseed oil, white lead, loaded zinc, lithopone, chemical products. He developed very wide distributing facilities, establishing warehouses throughout the entire country. This expansion is recorded in the chronological history appearing on following pages.

Mr. Cottingham was an inspiring leader, a great organizer and administrator of the business, keeping in close touch with all details. He was a magnificent and dynamic speaker and a very good writer. The "Code of Principles" and many messages through the Company's magazine expressed many good thoughts in clear, forceful language.

He was very interested in good advertising and initiated many successful sales campaigns. As a sales leader he was second to none. During the 25 years of his active management the Company became integrated through the manufacture of many basic raw materials. Under his active management the business grew to be 25 times as great as when he took it up. He became President in 1909, also assumed the office of Chairman of the Board of Directors in 1916 and retired to England in 1922. Mr. George A. Martin succeeding him as President.

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Mr. Martin's business career began in 1877 at the age of 12 when he was employed as messenger in the Chicago stockyards. From 1880 to 1887 he was occupied in selling railway car trims for the Union Brass Manufacturing Company, Chicago. At that time he became interested in paint manufacture and for the next three years he was in business for himself, manufacturing paints--particularly for railway use. He sold this business, coming to The Sherwin-Williams Co. in 1890 as Superintendent of the Chicago Plant.

In 1898 he was made Manager of the Western District and in 1901 also assumed the office of General Trade Sales Manager of the entire business with headquarters at Cleveland. In 1905 he became Manager of the Auxiliary Department manufacturing linseed oil, leaded zinc, and other products. He was appointed Vice President in 1916 and in 1921 became General Manager of the Company and President in 1922.

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The rapid growth of the business continued as Mr. Martin gave particular attention to manufacturing facilities including plants established in South America. He was very active and traveled something over 400,000 miles by plane. He brought in to the organization the Affiliated Companies. He was the active Manager until 1940 when he became Chairman of the Board of Directors. During his administration, the business grew to be three times as great as when he took it up.

He was a great leader, a very good judge of men and many present top-flight officials were his personal appointments. His policies were progressive, his accomplishments tremendous. For years he was considered the dean of the paint industry.

In 1940 Mr. Arthur W. Stoudel became President. His connection with The Sherwin-Williams Co. dates from 1908 when he was employed as an office boy in the Cleveland office of the North Central District. He advanced rapidly and in 1916 became manager of sales of dry colors and chemicals at Chicago, later being transferred to Cleveland in 1917 and New York in 1918 in this same capacity. Returning to Cleveland in 1923 as Assistant to the President, he became a Vice President of the Company in 1930 and a Director in 1936. Mr. Stoudel has always been especially interested in extending the distributing facilities and in the introduction of new products. Since he became President in 1940 the business has more than trebled, until the present volume is more than 800 times greater than in 1866 when Mr. Sherwin started it.

Many other men in the management, factory and sales staff have contributed greatly to the growth of the business--the most outstanding of whom are:

Mr. H. D. Whittlesey contributed more to the development of salesmen and sales leadership than any other one in the sales organization. He joined the Company in Cleveland in 1887 as an order clerk at the age of 16. Advancing rapidly he became manager of the Atlantic Coast District in 1900. He was called back to Cleveland in 1917 as Managing Director of Sales--became a Vice President and Director in 1919. He continued to be active in sales management until 1936 when he was made First Vice President and Executive for the Affiliated Companies. Though he retired from active service in November, 1947, he is still a Vice President and a Director of the Company.

Mr. C. M. Lemperly's experience has been in the advertising and sales field. After attending Williams College he joined the Company in 1907 in the Advertising Department. He became General Manager of Publicity in 1921 and in 1943 was appointed Vice President and Director of Sales. In 1945 he became a member of the Board of Directors. In 1952 he withdrew from active sales management, devoting his attention entirely to Public Relations.

Mr. L. H. Schroeder came into the organization as an office boy in 1907 under Mr. Fenn, Treasurer. During his early years of employment, he studied at Cleveland Law School attaining a legal degree and admittance to the Ohio Bar. He enjoyed the closest association with Mr. Fenn, Mr. Cottingham and Mr. Martin and grew up under their direction. This experience and making the most of his opportunities brought about his appointment as Treasurer of the Company in 1922 and his election as a Director in 1926 and as a Vice President in 1943.

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Mr. F. J. Squires entered the Company's employ from high school in 1912 in the Engineering and Construction Department of the Cleveland Plant. He continued his education studying accounting and commercial law at the Y.M.C.A. and Pace School. Except for two years in the military service during World War I he progressed through several departments in Cleveland, becoming Assistant Manager of Credits in 1922. Continuing in this field until 1943, he became Treasurer of the Acme White Lead and Color Works in Detroit. In November, 1947 he became Secretary of The Sherwin-Williams Co.

Dr. N. E. Van Stone was employed as a chemist in the Chemical Products Department of Chicago in 1917 after graduation from the University of Michigan. He brought together an organization of chemists who developed the manufacture of chemical products. His activities also include the development of lacquers, synthetic resin and many of the new products which are now being marketed successfully. His present office is Vice President and Director of Special Products.

Mr. S. B. Coolidge, a graduate of Yale University, began as a clerk in the Cleveland Linseed Oil Dept. office in 1924. He is now a Vice President and Director of Auxiliaries including lead, linseed oil, leaded zinc, lithopone and tin can departments.

Mr. B. M. Van Cleve, Vice President and Director of Pigment, Chemical, and Color Division was employed March 19, 1919 in the Industrial Sales Department at Newark, N. J. He is a graduate of Princeton University, attaining a B.S. Degree in 1917. He served as an Ensign in the Navy in World War I. In November, 1919 he became a representative in the P O & C Department, becoming General Manager of the department in 1944. His success in handling this very important division of the business brought him appointment to his present position in December, 1951.

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Mr. A. H. Burt became a clerk in the Advertising Department in 1912 after graduation from high school. He continued in extension educational courses. He served in Sales Promotion, on a Trade Sales territory, and later as Manager of the Cleveland Division. In January, 1943 he became General Manager of Trade Sales business of the Company. In 1946 he was appointed Regional Director of North Central Region. This brought him the appointment as Director of Sales in June, 1952.

The foregoing story of the growth of The Sherwin-Williams Co. illustrates the fine opportunity offered to everyone becoming associated with the Company. There is a field wide open for a successful career to those capable. It offers a scope for all talents and a sure reward for ability and conscientious effort. Progress in the organization is sure to come from close application to duties. There are innumerable examples of men in high positions because they made the most of the opportunities offered.

W. H. Cottingham Author - 1906
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OUTLINE OF HISTORY OF
THE SHERWIN-WILLIAMS COMPANY

"I know of no way of judging the future but by the past."

Patrick Henry

Speech in Virginia Convention, 1775

- 1866--Henry A. Sherwin entered the paint business in partnership with Truman Dunham and G. O. Griswold under the name of Truman Dunham & Co. at 118 Superior Street, Cleveland, Ohio. They sold wholesale and retail paints, varnishes, oils, glass and painters' supplies. Bought glass from Day, Williams & Co., Kent, Ohio.
- 1869--New partnership formed including A. T. Osborn. Erected small linseed oil works.
- 1870--Truman Dunham partnership dissolved, Dunham and Griswold taking oil business, leaving paint, etc., to Sherwin and Osborn. Edward F. Williams sold out his share of the Day, Williams & Co., glass business and joined Sherwin and Osborn in partnership under the name of Sherwin Williams & Co., 118 Superior Street. Moved to 126 Superior Street. They started with capital of \$45,000. Sorens P. Fenn employed as bookkeeper.
- 1871--Mr. Sherwin formed partnership with Murphay & Company of New York to manufacture varnish in Cleveland under the name of Murphy-Sherwin & Co.
- 1873--Began manufacturing paints in Cleveland in one small building on site of present Cleveland Plant. First year production 83 formulas, 450,000 lbs. of Oil Paste Paint. Now thirty-eight factories annually produce over one billion pounds. New partnership formed admitting W. H. Glover. Capital \$70,000.

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- 1874--Manufacture of tin cans begun. Made by hand by three men and boy. Chicago and Hubbard, Ohio plants now employ 500 people producing 500,000 plain and lithographed cans a day. Printing of labels and color cards begun in a little room about 10 x 12 feet. Bob Joiner compositor and pressman, assisted by Tom Sykes printer's devil. They had three or four small fonts of type and a rickety foot power press. Now 275 people occupy 70,000 square feet of floor space in North Olmsted--18 modern high-speed presses supplemented by other equipment.
- 1877--Developed a new grinding mill. Mr. Glover's interests absorbed. Warehouse established in Chicago 1879.
- 1880--S. P. Fenn admitted into partnership. Began manufacture of SWP Outside House Paint. J. C. Beardlee employed. Bought land on Canal Street, Cleveland, for office and warehouse.
- 1882--Moved office and warehouse to new building on Canal Street. Turned over all retail and local business to A. T. Osborn and A. Sherwood who opened retail store on Seneca Street. Osborn retired from Sherwin Williams & Co. partnership.
- 1884--Partnership dissolved and The Sherwin-Williams Co. incorporated July 18, 1884. Capital \$300,000. Employed Dr. Percy Heyman, Ph. D. of M. I. T. So far as is known first chemist in the paint industry. Disastrous fire destroyed much of Cleveland plant. New and enlarged building and equipment provided immediately.
- 1886--Capital increased to \$400,000.
- 1887--Established New York office. E. B. Whittlesey employed. Employee's Mutual Benefit Society organized providing sick and death benefit payments to employees.

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- 1888--Began manufacture in Chicago under name Calumet Paint Co. in a factory bought from the Pullman Company.
- 1889--Discontinued Murphy-Sherwin & Co. partnership arrangements. Capital \$500,000.
- 1890--George A. Martin employed As Superintendent of Calumet Paint Co. Organized Sherwin-Williams Transit Co., purchasing Steamer Lindsay for transportation of lumber for boxes and later for flaxseed. The Company passed the \$1,000,000 mark in sales.
- 1891--First retail branch--Atherton Paint Co., Worcester, Mass.
- 1892--Canadian Agency let to Walter H. Cottingham. Capital increased to \$750,000.
- 1893--Organized Cleveland Box Co., manufacture of wood boxes.
- 1895--The Walter H. Cottingham Co., Ltd. and Cottingham Varnish Co. organized to manufacture Sherwin-Williams Products and Pratt & Lambert Varnishes in Montreal. First use of "Cover-the-Earth" design for roadway signs and posters. Adopted as trade-mark in 1905 displacing entirely the Chameleon trade-mark which had been used prior to this time.
- 1897--Established warehouse at Philadelphia. Advertising and sampling department moved to much larger quarters in new building on Michigan Street. Complete lunchroom facilities provided for Cleveland employees, supplying wholesome food at low cost; first Company lunchroom. The Sherwin-Williams Co. of Canada, Ltd., organized absorbing The Walter H. Cottingham Co., Ltd. and Cottingham Varnish Co.

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- 1898--A complete line of varnishes was manufactured and put on the market. Walter H. Cottingham appointed General Manager of The Sherwin-Williams Co. Mr. Martin became Manager of Western District. Began issue of The Chameleon, a Company magazine for employees. Later superseded by the Sherwin-Williams WORLD.
- 1899--Began the manufacture of dry colors in Cleveland.
- 1900--Paint and varnish factory constructed at Newark, N.J. Warehouse established at San Francisco.
- 1901--Capital increased to \$1,500,000. Mr. Martin appointed Manager of Trade Sales.
- 1902--Capital increased to \$2,500,000. Linseed Oil Mill erected at Cleveland. Foremans Club organized in Cleveland. First of the many clubs later established among the staff. Get-Together-Club organized in Cleveland including heads of departments and their first assistants.
- 1903--Dry Color and Insecticide plants built in Chicago. Cleveland plant extended. Opened branch office in London, England. Capital increased to \$3,500,000. Mr. E. P. Williams died, having been a business partner with Mr. Sherwin for thirty-three years. He was succeeded by Mr. Cottingham as Vice President.
- 1904--Purchased mine at Magdalena, New Mexico and Zinc Oxide Smelter at Joplin, Missouri, beginning manufacture of Leaded Zinc.
- 1905--Purchased business of Lewis Berger & Sons, Ltd., London, England. Mr. Martin appointed Manager of Auxiliaries. Adopted "Cover-the-Earth" design as trade-mark.

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- 1906--Established smelter at Coffeyville, Kansas. Warehouse at Dallas.
- 1907--Disposed of the Steamer Lindsey to liquidate Sherwin-Williams Transit Co. Capital increased to \$6,000,000.
- 1908--Soap manufacturing department established at Cleveland. Arthur W. Staudel employed.
- 1909--Mr. Sherwin became Chairman of the Board of Directors. Mr. Cottingham appointed President and Mr. Fann Vice President. Increased capital to \$6,000,000.
- 1910--Purchased Detroit White Lead Works factory. White lead manufacture begun in Chicago.
- 1911--Sold Canadian District and Lewis Berger & Sons, London, to Sherwin-Williams Co. of Canada, Ltd. Pension plan adopted.
- 1913--Capital increased to \$9,000,000. A complete line of wall paper was marked through S-W branches.
- 1914--Started Chemical Products plant, Chicago, manufacturing Dyes and Intermediates, because supplies were no longer procurable from Germany on account of war.
- 1916--Company celebrated 50th Year of the business with Golden Jubilee Convention. Mr. Sherwin died at the age of 74 years having devoted 50 years to the paint business. In that time he contributed more to the industry than any one person before or since. The sound business principles he established continue to guide The Sherwin-Williams Co., as the leading establishment in this field. Mr. Cottingham succeeded him as Chairman of the Board in addition to continuing as President. Mr. Martin becomes Vice President.

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- 1917--Purchased The Martin-Genour Co., Chicago. Manufacture of Acetic Acid and Lithopone established at Chicago. Continued until 1932. Lithopone continued until 1933 when production was consolidated with new plant erected at Coffeyville in 1931. Capital increased to \$21,000,000.
- 1918--Standard tri-colored label adopted for all S-W Products.
- 1919--Purchased Hemingway & Co. plant, Bound Brook, N.J. Established paint plant at Oakland.
- 1920--Purchased Acme White Lead & Color Works, Detroit. New Acme Quality Paints, Inc. Mr. Fern completed 50 years of active service, continuing as Vice President and Director. Capital increased to \$60,000,000. In this year the Company did its first public financing in the issuing of \$15,000,000 of preferred stock. From this date forward full publicity has been given to the annual financial statement as the sale of this preferred stock to thousands of share holders made it a matter of public interest.
- 1921--Erected new Tin Can Plant at Chicago, transferring manufacture from Cleveland. Insecticide plant erected at Oakland. Quick-process White Lead Department added at Chicago.
- 1922--Manufacture of Lacquer begun in Chicago. Mr. G. A. Martin appointed President. Mr. Cottingham became Chairman of the Board of Directors.
- 1923--The \$100,000 Club organized for representatives. Membership requirement, annual sales in excess of \$100,000.

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- 1927--Mr. S. P. Fenn died ending a long career as Treasurer and Vice President. He was the last of the founders, having devoted fifty-seven years to the business.
- 1928--J. C. Beardslee died after many years as General Superintendent in charge of manufacture and as a Director. He contributed more than any other one person to the high standard and quality of S-W paint and varnish products.
- 1929--Purchased The Love Brothers Co. plant at Dayton, Ohio and the John Lucas & Co., Inc., at Philadelphia--also the W. W. Lawrence & Co., Pittsburgh. Began manufacture of Synthetic Resins. Established branch in Mexico City.
- 1930--Mr. Cottingham died after a brilliant career in which he greatly expanded the business from a Cleveland Company to a world-wide establishment, the unquestioned leader in the Paint, Varnish and Lacquer Industry. Cleveland Headquarters office moved to Midland Building, August, 1930. Established paint and varnish plant in Havana, Cuba.
- 1931--Lithopons Department moved from Chicago to Coffeyville. Bought back controlling interest of The Sherwin-Williams Co. of Canada, Ltd., for the parent U. S. Sherwin-Williams Co. A complete line of brushes under S-W name put on the market.
- 1935--Allied Research Laboratory established at Chicago. Metropolitan Auditions Radio Program started and continued for 10 years. 25 contestants winners of \$1,000 prize and Metropolitan Opera Company contracts. Three others won Metropolitan contracts, four won \$500 scholarships. New warehouse at Newark Plant.

1936—Large addition to plant at Dallas. Sulphate Wood Turpentine and Synthetic Resin Plant added at Chicago. Consolidated manufacture of Insecticides at Bound Brook, discontinuing the Chicago Insecticide Plant.

1937—Large addition to Chicago Dry Color Plant for production of Dispersed Colors. Mr. Whittlesey completed 50 years of service.

1939—Established Dehydrated Castor Oil plant in Cleveland. Established Sherdye Plant at Gibbstown.

1940—Established plant at Buenos Aires, Argentine. Introduced Style Guide—revolutionary methods of illustrating to the public the results obtained with various paint finishes. Continued for five editions to 1952. Total publication 225,000 copies. G. A. Martin completed 50 years in the Company's service and became Chairman of the Board of Directors, A. W. Steudel succeeding him as President.

1941—Chemical Products Plant enlarged for the production of basic chemicals for Sulfa Drugs, Atabrine, and smokeless powder. Extensive additions to paint and varnish plants at Cleveland, Chicago, Newark and Dallas. Very large warehouse erected in Chicago. Kam-Tone put on the market early in the year as an Institutional Product, met with remarkable consumer acceptance.

1943—Large addition to Chicago Tin Can Plant for manufacture of fibre-bodied cans

1944—Mr. Martin died at the age of eighty years. In his passing the Industry lost a true friend referred to for many years as the "Dean of the Paint Industry." Plant established at Sao Paulo, Brazil.

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1945--Festroy DDT, Insecticide, and Weed-No-More, 2,4-D Selective Weed Killer, put on the market for general sale by The Sherwin-Williams Co. and all Affiliated Companies.

1941 to 1945--The War Department drafted S-W Company to construct and manage a shell-loading plant at Carbondale, Ill. Dr. E.E. Ware with a group of 60 S-W men handled this project covering 35 square miles. During the period of operation many millions of shells, anti-tank mines, and bombs were filled. Some days over 100 carloads of ammunition were shipped out. Operation ceased in August, 1945 and the plant was dismantled. The S-W men returned to their former positions.

During the war a large proportion of the Company's manufacturing facilities were devoted to military needs.

From the staff 2,756 men and women entered the military service of whom 25 paid the supreme sacrifice. About 90% were welcomed back into the Company's employ.

1946--Construction of new power house started at Chicago, greatly increasing capacity. Gibbsboro Plant entirely remodelled doubling the capacity. Bound Brook Plant enlarged. Kem-Tone, the Lin-X line, Festroy, Weed-No-More and Bag Plaster marketed by Affiliated Companies through grocery and drug store chains. Trade Sales, Industrial and Transportation, Automotive and other lines of S-W Products revived, again offering sale of many civilian products suspended during the war. Group Life Insurance adapted superseding Employees Mutual Benefit Society operating since 1887.

1947--Cleveland Central District office moved to St. Clair Avenue. New warehouse erected for Cleveland plant. Additional synthetic resin varnish kettle. Linseed Oil Solvent Extraction process equipment installed. Extensive additions to Chicago Paint, Varnish, Lacquer, Chemical Products, and

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1947-- Dry Color Departments. White lead manufacture discontinued at Chicago. Building used for new white enamel department. Newark installed two synthetic resin varnish kettles. Oakland installed two synthetic resin varnish kettles. Los Angeles additions to paint manufacturing equipment. Factory established at Mexico City. New label design adopted for SWP and other products. Lithograph cans first used for some Trade Sales products. Mr. Whittlessey completed 60 years of active service, retired, still continuing as a Vice President and Director. Employee Retirement Plan adopted for Sherwin-Williams Co. and the United States Affiliated Companies. This plan supersedes the pension plan in force since 1911. Capital increased to \$80,000,000.

1948--Sales office moved from Kensington to 300 West Lake Street, downtown Chicago. Old Chicago boiler house converted to varnish storage adding 400,000 gallons additional capacity. Kem-Gle put on the market in new patented circle seal can. Manufacturing plant erected at Mexico City. Enlargement and modernization of Brazilian plant completed.

1949--Property acquired for factory in Atlanta, Ga. Warehouse building erected. New warehouse building at Gibbstown. Extensive additions to plant at Dallas, Texas. Day-Gle and Painter Maintenance P 80 line added to Trade Sales products.

1950--Super Kem-Tone put on the market. Alkyd varnish kettle installed at Newark. New equipment for refrigerator and venetian blind enamel erected at Chicago, Newark, Detroit, and Los Angeles.

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1951—Printing and Sampling Department moved to new plant at North Olmsted, Ohio. 70,000 square feet floor space, complete with new and modern equipment for printing, printing sheets, and making sample cards. 875 employees. Extended Cleveland factory office and technical department into space vacated by Printing and Sampling Department.

New raw material warehouse at Gibbstown. Additional raw material warehouse provided at Dayton. Synthetic varnish kettle installed. Remodeled paint-making equipment at Detroit. Added ballroller mills and tanks at Dallas. Installed Super Kem-Tone manufacturing equipment at Oakland. Converted insecticide plant to warehouse. Installed tin can manufacturing equipment at Hubbard, Ohio.

1952—Additional finished stock warehouse completed at Gibbstown. Super Kem-Tone manufacturing equipment added. Installed equipment for manufacturing Super Kem-Tone at Dayton. Added equipment for making lithographed cans at Hubbard, Ohio.