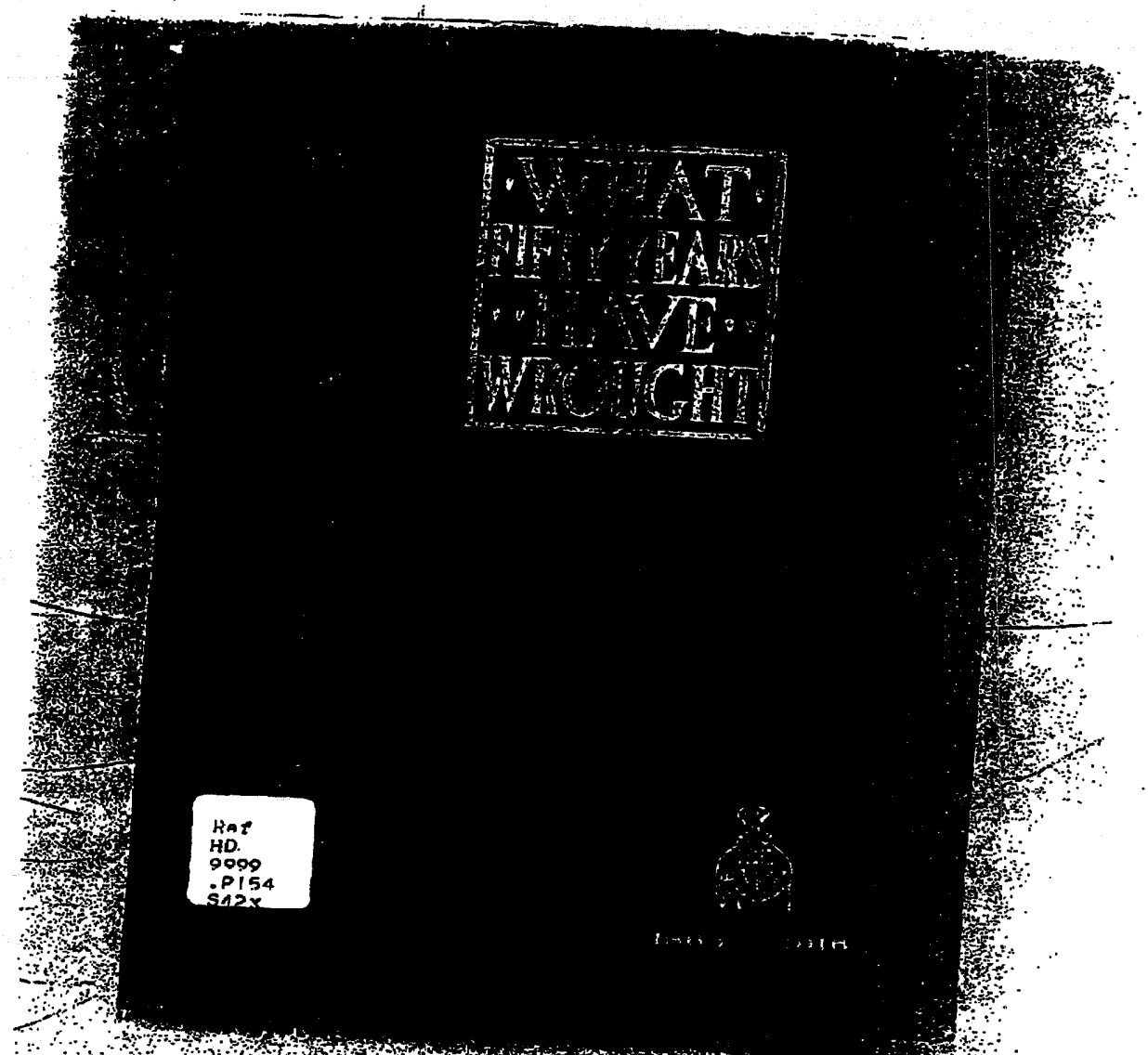

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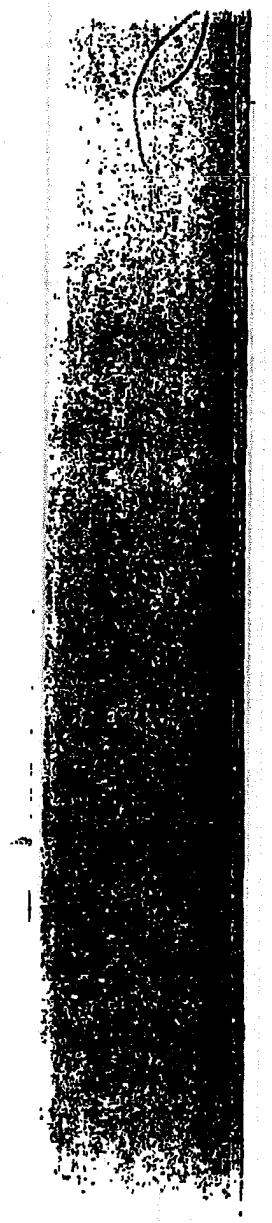

WHAT FIFTY YEARS HAVE WROUGHT

A PRESENTATION IN TYPE AND PICTURES OF FIFTY YEARS' GROWTH OF THE SHERWIN-WILLIAMS COMPANY, THE LARGEST PAINT AND VARNISH MAKERS IN THE WORLD

THE SHERWIN-WILLIAMS CO.

PAINT, VARNISH AND COLOR MAKERS, MINERS OF LEAD, COPPER AND ZINC OPE SMELTERS OF ZINC OXIDE, GRINDERS OF WHITE LEAD, CRUSHERS OF FLAXSEED, MAKERS OF DYE STUFFS

FACTORIES: CLEVELAND, CHICAGO, NEWARK, MONTREAL, LONDON, ENG.
SALES OFFICES AND WAREHOUSES IN PRINCIPAL CITIES

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by
The Sherwin-Williams Co.

PREFACE

The year 1916 marks the Fiftieth Year of the Company in business. Our progress has been the result of a firm and unshakeable faith in quality, backed by sound policies and aggressive methods.

In all these years the Company has adhered to the original ideas and ideals of quality in men, methods and materials.

That this has been a wise course is evident from the steady growth of our business.

We have here set down such historical data as we believe will interest those who take a few moments from the busy day to turn over the pages.



MR. HENRY ALDEN SHERWIN

Founder of The Sherwin-Williams Company at Cleveland, Ohio, in 1866, now Chairman of the Board of Directors.

My Golden Jubilee Messa

By H. A. SHERWIN, Chairman of Board of Directors

Henry Alden Sherwin was born September 17, 1843, at Rahway, Vermont; son of Alden W. Sherwin and Rachel (Batchelder) Sherwin.

Mr. Sherwin was educated in the public schools of Vermont. At the age of thirteen he commenced his business career, and for six years worked at various occupations. In 1863 he came to Cleveland and entered a dry goods store as a junior clerk, and was promoted to bookkeeper when he was with this concern only ten years. He next ventured into the wholesale grocery business, starting as bookkeeper, subsequently becoming a member of the firm.

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

AS the year 1916 dawns, I need not tell you the ex
pleasure it gives me when I realize that our Compa
privileged to celebrate its Fiftieth Anniversary
Golden Jubilee. An occasion of this kind, with all it
cates as to the growth and success of our Company, wa
beyond my wildest dreams when I began the business in

This would seem a fitting time to write up a little hi
of the organization, but when my mind goes back to revie
work of early years, I find my own life so closely interw
with that of the Company, the matter seems a little too
sonal to go on record at this time. Yet, when I think o
thousands of loyal men and women now associated with
deem it a privilege to refer briefly to some features which
to be worth while, if only as an inspiration to those wh
now so ably carrying on the work and bearing the burde

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

I now consider it was fortunate that I had almost no
ital. It consisted principally in health, ambition and a

years of such experience as many boys get who must work their own way in the world.

From the very beginning I felt that I had struck my life work, and would not allow myself to entertain a thought of any other occupation. Then 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. I have always believed a fine sense of order prevents mistakes, saves time, pleases patrons, and is real economy to any business.

Fifty years is a long time to remember daily affairs, and I cannot tell when and how, little by little, there grew to be foundation principles, but I am quite sure they began to be formed in those early years, and I am extremely proud of the fact that our Company today preserves these principles, and has added others equally as valuable. There is a sincere effort throughout our organization to live up to these principles, and not just to frame them and hang them on the wall. It was always my endeavor to do everything I could to establish a good reputation by giving good measure and good quality, to avoid every trick that would save a penny at the expense of the other fellow.

In 1869 we erected linseed oil works in Cleveland, and my partners were giving that branch of the business their particular attention, which left me without able assistance in the paint business, so I proposed a dissolution and a division of the business. This was agreed to. I relinquished my interest in the linseed oil department, and they in the paint

department. At the same time I looked about for partners to help me carry the load which I had assu This resulted in forming a new partnership, in January, with Mr. E. P. Williams and Mr. A. T. Osborn. Mr. liams brought to the business the ability, energy and sup which was required when we were growing so fast; Osborn was my head accountant. About this time my friend, Mr. S. P. Fenn, joined the force, and it is now o my greatest pleasures that he is still one of us veterans, the title of Vice-President.

The history of prepared paint as a marketable arti almost contemporary with the organization of our Comp It was about the year 1866 when Mr. D. R. Averill, of burgh (long since a busy part of Cleveland), "invente liquid paint which did not settle in the package. To ac plish this he made use of a formula which simply coul produce a reputable paint. Averill thought he had m great discovery and that a fortune was in his grasp. certainly was a pioneer in a great industry, but his line of cedure was not wisely chosen, so he, and those asso with him, never quite realized their ambition. His was to monopolize the business through his patents— thing that any sane paint chemist knows cannot be done

Though I had no confidence in Averill's undertaki was on friendly terms with him, and one day he invite with two other men, out to his little factory to witne process, in order that he might be prepared for legal over the patents. And little as I knew then about m paint, after seeing what materials he used, I came away co to vigorously oppose "Patent" paint, as all liquid pain called for many years. Averill soon had many imit and unfortunately for those who came after, imitated hi closely. Thus there came to be a well-founded pre against prepared paints. But the way had been ope fill a long felt want, and gradually the larger and older facturers began to turn their attention to the product paints in liquid form of reputable quality.

With this handicap of prejudice and failure before us, we gave up our opposition to prepared paints, and put all of our energy into experiments to see if we could make a really good paint in liquid form. I need not tell you the results. Sherwin-Williams Paint was put on the market as the best paint that had ever been made. This claim has had abundant proof for over a third of a century, and today Sherwin-Williams Paint is the widest known, the best liked, and by far the most largely distributed of any in the world.

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

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

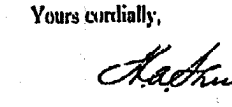
There has always been a disposition with our Company to get down to first principles, to secure the best equipment, both mental and mechanical, and to insure the use of the best raw materials, we have become producers of most of the staples that enter into our products, owning and operating lead and zinc mines, smelters, a corroding plant, linseed oil works, chemical color works, departments for the manufacture of containers, printing and publishing, etc., most of these possessing some unique and improved methods. All of these have grown up by the able and untiring efforts of our own people, and all without combinations in restraint of trade. Thus one can easily see how this Company has become a world leader in its line of business. We live in the days of large affairs, and while principles never change, methods do, and great opportunities open to those who have the ability to see and grasp them.

When I began business a carload was twenty to
is fifty or more. In 1866 there was no through railr
Pacific Coast, no Suez Canal, no Panama Canal,
phones, no dynamos, no electric lights, no storage
no electric railways, no wireless telegraph, no steam
no typewriters, no airships, and no automobiles. C
coveries, inventions and developments within fifty
more or less importance than those I have mention
fill a volume, so you will not wonder that in looking
years I marvel at the changes that have taken plac
time, and The Sherwin-Williams Company is simply
pace with the world's progress.

I would like to extend a friendly greeting to
connected with this organization in all parts of the
to every merchant who handles and every consu
uses our products. If it were possible for me to p
meet those who are interested in The Sherwin-
Company, such is my confidence in the quality of
ucts and of our business methods, I believe I
welcomed, and that a good word would be said for
which bear our name.

It is too much for me to expect to be spared
Sixtieth Anniversary. In any event, I am still loo
ward to the continuance of the proud records that h
made. I know the Company is in safe hands. It
a great pleasure to me to note the many who hav
long associated with me, and the many merchants
sumers who have handled our goods for many yea
Fiftieth Jubilee could hardly be called such with
all being one with us at this time, although ma
separate us one from the other.

Yours cordially,



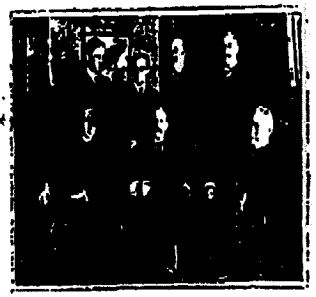


MR. EDWARD PORTER WILLIAMS

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



The Board of Directors, 1910



The Board of Directors, 1913

The personnel of the Board 13 years ago was identical with the present Board

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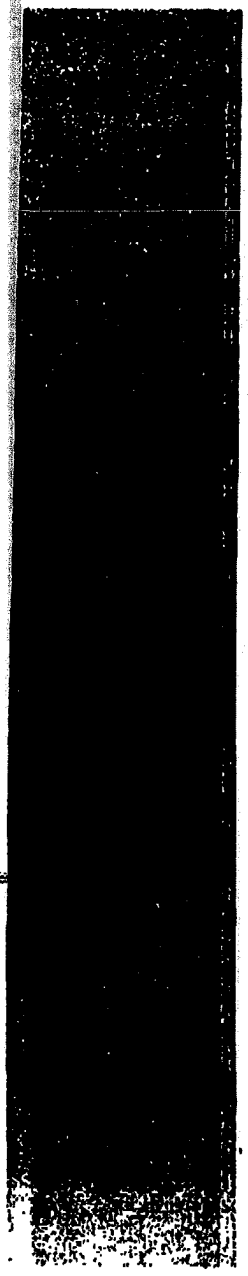




MR. WALTER HORACE COTTINGHAM

President The Sherwin-Williams Co.; President The Sherwin-Williams Co. of Canada, Ltd.; Chairman Lewis Berger & Sons, Ltd., London, Eng.; Chairman Lewis Berger & Sons (Australia), Ltd., Sydney, Australia.

The Great Achieve

By WALTER H. COTTINGHAM, President

1866—Born in Ottawa, Ont., Canada.

1881—At age of fifteen, clerked in retail hardware store, P[illegible] Ont., Canada.

1887—Went to Montreal to make Gold Paint and other specialties.

1891—Formed Walter H. Cottingham & Co.

1892—Obtained Canadian Agency for Sherwin-Williams Paints & Varnishes.

1894—Organized The Walter H. Cottingham Co. and The Cotting[ham] Varnish Co. to manufacture Sherwin-Williams Products Canada.

1897—Merged The Walter H Cottingham Co of Montreal with T[he] Sherwin-Williams Co

1907—Was made Director of The Sherwin-Williams Co and Manag[er] of its Canadian business.

1908—Was appointed General Manager of The Sherwin-Williams C[o.]

1913—Was made Vice-President and General Manager of The Sher[win-] Williams Co.

1919—Was elected President of The Sherwin-Williams Co.

FIFTY years in business is the event we celebr[ate] Golden Jubilee. The thing that makes the interesting and inspiring is the fact that the have been years of steady and constantly increasing

History is only interesting and enlightening records advancement and real achievements. T[he] true of the history of business as it is of the history and of mankind.

The development and upbuilding of a business development and upbuilding of character—it is a often painful process. Experience is the inexorable perseverance and endurance the test.

To have lived and worked fifty years is intere not important. To have made the years and the w for something in the world's progress is alone worth and celebrating. The world is not greatly interes number of our years; it cares only to know what done.

"Established in 1866" means nothing; "The the World in 1916" is a notable record. It is the counts. Larger still in 1917 is the spirit behind th ment.

We have won our success because we have w it. We have paid the price in ceaseless, intellig

We have trained day in and day out during these fifty years in the mills, in the factories, in the mines, in the smelters, in the laboratories, in the warehouses, in the counting-houses; at the machines, at the desks, in the club-rooms and in the convention halls; on the road and in the stores and workshops of our customers. We have planned and experimented. We have preached and practised. And in all our work we have been directed by the one controlling thought—*to excel.*

We have striven with all our might to put our organization in the forefront—not only in our own trade, not only in our own country, but in the world of commerce at home and abroad.

In all our struggling and striving we have enjoyed our work. We have taken pleasure as well as profit out of it. We have not looked upon our work merely as a job, but as an opportunity for a career—a career not merely of money making, but of constructive achievement. We have tried to build something more than a money-making corporation. We have tried to build an institution that will live after us—an institution that will continue to give opportunities for sound success to countless young men and women, seeking to make the most of themselves in business careers.

This, then, has been the spirit of our work, and this is my explanation of our success.

And let me add, it has always been our aim to build up our business without tearing down others. We have tried to "do our bit" to put our industry on a higher and better basis, and although not members of trade associations, we have always been ready to support those things that we believed would benefit the trade. We have always been friendly with our competitors, and have greatly valued their good will. In our competition, which we have entered into with vigor, we have sought to be fair and considerate—believing in the doctrine of live and let live.

And now, a brief, personal word. I have always looked upon The Sherwin-Williams Company as my great opportunity. From the beginning of my connection with the

Company, I saw clearly unlimited possibilities in
ness—only a small portion of which have yet been
The confidence and enthusiasm I felt for our future
to my faith in the splendid principles and the s
aggressive methods on which the business was c
All honor and praise must be given at this time to the
of the business—Mr. Sherwin, Mr. Williams and
for it is largely due to their foresight, wisdom an
characters, that a foundation was laid strong enough
the superstructure that we of later years have bee
erect upon it.

I shall never forget the inspiration and enthusia
when I first came in touch with the Company, and
who were then managing it; and I acknowledge
feelings of the greatest gratitude my indebtedne
Company and to these men, for the training and
fluence that came to me through my connection an
tion with them. I count it the wisest decision I c
when I decided to cast in my lot with them, and a la
ure of the success I have enjoyed I attribute to this

I am not much inclined to spend time or thoug
ing back over the past, excepting to learn from it
that help to make a better future. So I will not a
review the great days of our great march to the fo
our industry—encouraging as they are. I see ahea
that far eclipses anything that we have yet done.

The results we have thus far attained have
prised me, as my hopes and expectations for the busi
always run ahead of our achievements. I know we
ble of much greater things. I know the earnest,
and enthusiastic spirit which permeates our entire
tion will force the way to a more brilliant future.
very thing that makes our proposition so attracti
I know of nothing that equals the satisfaction o
working out successfully with his associates plans
rious progress.

Long ago I gave expression to the idea that n

The Great Achievement

ever made the most of the great possibilities of our industry—and this is about as true today as it was then. My confidence in our ability to realize these high hopes lies in the faith I have in the men who direct and manage our widespread organization. Trained in ways of efficiency, ambitious for the Company and themselves, tireless in energy and unequaled in knowledge of their work and in ability for accomplishments—nothing can resist their compelling force.

Before I finish, I want to most heartily acknowledge my great debt of gratitude to these managers, and to all our staff, for their efficient and loyal support, which has never failed me, and which I know better than anyone else has wrought our success. I have enjoyed immensely my association with them, and their co-operation, willingness, enthusiasm and loyalty have ever given me the courage to press forward and to unhesitatingly seize every opportunity for the upbuilding of our institution, towards which I feel all of us have given the best that is in us.

One more acknowledgment and I am through; and that is for the magnificent support we have always enjoyed from our agents, dealers and consumers in all parts of the world. Next to our interest in our stockholders and in our staff, has always been our interest in our agents and customers. We have sincerely tried to consider their welfare, as well as our own, in all our dealings; and we are proud of the good will that exists between us, and of our long years of association with so many of them. It will continue to be our policy to make our business grow, by helping our customers to make their businesses grow. And I express the earnest hope that we may all, stockholders, employees, customers and consumers, live to enjoy continued and increasing happiness and prosperity in all our dealings and relations with one another.

President

MY IDEA OF BUSINE

To make a good article
To sell it at a fair price
To create a wide demand for it
To build up an efficient organiza
To make opportunities for employe
To help customers to become prospe
To give satisfaction to consumers
To practice the square deal
If these things are done well the o
of business will be gained, whi
profit—profit to the owners, t
employees, to the customers,
satisfaction to the consumers

Presid





MR SERENO P. FENN

Vice-President of the Company. Mr. Fenn has been active in the business since 1870, and a member of the "firm" since 1880.

The Days when We Were You

By S. P. FENN, Vice-President

Sereno P. Fenn, Vice-President of The Sherwin-Williams Company, was born April 25, 1844, at Tallmadge, Ohio, the son of Sereno and Eliza Fenn. His parents came from New England. He was educated in the public common and high school, Tallmadge, Ohio, and the Hamilton Military Institute of Cleveland, Ohio. His first occupation was with the U. S. Pension Bureau, Cleveland, Ohio, subsequently with the Big Four Railroad, where he remained six years. Since 1870 he has been connected with The Sherwin-Williams Co., in the positions of Cashier, Treasurer and Vice-President. Mr. Fenn was a member of the 144th Regiment O. V. I. in the Civil War. He was married May 11, 1871, in Milwaukee, Wisconsin, to Mary A. DeWitt.

WE take off our hats to our worthy Chairman and
who stood with him in the days and years of
1870, and who represented to the world in
condensed form The Sherwin-Williams Company of th
ent. Two or three, besides a half-dozen store emp
were all, and none but Mr. Sherwin is with us today.

You ask for memories of those olden times, but o
first four years they are very dim to me. I worked
freight office of the Big Four Railway and knew the fir
as one of a good name which paid its freight bills pro
and this was the extent of any particular interest that
in it. Mr. A. T. Osborn was the Company, but I
neither Mr. Sherwin nor him at all intimately, and am
confess that had not Mr. Sherwin been as much int
in the Y. M. C. A. as I in those days, and ever
I might never have known him more intimately than
past; but it happened to be my good fortune to be ap
with him delegate to the International Convention
Portland, Me., in 1869, and from the mutual frie
developed during that trip, I was called on April 1, 1
occupy the desk of cashier and bookkeeper, and to be
long but delightful experiences of the forty-six years
of Jubilee. I anticipate that the thought was as for
his mind as it was to mine, of either, much less
to any such length of business association.

Mr. E. P. Williams ante-dated my coming by
months, and I wish to bear testimony here and now
kindness and patience of these three men in dealing

young man like myself with so little experience and showing sympathy in my sincere endeavor to do acceptable work in the office and upon the books, which at the first was so strange to me and I to it.

I have no doubt but for years the idea of expansion and growth had been in the mind of Mr. Sherwin, and perhaps somewhat in that of Mr. Osborn and Mr. Williams, as they in turn added to the necessary wherewithal in the line of capital, not only for the business as it was but for such anticipated growth, all of which concerned me but little because of the fact that I had nothing to contribute beyond my fingers and brain to keep my journal and ledger straight and the cash in balance every night.

Our office was not large at 126 Superior Street, and there were very few people, and need of very few in the comparatively small business of those days, and it was no breach of confidence that I did ofttimes hear the plans and ideas of a possible manufacturing business to compete with large concerns which were then in evidence prominently—Masury, F. W. Devoe & C. T. Reynolds, and others similar. These were some of the standard lines, but liquid paints were coming rapidly to the front and it was a question of methods to improve upon Averill, Rubber, and the like, which were being used in many quarters. I recall such remarks as "*Nothing*, unless we can make it better or equally good with the best."

It is a tremendously long look ahead for fifty years, or even twenty-five, and I recall another remark, which was not uncommon—"We would rather go slow and make less profit, if necessary, and be able some day to leave to our successors a business in quality not to be ashamed of. We had rather sell a few goods that we are willing to put our name upon in guarantee, than many that we are not willing to."

As to expansion and capital, the decision was clear and emphatic that progress should be made no faster than working capital could be provided, which would be sufficient and available, and the idea of sufficiency was in connection with short terms, prompt collections and friendly banks from

which we could make reasonable borrowings, with whic
vantage could be taken of all good discounts and purc
for cash connected with stock and all supplies. These
the principles, *vigorously* prescribed and in execution
emphatic, but comparatively simple for bookkeeping.
ideas were reiterated so often and so thoroughly impr
upon my inexperienced mind that I was never free fro
idea that they were the most important in connection
all the affairs with which I had to do, and I believe tha
impressions at that time were so positive that none of
early settlers was ever likely to forget them; and it seer
us that the growth of later years in extended and
business by most worthy successors of those pioneers
been in the line of the application of the same prin
pertaining to *millions*, which formerly reached only to
sands in the limited business, and from which there
likelihood that we or any others that may come after will
be safe to depart. It was by common consent that
were considered as the most essential and vital matters.

Coupled with these were others of *minor importance*
understood by us all, as considered by Mr. Sherwin as
essential indeed, namely—that which pertained to the or
appearance of the office and all connected with it, wh
men or *material*—that was where I noticed it most, f
was where I lived, but I have no reason to question in my
but that the same principle applied to stationery and a
tising, and to the appearance of the stock and salesroo
general. We learned early that a disorderly desk wa
abomination in his sight, and have no reason to doubt
it is the same at the present time, for it was so positive
that it is not in human nature to outgrow it. It perta
to the *minute* detail of what in many places and by m
people is considered of little or no importance—soiled blot
gummy inkstands and pens, shiftless waste-baskets, and
less exposure of mail matter and letters in filing baskets
elsewhere. He always observed how desks and chairs
left when occupants were at lunch or absent for any leng

time. Some times it seemed to us that more attention was paid to these matters than was necessary, but the longer we live the less we think so, and the more most of us consider them as essential in a thoroughly conducted business at the present time, or any other.

I am sure my allotted space is filled, and this is enough. You asked for memories and these are a few from the last century, but equally applicable to the new one and others to come, all of which have to do with the success of individuals, or of any well-conducted business.

Vice-President

SHERWIN-WILLIAMS CODE OF PRINCIPLES

1 To win on our merits.
2 To be the best and largest concern of the kind in the world.
3 To be broad and liberal as well as aggressive in our policy and methods.
4 To take a pride in our institution.
5 To be loyal to the Company and to each other.
6 To foster good fellowship among ourselves, and to take pleasure as well as profit out of our work.
7 To strive constantly for the improvement and advancement of the business and ourselves.
8 To be considerate, polite and courteous in all our dealings within and without the Company.
9 To be high toned in everything, everywhere.
10 To grow in knowledge and character as well as in size.

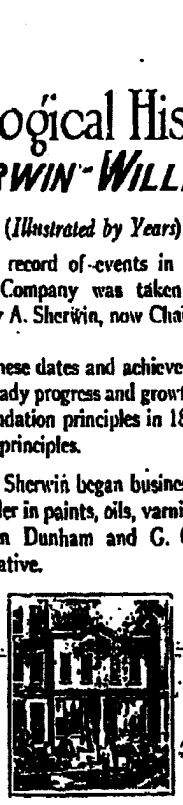
Chronological History
THE SHERWIN-WILLIAMS

(Illustrated by Years)

The following record of events in the history Sherwin-Williams Company was taken from a diary of Mr. Henry A. Sherwin, now Chairman of the of Directors.

A perusal of these dates and achievements will i the decided, yet steady progress and growth of the Co built on sound foundation principles in 1866 and esta today on the same principles.

1866 Henry A. Sherwin began business as wholes retail dealer in paints, oils, varnishes, etc., i land, with Truman Dunham and G. O. Griswold traveling representative.



1867 New partnership agreement began Janua under name of Truman Dunham & Co. A.T. engaged as bookkeeper.



1868 A year of organization, expansion, good business methods, system, credit, etc.

1869 New partnership formed January 1st, admitting A. T. Osborn. Built linseed oil works in Cleveland.



A. T. Osborn. A Partner in 1869

1870 On February 3d, G. O. Griswold and Truman Dunham retired and Edward P. Williams came into the firm. New partnership formed under name of Sherwin, Williams & Co. In April, S. P. Fenn was engaged as bookkeeper. Moved office and store from 118 to 126 Superior Street, warehouse in rear, on Long Street.

1871 Formed partnership with Murphy & Co., of New York City, for varnish manufacturing, under name of Murphy, Sherwin & Co. Bought out the factory and business of George H. Kingsley.

1872 More than 33⅓ per cent. increase in sales over previous year.

1873 January 1st, new partnership agreement, William H. Glover being admitted. Bought cooper shop building and lease of land on Cuyahoga river. Installed small engine and boiler, with one second-hand stone mill, putty-chaser, etc. Engaged Mike McCafferty, of New York, as foreman and began manufacturing paste paints, oil colors and putty. Great financial panic in the Autumn, passed through unscathed.



Original Plant in 1873

1874 Country recovered from panic. Sales slig creased over previous year. Considerable of manufacturing facilities.

1875 Fire in oil department, caused by spon combustion of hot linseed oil. Loss con one small building and contents.

1876 Henry A. Sherwin experimenting on i grinding mills. William H. Hogarth h salesman.



H. A. Sherwin

1877 New mills proved success. Mr. Glover's bought over.

1878 Moved office and warehouse from Superio to Water Street.

1879 John F. Weare engaged as agent for Williams & Co., Murphy & Co. and D. Son, office and store at 175 Randolph Street, Chicag

1880 Incorporated Sherwin-Williams & Co. in Chicago with John F. Weare as resident manager, closed agency arrangement. S. P. Fenn admitted into partnership. Bought land on Canal Street, Cleveland, for office and warehouse. Mr. J. C. Beardslee joined the Company.

1881 First Sherwin-Williams Convention. Six representing the Company—Henry A. Sherwin, E. P. Williams, A. T. Osborn, S. P. Fenn, W. H. Hogarth and J. F. Weare. Eight traveling representatives—A. W. Ballard, D. E. Fisher, C. H. Hanna, J. B. Hanna, E. E. Lewis, D. S. Merchison, W. C. Weedon and C. S. Wheeler. Built new office and warehouse on Canal Street, with bridge over railroad track to connect with factory.



First Office Building Canal Street, Cleveland

1882 Turned over all retail and local business to A. T. Osborn and A. Sherwood, who opened a store on Seneca Street. A. T. Osborn retired from Sherwin, Williams & Co. Moved office and all the remainder of the jobbing business to new building on Canal Street.

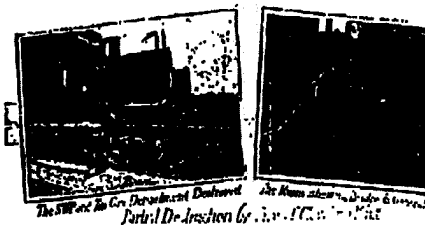
1883 Moved Chicago office and warehouse to 241 Jackson Street. February, great flood in Cleveland, much



Office, Chicago, Illinois

damage to plant and merchandise. First salesman ex for railroad business.

1884 April 18th, engaged graduate of Boston chemist. May 10th, fire destroyed part of C plant, loss $70,000. Incorporated July 14th as The Williams Co. Business under corporation to date f cember 1, 1883. Purchased land occupied by the C factory (previously leased). September 7th, great lum fire on opposite side of river from our plant. Our saved by heroic work of employees. Sherwin, Willian Chicago, transferred to The Sherwin-Williams Co.



Partial Destruction by

1885 Purchased additional land for extension land plant.

1886 March 29th, increased capital to $400,000. Murphy elected a director.

1887 January, established New York office a house, 174 Fulton Street. The Sherwin Co. Mutual Benefit Society organized.

1888 Bought controlling interest in the Calu Co., Chicago. Purchased additional lan tension of Cleveland plant. Purchased all Sherwin Co. stock held by Murphy & Co.



Chicago Plant — Harvey, Illinois

1889 January, opened Boston branch on Pearl Street. Purchased remaining interest in Calumet Paint Co. Withdrew from business connections with Murphy & Co. March 1st, increased capital to $500,000.

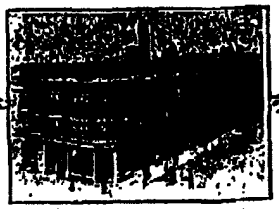
1890 Organized The Sherwin-Williams Transit Co. and purchased the steamer Lindsey. Mr. George Ford started the "Publicity" Department, relieving Mr. Sherwin and other officers of this work. This was the beginning of our present aggressive advertising policy.



S.W. Steamship — A.G. Lindsey

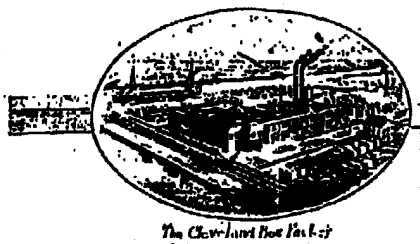
1891 September 29th, organized The Atherton Paint Co., Worcester, Mass., to conduct retail business.

1892 January 12th, increased capital to $750,000. January 29th, organized San Diego Paint Co., San Diego, Cal. Canadian agency let to Walter H. Cottingham Co., Montreal.



The Canadian Division in Montreal

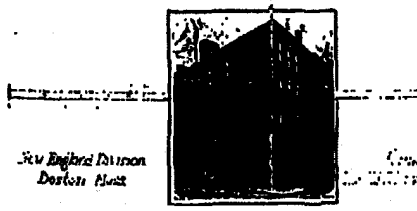
1893 Organized The Cleveland Box Co. Marc organized The Lawrence Paint Co., Bingl N. Y. October 13th, organized The Victor Holm Jamestown, N. Y. Great flood—Cleveland plant d



The Cleveland Box Factory

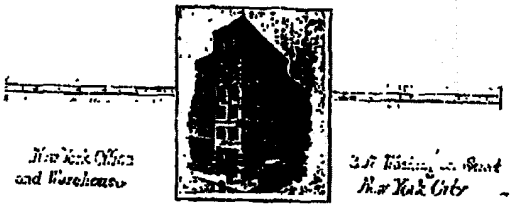
1894 January, Chicago office and warehouse m Stewart Avenue and 26th Street. Wm. H. retired from Company. The Walter H. Cottingham the Cottingham Varnish Co. were formed to man Sherwin-Williams products in Canada.

1895 Organized The Walter H. Cottingham Co., Montreal, taking lease and fitting up office, and warehouse at the corner of St. Antoine and St. G Streets. The Cottingham Varnish Co. purchased St. Patricks Street, erected buildings and began varnish. Organized The Old Colony Paint Co., Bosto taking over The Sherwin-Williams Co. warehouse. Au organized The Orange Belt Paint Co., Los Ange November 7th, sold out The Atherton Paint Co.



New England Division Boston Plant

1896 Moved New York office and warehouse to 397 Washington Street. Purchased additional land for extension of Cleveland plant. Sold out The Victor Holmes Co.

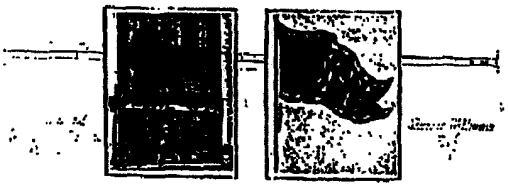


New York Office and Warehouse

397 Washington Street New York City

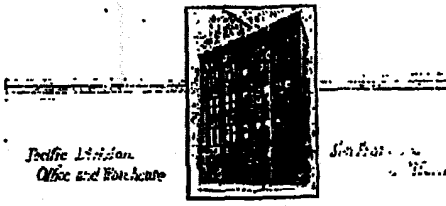
1897 The Walter H. Cottingham Co., Ltd., merged into The Sherwin-Williams Co. in January. The Old Colony Paint Co., Boston, transferred to The Sherwin-Williams Co. Walter H. Cottingham was made Director of The Sherwin-Williams Co. and Manager of its Canadian business.

1898 Established depot in Toronto. Extension of varnish plants in Cleveland and Montreal. The Sherwin-Williams Co. flag designed and dedicated. Walter H. Cottingham was appointed General Manager of The Sherwin-Williams Co.



1899 Established depot in Kansas City. Moved Boston business to Purchase Street. John F. Weare retired from the Company.

1900 Established Sales Division with office and house at San Francisco. Kansas City branch a Sales Division. Purchased from the Pullman Co. la building occupied by the Calumet Paint Co. of Ch Purchased land and commenced building plant at Newar



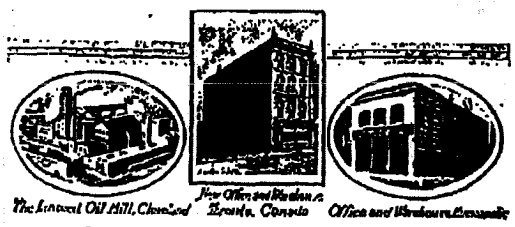
Pacific Division Office and Factory

1901 January 18th, increased capital to $1,500,00 fiscal year changed to end August 31st. Orange Belt Paint Co. transferred to The Sherwin-W Co. In May, moved general office and warehous Washington Street, New York, to new plant at Newark Manufacturing began July 1st, with W. J. Lawson as intendent. Opened city office, 65 Broadway, New Yo

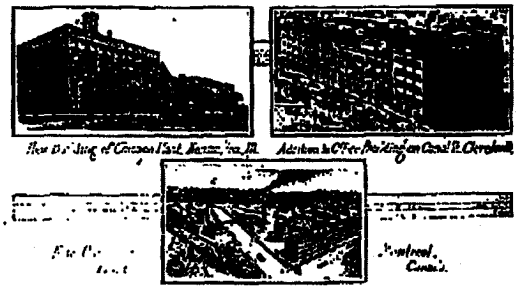


Eastern Division Plant

1902 December 12th, increased capital to $2,5 Purchased land and built linseed oil plant in land. Purchased land in Montreal, for office and facto Centre Street and Atwater Avenue. Opened Winnipeg Opened Minneapolis depot, April 1st. Chicago City Railway Department opened in Fisher Building. G gether Club organized in Cleveland.



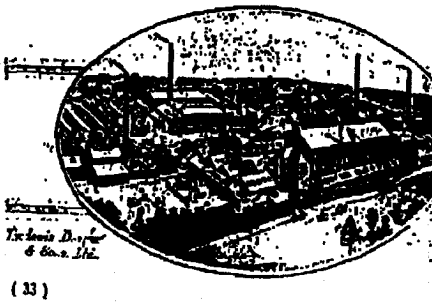
1903 January 15th, increased capital to $3,500,000. January 24th, moved Chicago office and warehouse from Stewart Avenue to new building of manufacturing plant at Kensington. On May 4th, Mr. Edward P. Williams, Vice-President, died at his country home in Glenville, Ohio, having been business partner with Mr. Sherwin thirty-three years. Purchase of land and building to extend plant east on Canal Street, Cleveland. Dry color works, in connection with Chicago plant, complete and in operation in March. San Diego Paint Co. transferred to The Sherwin-Williams Co. Kansas City branch made a Sales District. Great flood in Kansas City in June submerged lower floors of our warehouse. Opened branch office in London, England. Began construction of new plant in Montreal. Walter H. Cottingham elected Vice-President and General Manager. General Accounting Department established at Cleveland with H. J. Douglas as Auditor.

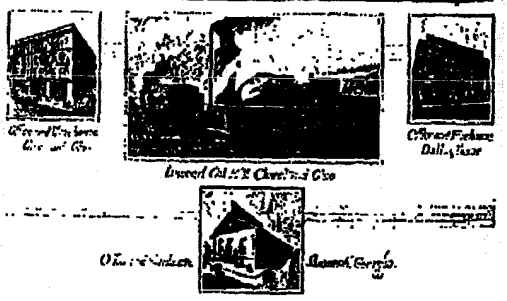


1904 Incorporated The Sherwin-Williams Co. c
chusetts to conduct the New England Di
the business. Bought the Ozark Zinc Co., Jo
Bought mines at Magdalena, New Mexico. July
Montreal office and manufacturing to new plant
Street, formal opening ceremony September 6th. A
opened depot in Portland, Ore. Large extension of
plant. Flood in January submerged lower floors at C

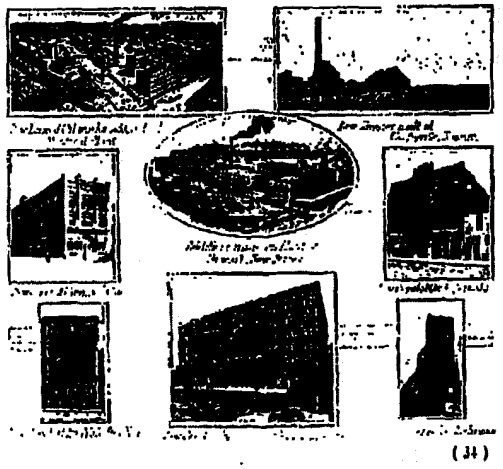


1905 Purchased all stock of Lewis Berger & So
London, England. Established Sales Di
Cincinnati. Established Sales Division at Dalla
Established Sales Division at Savannah, Ga.
George A. Martin was appointed Manager of all
Departments. December, organized The Ozark Sm
Mining Co. Extension of linseed oil plant in Clev

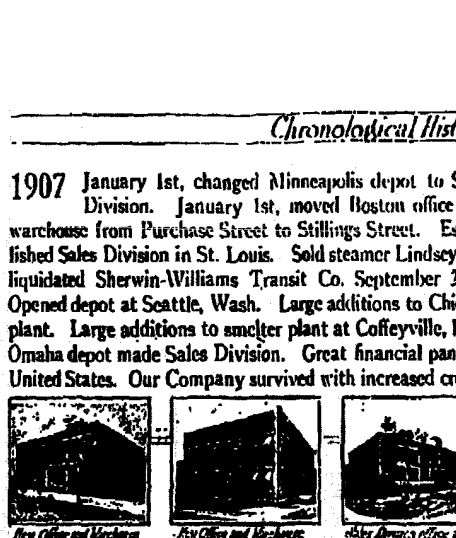




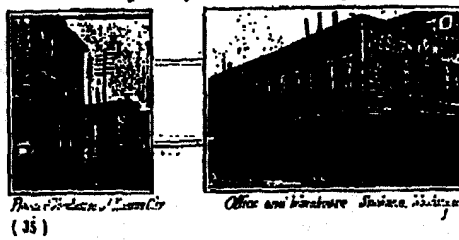
1906 Extended Montreal plant and built linseed oil works. Built smelter at Coffeyville, Kan. Opened depot in Buffalo, N. Y. Opened depot in Omaha, Neb. Established Sales Division at Philadelphia. August 22d, sold out the San Diego Paint Co. New warehouse erected in Winnipeg. Portland, Ore., depot changed to Sales Division. Made large addition to the Newark plant. April 13th, earthquake and fire in San Francisco destroyed our office and warehouse.



1907 January 1st, changed Minneapolis depot to S Division. January 1st, moved Boston office warehouse from Purchase Street to Stillings Street. Es lished Sales Division in St. Louis. Sold steamer Lindsey liquidated Sherwin-Williams Transit Co. September 1 Opened depot at Seattle, Wash. Large additions to Chi plant. Large additions to smelter plant at Coffeyville, K Omaha depot made Sales Division. Great financial pan United States. Our Company survived with increased cr



1908 Opened depot at Spokane, Wash. Changed Wi peg depot to Sales Division. Floods in Kansas C First floor of warehouse under water. Moved New York office to 50 Church Street. Took over Detroit Pain Glass Co. Mr. A. D. Joyce made General Manager Sales Distribution. January 27th, increased capital to $6,000,



1909 Purchased additional land of the Pullman Co. for the extension of the Chicago plant and commenced erection of white lead works. Reorganization of officials of the Company, as follows: Henry A. Sherwin, Chairman of the Board; Walter H. Cottingham, President; S. P. Fenn, Vice-President and Treasurer; A. W. Frank, Secretary. Purchased land for the extension of the Newark plant. Opened depot at Pittsburgh, Pa. St. Louis Divison made headquarters of Mississippi Valley District. Opened depot in Houston, Texas. Opened depot at New Orleans, La. Opened depot at Vancouver, B. C. Opened depot in San Antonio, Texas. Increased capital to $8,000,000.



Depot at New Orleans, Louisiana



Depot at Vancouver, British Columbia



Depot at San Antonio, Texas

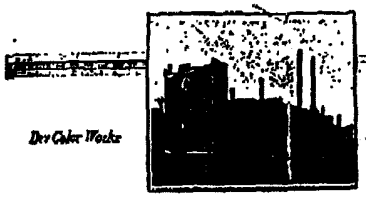


Birmingham, Illinois

1910 Established factory at Detroit, Mich. Moved Chicago city office to Steger Building. Lead corroding plant at Chicago complete and put into operation.



1911 Began manufacture of dry colors and insectic at Newark. Sale of Canadian department Lewis Berger & Sons, Ltd., to The Sherwin-Williams Co Canada, Ltd. Dallas Sales Division made Texas Dist Headquarters.

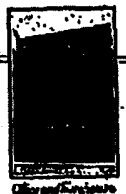


Dry Color Works

1912 Moved New York City offices to 116 West Street, in connection with opening of New Y sales and showroom. Built new ore separating plan Magdalena, New Mex. Opened warehouse at Birmingh Ala. Opened warehouse at Denver, Colo. Opened w house at Indianapolis, Ind.



Office, Sales and Show Room, New York City







Office and Warehouse

1913 Flood. High water from heavy rains March 24th to 26th throughout the United States. Cleveland plants under water. Our loss estimated at $100,000, by water higher than flood of 1883. Opened distributing depot at Peoria, Ill. Increased capital to $9,000,000. City warehouse opened at 2355 La Salle Street, Chicago. Distributing depot opened at Ft. Worth, Texas, and another at Pasadena, Cal.

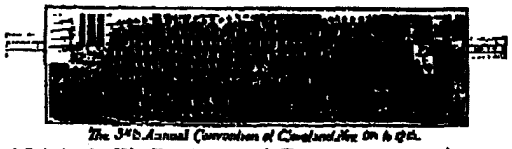


Distributing Depot Peoria, Illinois — Distributing Depot at Ft Worth, Texas — City Warehouse Chicago, Illinois



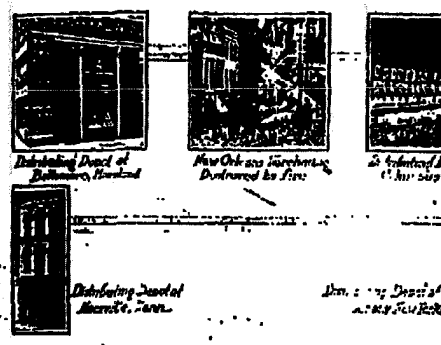
Flood at Cleveland Plant — Assessment Delayed

1914 34th Annual Convention in Cleveland, November 9th to 12th. Distributing depot opened at Houston, Texas. Distributing depot opened at New Orleans, La.



The 34th Annual Convention at Cleveland, Nov. 9th to 12th.

1915 A. W. Frank elected Treasurer upon retirement from active duties of that office by S. P. Fenn. H. J. Hain made General Superintendent of the Paint and Color Manufacturing Departments. Distributing depot opened in Baltimore, Md., Knoxville, Tenn., Albany, N. Y. and Columbus, Ohio. September fire destroyed New Orleans plant.



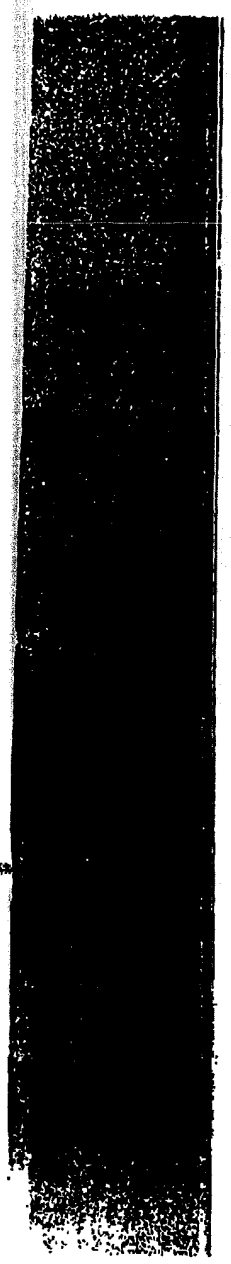
Distributing Depot at Baltimore, Maryland — New Orleans Warehouse Destroyed by Fire — Distributing Depot at Knoxville, Tenn.

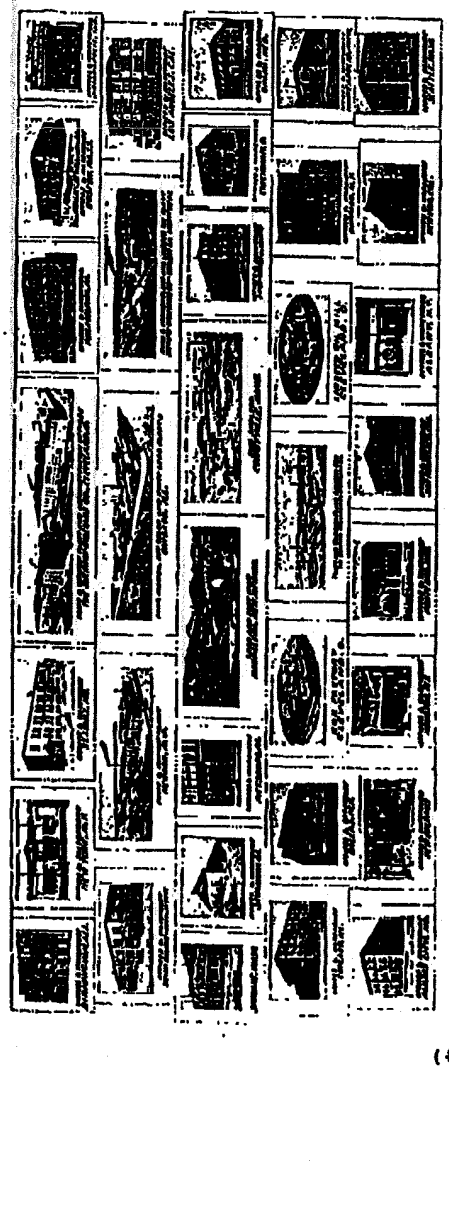
The Board of Managers



H. D. Force — W. H. Collingwood, Chairman

This Board directs the active affairs of the Company and meets at least once each week





From Father to Son

By EDW. M. WILLIAMS

MY FATHER was fond of sports and games of kinds. I have been told he was an exception good whist player. The one characteristic displa there was one which, I think, was one of his most ma qualifications. Older men have told me to what a remark degree he seemed to be able to see at a glance the possibil of a whist hand. In the same way, in any business discuss the clearness with which he went direct to the vital p of the subject under discussion, and was able to brush a all confusing and irrelevant side matters, was quite remarka

The two characteristics which stood out very strongl me were his sentiment—not sentimentality—and his fair and justness.

As to the first, I recall a conversation with him, wh I think, was somewhere along 1898. At any rate, it wa the time when so many great corporations were being together. I asked him if anything of the kind had b thought of in the paint business. He said, "Yes." would hardly be possible without including our Compa would it?" He replied, "No, it would almost have to be b upon our Company." I then asked, "Could it not be d with great profit to the stockholders of The Sherwin-Willi Co.?" "I think so, undoubtedly." "Is it quite likely you can go into something of the kind?" "No, it does seem at all possible." "Why do you say this when it your opinion that it would be very profitable?" "Bec our success has been principally due to the men about If we became a part of a larger corporation, we could no sure how they would be taken care of, and we would not f moment consider anything that would jeopardize t interests."

I remember at the time of his last illness, while he wa the hospital in Baltimore, a message was sent him from Annual Convention. He was greatly touched by it and marked to my mother, "I knew the boys would never fo

me." As illustrating his underlying sense of justice, which could not be kept down even by a sometimes quick temper, I remember one time driving to the railway depot with him, when, with very little time to spare, the carriage was blocked on the depot hill by a teamster. Mr. Williams allowed his impatience to get the better of him and berated the man in the strong language of which he was master. After we got past and down the hill and he had said nothing further, he ordered the coachman to turn around, and chasing back nearly to Superior Street, he overtook the teamster again and apologized for the way he had spoken to him.

I have had many of the older men tell me how he was able to interest himself in their personal affairs—many went to him about their personal business, such as life insurance, etc., and some even about their families. The thing that hurt him most was disloyalty or failure of a man to measure up to the trust imposed in him. I recall his referring once or twice, when I was a youngster, to someone whom they had had to let go because of finding he was guilty of dishonest practices. On such occasions he would come home more tired than usual and it would take him a good while to become composed. I remember one evening, when he was very quiet and seemed uninterested in what was going on, I remarked, "You seem to be tired tonight." He said he was. I asked him if anything had gone wrong and his remark was, "I would never have to get very tired if I had only myself to think of; it is other people's troubles that cause me the most trouble."

At one time it was quite a fad, when a new baby arrived, to have a Wish Book, in which parents' friends might inscribe in their own handwriting, each the particular line of good fortune which he or she wished for the child. My father wrote in one of these, "May she grow to learn that life's greatest happiness comes to her who ministers to the happiness of others." I really think that this indicated the mainspring of his character and aim. The Company was indeed one from which he sought to derive a livelihood and more, if possible, for himself and his family. More particularly

and more truly, though, I think, he was interested i
up an organization which should prove the means o
ing happiness to many employees and their familie

E. G. Williams

The Field of Business

From "Business Success" by Walter H. Collingha

IT IS world-wide in extent. Its cultivation a
ambitious man greater scope and opportuniti
activity and ability than any other. There are
to the possibilities of a business career, excepting t
tions of human capacity and endurance. And this
of business. In no period of the world's history ha
pied such an important place.

Time was when men devoted themselves to
by the sword, but now the world's greatest contests
and won on the fields of commerce by the great c
industry. To be "in trade" is no longer a repr
business as it is constituted today affords ample op
for the highest honors, for the most enduring fam
unlimited wealth and power. It is a field to attrac
and the ambitious, and in which to exercise the
talents.

The world is progressing today at a greater s
ever before. Developments and improvements ar
side. They are the results of the genius of busine
are the rewards of tireless industry and superior al

Let no one think that the best days for busin
tunities have passed. We are in the midst of the
now the chances of success are greater than they
But remember this, better training and greater
are now necessary to successfully conduct the v
actions by which the enormous business of our tim
ated than in the days of small things.



Mr. G. A. Martin Mr. A. D. Joyce. Mr. A. W. Frank.

Three Important Officials

Mr. Geo A. Martin is General Manager of the Manufacturing Department and the Auxiliaries Department, under which also come the Purchasing Department, Lead Mines, Zinc and Copper Mines, Smelters, Raw Materials, Linseed Oil, Boxes and Plant Equipment. Mr. Martin has been identified for many years with the mines and production end of the business.

Mr. Adrian D. Joyce is General Manager of Sales and Distribution—a position of great responsibility and a clearing house for tremendous work and sales direction. Mr. Joyce rose from Traveling Representative to District Manager at Kansas City, and was called to Cleveland in 1908 to his present work.

Mr. Andrew W. Frank is Secretary-Treasurer and has had very solid growth since joining the Company many years ago. Mr. Frank received his early training in finance under Mr. Fenn and proved himself so capable that, in 1915, he was made Treasurer as well as Secretary.

Our Trade Mark and its Designe

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



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

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

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

In its early days, several imitations of the Cover

Our Trade Mark and its Designer

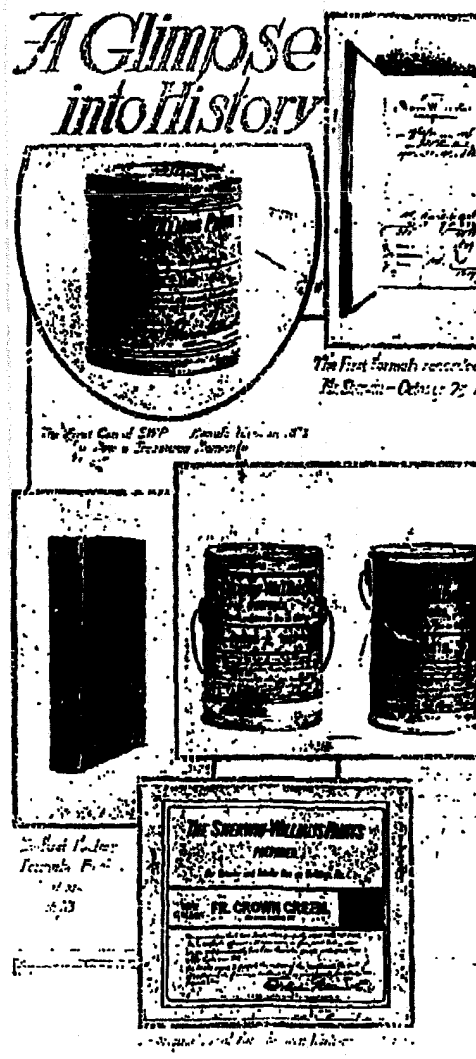
Earth design appeared, some copying it quite closely, others only following the suggestions. On having the similarity called to their attention, all of these copyists were willing to abandon the use of their imitations.

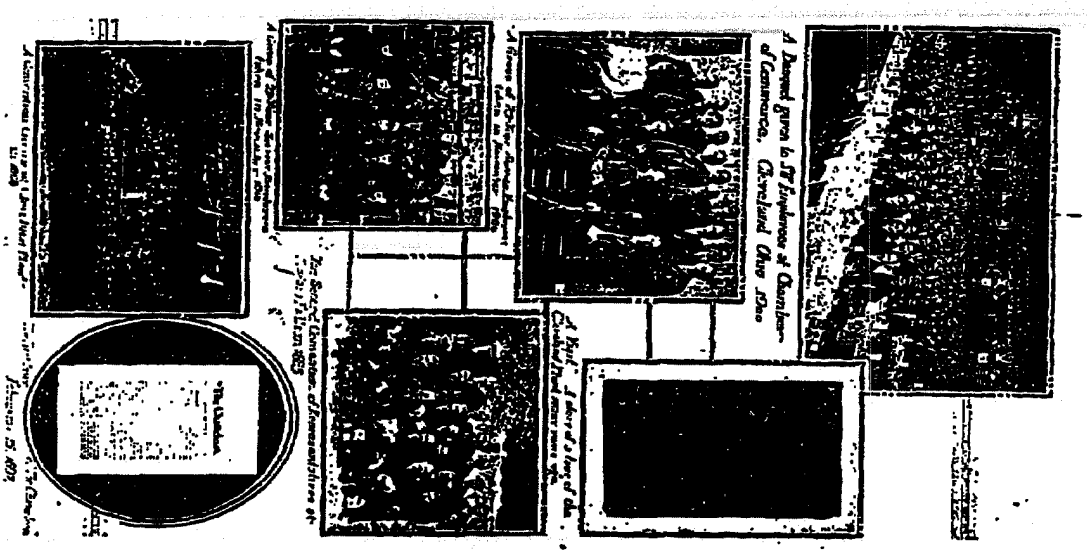
In thinking over the steps which led up to the Cover the Earth design, Mr. Ford was led back to the time when the whole office force of the Advertising Department was contained in a little jog in the wall about 8 x 19 back up against the elevator—but not the modern affair—this one had a bell attachment so that you never could miss a trip up or down. This advertising room had a long walk connected with the operating department located on the top and bottom stories of the Canal Street building and on the river bank. But there was no trouble with the office help in the Advertising Department those days, because there was no one there but Mr. Ford at the beginning. He himself drew designs for labels, color-cards and all the other advertising matter. The idea in those days was to have the color-cards changed each year. This seems rather queer to us now that we are trying to standardize as much as possible, and know the value of sticking to the same design in order that it may be easily recognized. Of course, in those early days, the salesmen had nothing in an advertising way except color-cards, labels and a few banners, so they always liked to have new designs.

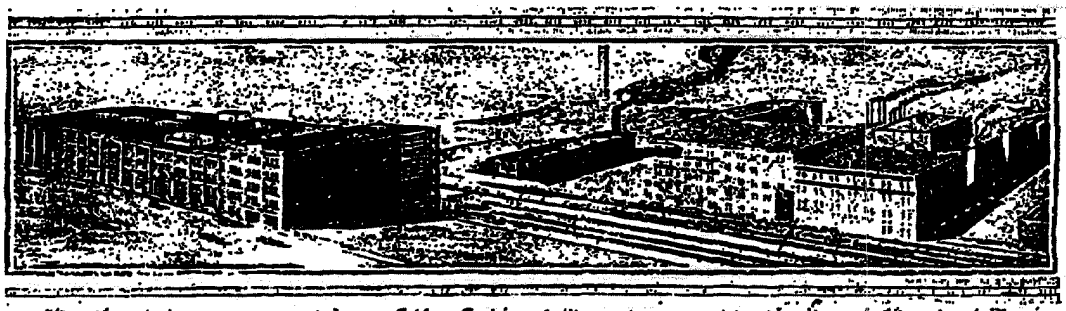
Mr. Ford designed the present labels that are being used on the SWP, Buggy Paint and several others.

Pretty soon the Advertising Department began to expand, having grown to the large number of two, Mr. Ford's assistant being no other than "Larry Greene," who was later our advertising manager. These two men kept records, wrote copy, made their own drawings, layouts, selecting type and were always busily thinking up new ideas.

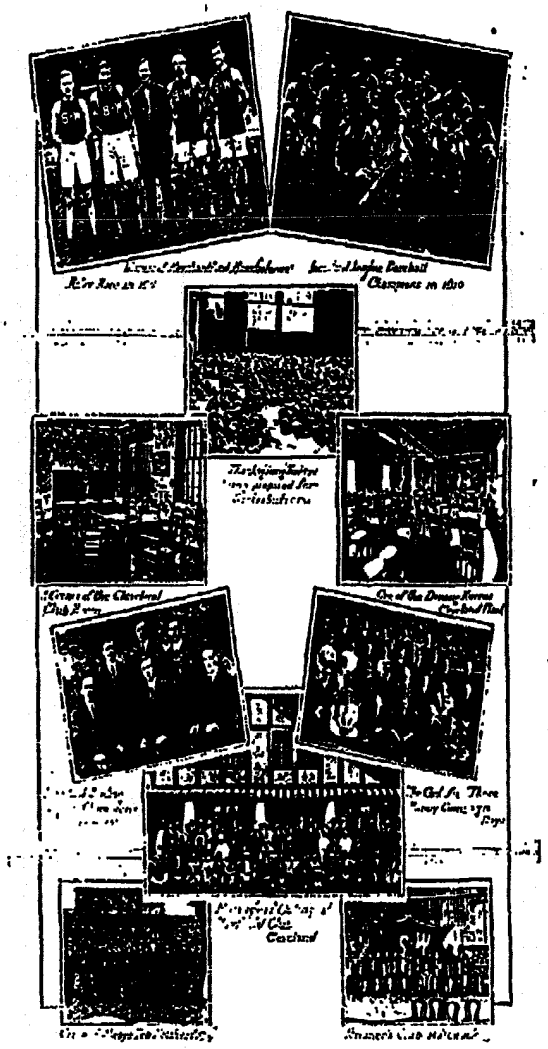
Today our Advertising and Printing Departments number a hundred people—all busily engaged originating plans to promote the "Cover the Earth" trade mark and Sherwin-Williams Paints and Varnishes.







In this phantom drawing, we show the original plant with relation to its location to the present group of plants. The original building contained about 10,000 square feet of floor space—no part of it exists today. Today these plants occupy a floor space of over 247,600 square feet—an increase of 237,600 square feet over the original building, or nearly 25 times the size of the same.



Some Sherwin-Williams Activities

Some Sherwin-Williams Facilities

7 Paint Factories—Cleveland, Chicago, Newark, Mo treal, Detroit, Winnipeg, London, England.

7 District Offices—Cleveland, Newark, Chicago, Kans City, St. Louis, Dallas, San Francisco.

16 Sales Division Offices—Cleveland, Boston, Newar Philadelphia, Savannah, Cincinnati, Chicago, Minneapoli St. Louis, New Orleans, Kansas City, Omaha, San Francis Los Angeles, Portland, Dallas.

27 Warehouses—Boston, Newark, Savannah, Philade phia, Buffalo, Pittsburgh, Cleveland, Cincinnati, India apolis, Detroit, Chicago, Minneapolis, Birmingham, Ne Orleans, St. Louis, Kansas City, Omaha, Denver, Dalla Houston, San Francisco, Los Angeles, Portland, Seattl Spokane, Toronto, Winnipeg.

15 Distributing Depots—Albany, Baltimore, New Yo City, Binghamton, Columbus, Knoxville, Peoria, Housto Ft. Worth, San Antonio, Pasadena, Los Angeles, Detro New Orleans, Pittsburgh.

Mines—Lead, Zinc, Copper—Magdalena, N. M.

Smelters—Zinc—Coffeyville, Kan.

Linseed Oil Mills—Cleveland, Montreal, Winnipeg.

White Lead Works—Chicago.

Dry Color Works—Chicago, Cleveland, Newark, Lo don, England.

Chemical and Dye Products Plant—Chicago.

Insecticide and Fungicide Plants—Chicago, Newark.

Varnish Plants—Cleveland, Chicago, Newark, Mo treal, London, England.

Printing and Sampling Department—Cleveland.

Chemical Laboratories—Cleveland, Chicago, Newar Coffeyville, Magdalena, Montreal, London, England.

Testing Rooms—Cleveland, Chicago, Newark, Mo treal, London, England.

Research Department—Cleveland.

Machine Shops—Cleveland, Chicago.

Tin Can Factories—Cleveland, Chicago, Montreal, Lo don.

Representatives—363, covering all territories.

Some Main Lines of Sherwin-Williams Manufactures

Lead, Zinc and Copper Ore (miners)
Zinc Oxide (smelters)
White Lead (corroders)
Linseed Oil (producers)
Paints for every purpose
Varnishes for every purpose
Colors
Enamels
Stains
Fillers
Shellacs
Primers
Thinners
Driers
Japans
Insecticides
Oils
Wood Preservatives
Metal Protective Paints
Marine Paints and Varnishes
Railway Paints and Varnishes
Concrete Finishes
Glaze Colors
Stencil Colors
Stencils
Polishes (furniture, wood)
Brass Polishes
Waxes
Gold Paints
Aluminum Paints
Linseed Oil Soap
Linseed Meal and Cake
Graining Colors
Red Lead
Sheep Marking Liquid
Distemper Colors
Fresco Colors
Dyes
Pitch
Coal-Tar Products
Etc., etc., etc.

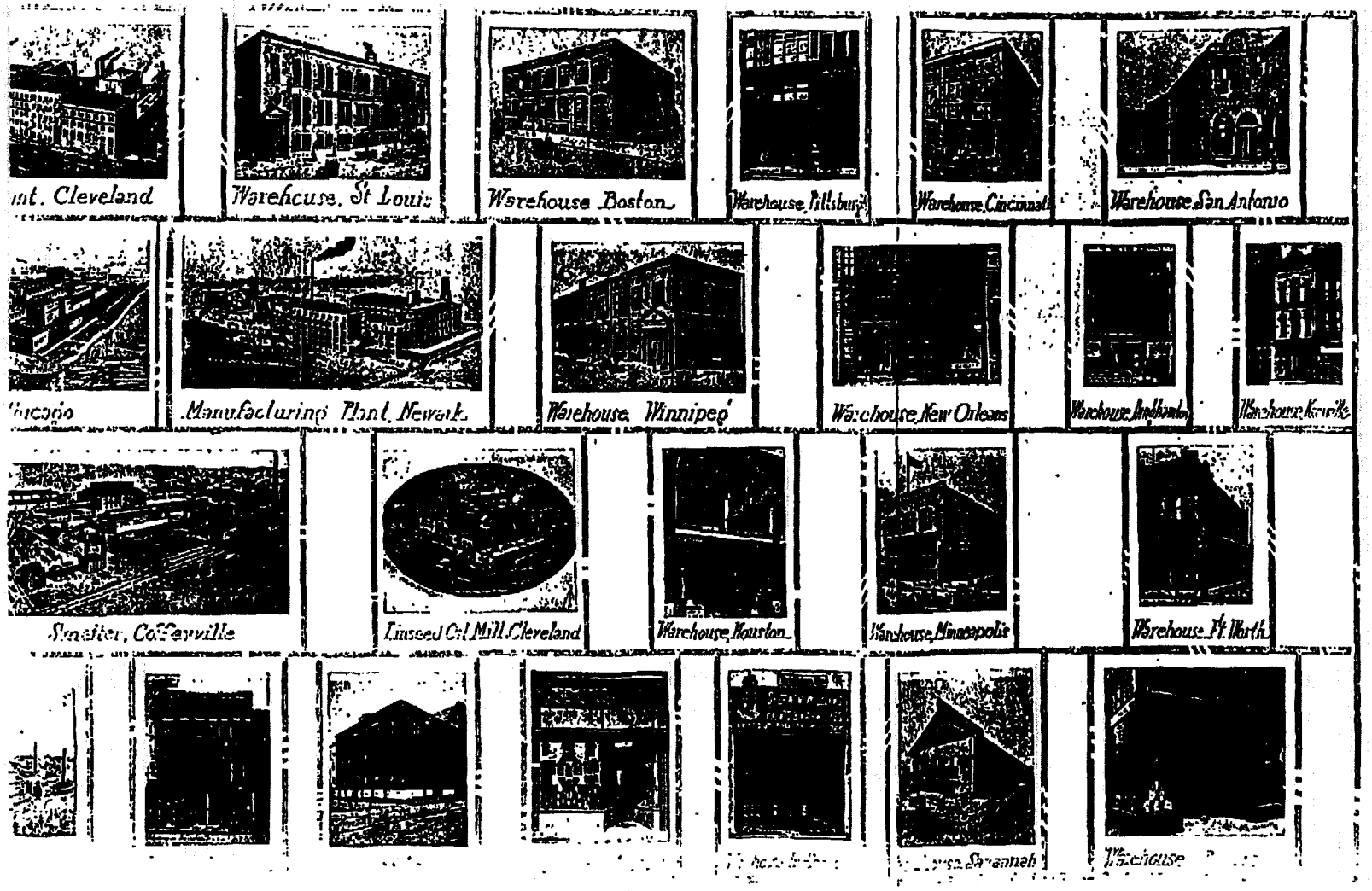
Sherwin-Williams Inter-Organizations

Board of Managers
Manufacturing Committee
Sales and Advertising Committee
Get-Together Club
- Cleveland (Parent Club)
- Newark
- Chicago
- Kansas City

Brighten Up Girls' Club
Foremen's Club
- Cleveland (Parent Club)
- Chicago
- Newark

Foremen's Auxiliary Club
Boys' Club
Benefit Society
Glee Club
Top-Notcher Club
Long Service Group
Inspection Committee
Safety First Committee
Fire Committee
Convention Committee
Welfare Committee
Baseball Team
Bowling Team
Debating Team

# of THE SHERWIN-WILLIAMS COMPANY



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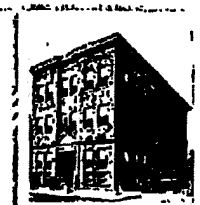
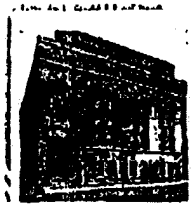
Manufacturing and Distributing Facilities



Warehouse, Baltimore



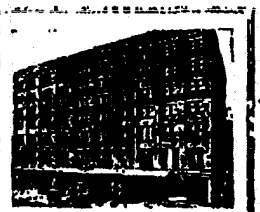
Warehouse, Kansas City



Warehouse, Dallas



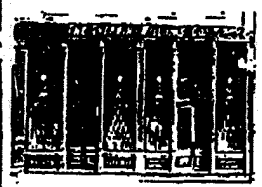
Warehouse, New York



Warehouse, Philadelphia



Administration Offices and Plant



Warehouse, Columbus



Warehouse, Chicago



Warehouse, Los Angeles



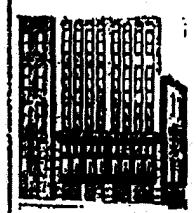
Manufacturing Plant, Montreal



Manufacturing Plant, Chicago



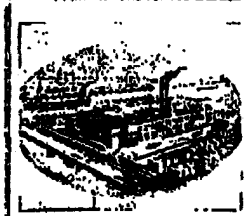
Warehouse, Boston



Warehouse, Buffalo



Warehouse, Denver

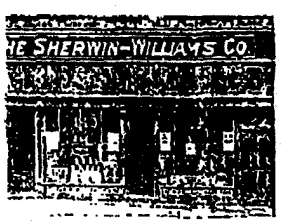


Warehouse, Cleveland



Lead and Zinc Mines, Magdalena





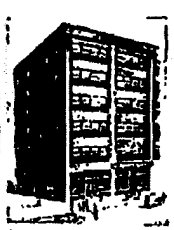
Plant



Warehouse, Chicago









Warehouse



Plant

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