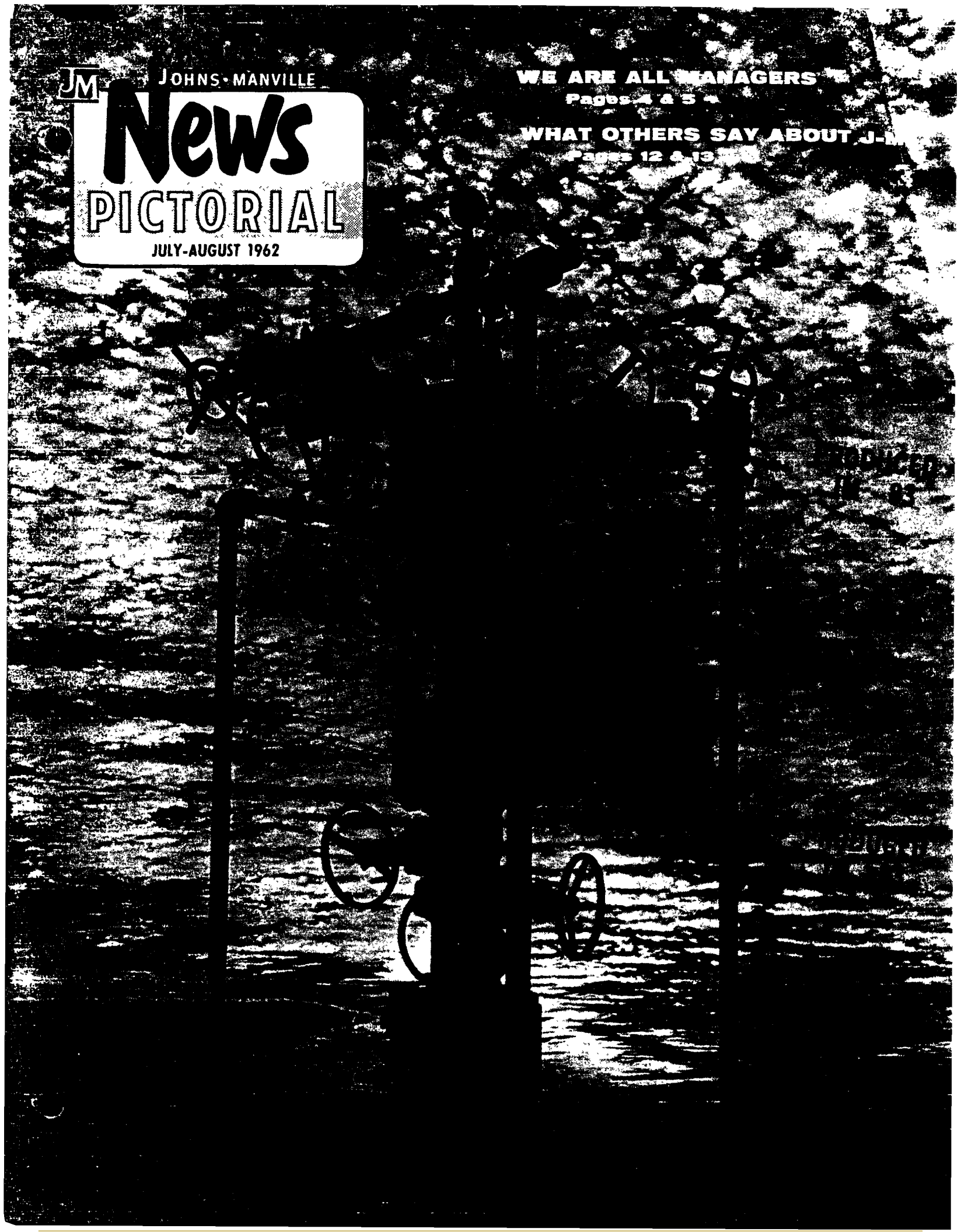
JM JOHNS-MANVILLE

News PICTORIAL

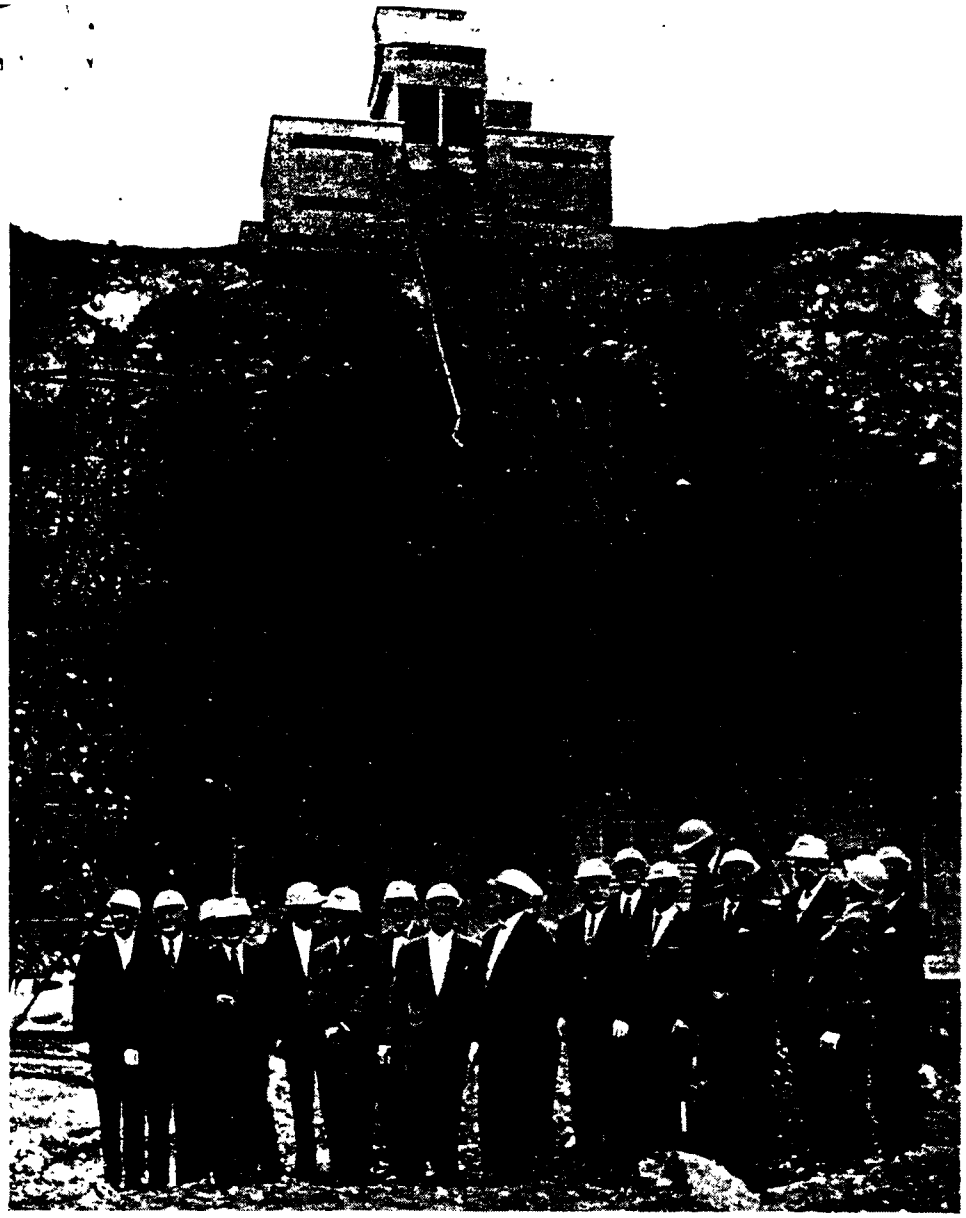
JULY-AUGUST 1962



WE ARE ALL MANAGERS
Pages 4 & 5

WHAT OTHERS SAY ABOUT J-M
Pages 12 & 13

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J-M Directors Tour Asbestos

Members of J-M's Board of Directors held their regular monthly meeting in June at Asbestos (Que.) where they toured J-M's mine and plant. They are shown here in the Open Pit Mine inspecting the new ore skipway.

From left are N. W. Hendry, C.J-M Vice President and General Sales Manager of Asbestos Fibre Division; A. R. Fisher, Director; Roger Hackney, Director and Vice President for Mining and International Divisions; Edgar G. Burton, Director; Henry C. Alexander, Director; Leslie M. Cassidy, Director; Clifford F. Rassweiler, Director and Vice President for Research.

Clinton B. Burnett, Director and President; Joseph A. Grazier, Director; R. D. Baker, Advocate Mine Manager; Francis H. May, Jr., Director and Vice President for Finance; John D. Biggers, Director.

Karl V. Lindell, C.J-M Chairman of the Board and General Manager of Asbestos Fibre Division; Irving J. Pedly, Assistant Secretary; R. W. Winson, Munro Mine Manager; A. G. W. Sinclair, C.J-M President and General Manager of Canadian Products Division; H. H. Waller, Underground Mine Superintendent; and J. O. Eby, C.J-M Vice President and Jeffrey Mine Manager.

Some of Our Customers . . . .

Builders, spacemen, water suppliers, brewers, oil men, fire fighters, toy manufacturers, manufacturers of boats, planes and automobiles . . . these are some of our customers. There are many, many more, both here and abroad.

With prospective customers in mind, J-M launched a company-wide national advertising campaign this year that shows the wide variety of product fields in which J-M is a leader and the many types of customers we now serve.

A total of 22 different advertisements like those pictured at right are appearing in *Time*, *Newsweek* and *Business Week* magazines throughout the year.

Photographs were selected for their technical excellence as well as for their appeal and interest. Stories about products are brief and informative, stressing the superiority of our products, technical and research facilities, and reliability of our distributors. Readership polls show the ads are highly popular.

Advertising agency Cunningham and Walsh of New York created the series for the company to attract buyers and to pave the way for our sales force.

The series points out J-M's ever growing industrial leadership at home and abroad. Across the bottom of each ad appears the statement: "Johns-Manville Increases the Free World's Industrial Might with asbestos, fiber glass, insulations, packings, brake linings, building materials, pipe, tapes, and filter aids."



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Johns-Manville Will Vigorously Contest Monopoly Claims in Federal Court

The following statement was issued by J-M President Clint Burnett on June 26, 1962.

The government claims Johns-Manville has violated anti-trust laws in seeking to monopolize and restrain trade in the manufacture and sale of asbestos-cement pipe and couplings.

Herbert Morton Ball, J-M General Attorney, advises that there appears to be no basis for such charges as made by the government on June 1, 1962.

Johns-Manville intends to contest these charges vigorously and requests stockholders, employees, customers and the general public to withhold judgement until the government accusations are disposed of in the Federal courts.

The policy of Johns-Manville Corporation has been and is to comply fully with the anti-trust laws. We have cooperated with the government in a lengthy study of the asbestos-cement pipe industry, which represents only a fraction of the total pipe business in the United States. It was with considerable surprise, therefore, that J-M learned a Philadelphia grand jury at government instigation had seen fit to make such claims.

One of the government's charges is that Johns-Manville conspired to curtail foreign imports of asbestos-cement pipe through threat of patent infringement suits. We accept foreign competition but believe it is unfair and unlawful when a foreign competitor appropriates our own patents in making products to compete with us in the domestic market. J-M successfully brought one patent infringement suit against a foreign firm selling asbestos-cement pipe in the United States. On this particular issue of patent infringement Johns-Manville has already been upheld by the Federal court.

The remaining issues will be decided in due course.



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We are all MANAGERS

"Each member of the J-M organization has one thing in common," says Francis May, a member of J-M's Board of Directors and Vice President for Finance.

"No matter what our job — machine operator, typist, or salesman — our primary job is as a Manager of Money.

Three Common Elements of a Job

"This is so because we are all responsible for managing three common elements — time, materials, and equipment.

"You and I directly control and manage a large part of every dollar that the company spends in producing goods and services for homes and industry.

"We use time — in the form of wages, salaries and employee benefits. Time takes 42 cents out of every dollar that the company spends. We can use our time well, or we can waste it.

"We use materials and services that cost 33 cents out of every dollar that the company spends.

"We can use these materials and services — raw materials for products, paper for correspondence, or electricity for lighting — to create something of value, or we can waste them in the form of rejects or on work that has to be repeated.

"Equipment and facilities cost us about five cents out of every dollar we spend.

"When you add it all up, we J-Mers manage and control about 80 cents out of every dollar that the company spends. The other 20 cents is spent for items such as taxes, finished products that we buy for resale, and so forth.

"If each of us will manage the use of time, materials and equipment more effectively, we will improve our company's profits so that all of us may benefit."

Are We Too Materialistic?

"The charge is frequently leveled that Americans are too materialistic," says Clint Burnett, J-M President. "We are accused of thinking only of things and possessions.

"These critics who deride us for materialism seem to be looking the other way when our nation pours out billions of dollars and shipload after shipload of material goods to aid other peoples.

"Materialistic or not, almost all of us contribute our time, talents and money to worthy causes to help others. Our so-called materialism, moreover, has brought greater freedom. It has helped to increase our leisure, improve our health, and extend our knowledge through more education.

"As J-Mers and as Americans we should be proud of our materialistic responsibilities as managers of money.

"It is what makes us want to do a job in the best way we know how. We keep looking for even better ways. We are not satisfied with just a good product — we want a better product.

"As individuals in the J-M organization our success depends upon how well we manage time, materials and equipment.

"As we apply better management to our J-M duties," emphasizes Clint Burnett, "we directly increase our opportunities and security — because we will have a more profitable company — producing more goods and services for homes and industry."



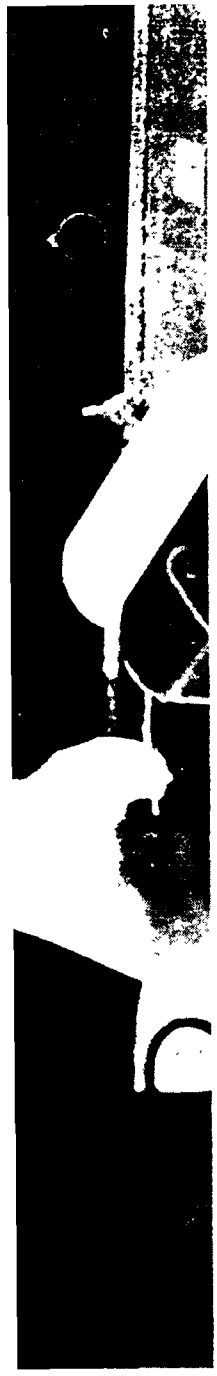
Proper maintenance of equipment and facilities helps greatly to control other important factors, such as time and materials. Wilbur Stutler, Maintenance Mechanic at Parkersburg (W. Va.) Fiber Glass Plant, cleans slag from the stack pit of a glass furnace to assure that the furnace will do the job it is supposed to do, when it is supposed to do it.



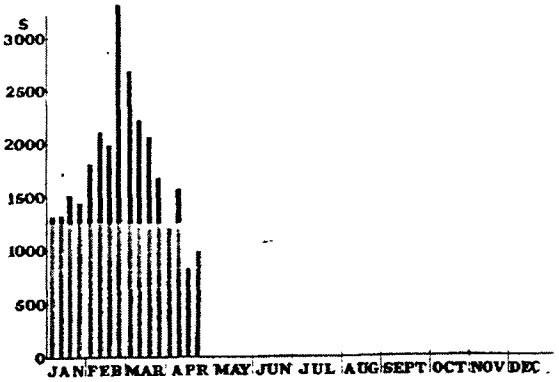
Idler rollers on the Coater which makes Friction Tape at Chicago (Ill.) Dutch Brand Plant used to be removed and recovered every day to control the buildup of adhesive which tends to cling to everything it touches. Frank Porento, Coater Operator, got the idea to coat the freshly wrapped rollers with a silicate solution so that the adhesive would not build up so rapidly. The idea worked so well that covers now are changed only once [illegible] creasing Frank's p[illegible]

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THERMOBESTOS
WEEKLY COST OF YOUR REJECTS



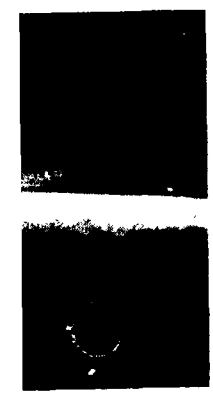
A large chart, posted prominently at the Manville (N. J.) Industrial Insulations Plant, shows the weekly cost of rejects. Reduction of rejects comes from better management of materials which is brought about by better management of time and equipment. More of value is created when rejects are reduced.

Proper management of time, materials and equipment is emphasized at the Corona (Calif.) Fiber Glass Plant in special training sessions for production crews. Dave Storm (standing center), Quality Control Manager, explains to this group how product defects can affect customers. Ray Shelmire (not shown), Production Superintendent, discussed the individual's responsibility for control of quality, scrap cost, and methods for quicker correction of product defects. Seated from left are Don La Fuente, Melvin Beach, Ken Dickenson, Jim Van Hooser, and Roger Stahl. Standing are Roy Lane, Henry Cranston, Vincent Gonzales, Dave Storm, Willie Narron, and Juvin Dominguez.



The most important contribution that can be made in clerical work is the proper management of time. Accuracy, however, is also vital, especially when a customer's order is concerned. Anna Nadeau (left) Order Interpretor at the Manville (N. J.) Industrial Insulations Plant, discusses a customer's order for J-M Thermobestos with Lorraine Geremia, Clerk-Typist.





Exceptionally good use of both time and materials was achieved by a universal pipe lathe crew at the Stockton (Calif.) Pipe Plant. The men set a new record by machining 511 sections of 12-inch Class 150 pipe in 7½ hours. Rejects during the run were only 1½ per cent. From left in front are Herbert Moreno, Leroy Benitez, Teofil Schmierer, and Ray Taylor. Standing are Ray Schmierer, Donald Potter, James Holland, Jerry Sanders, and Van Gwinnup. Proper maintenance helped make the production record possible.



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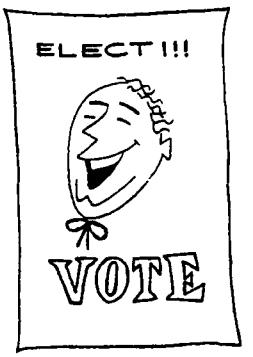
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DUTCH BRAND PLANS SALES INCREASE

During a sales meeting, several key Dutch Brand men recently toured the Chicago (Ill.) Dutch Brand Plant. It was pointed out that Dutch Brand has improved quality, increased production, and that new and improved products are now available. From left are George Alexander, Central District Sales Manager; Verne Montgomery, Midwest District Sales Manager; L. L. Bergendahl, Western District Sales Manager; Walter Hobelsberger, Eastern District Sales Manager; Fred Klepetar, Technical Manager; Al Thomas, Southern District Sales Manager; and James R. Allen, Industrial and Distributor Sales Manager.

Castro Promised Cubans Free Elections, But . . .



"Terror, torture, and murder stalk our beloved country. Our people are hungry where there was food in abundance."

To protect his relatives and friends still in Cuba, the J-Mer telling this story has asked not to be identified.

"During the revolution Fidel Castro promised Cubans a civilian government, and free elections within one year."

Before Castro, Cubans enjoyed one of the highest standards of living in Latin America. Castro promised more freedom and greater abundance. But the promises were empty, because Castro is a communist.

In today's Cuba, communal life is heavily militarized—aimed at destroying religion and the family. Newspapers and broadcasters are controlled by Castro's government. Family members and neighbors are urged to spy on one another.

Thousands of political prisoners are crowded into jails. The only political party allowed to function is the communist party—only 90 miles from U. S. shores.

"Castro and his communist henchmen would be out of power immediately were it not for secret police and terrorist methods," says this unidentified J-Mer.

Communists around the world do not dare allow free elections.

Are you registered to vote?

Do you know the candidates and issues in the U. S. elections coming this fall?

J-M INTERNATIONAL RECEIVES PRESIDENT KENNEDY'S "E" AWARD

Johns-Manville International joined an exclusive group of industrial firms when it received President Kennedy's "E-for-Excellence-in-Export" Award at the opening of the World Trade Fair at New York Coliseum.

United States Secretary of Commerce Luther H. Hodges presented the award.

Roger Hackney, Senior Operating Vice President, accepted the certificate and flag for Johns-Manville. He commented that "success of the Johns-Manville export program is a concrete example of how expanding business overseas creates more jobs in the United States."

The Mayor of New York City and dignitaries from foreign nations represented in the Trade Fair were on hand for the presentation. The blue and white "E" flag is a revival of the World War II "E-for-Excellence-in-production" flag. Now it stands for excellence in export.

J-M International has expanded its exports on an average of 10 per cent each year over the past seven years. In addition, the company has increased overseas travel 158 per cent in the same period to train dealer salesmen, assist on product application, make market surveys and appoint new outlets for products made in the U. S.

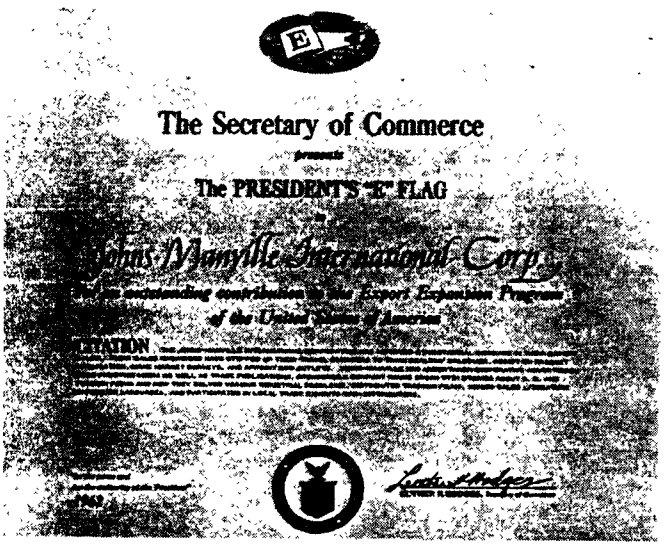
Johns-Manville has undertaken cooperative advertising; used consumer media as well as trade publications to tell how U. S. and foreign firms solve various industrial problems; distributed training films; participated in trade exhibits; and issued sales literature in foreign languages.

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Above—J-M's Roger Hackney, right, accepts "E" Award from United States Secretary of Commerce Luther H. Hodges.



Left—"E" Award certificate was presented "In the name and by the authority of the President".

Below—At J-M International Headquarters, the "E" Award flag is proudly examined. From left are Dudley Colton, Division General Manager; W. E. Lehmann, Director for Europe; Olie Olson, Manager of Engineering; and Bjarne Asper, Manager of Marketing.



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RECENT J-M ASSIGNMENTS



T. H. Eaton | J. M. Keenan | W. L. VanDerbeek | J. B. McCarty | J. Q. Trice | H. L. Rucker

INDUSTRIAL INSULATIONS

Thomas H. Eaton has returned to Industrial Insulations Division Headquarters as Production Manager. In May of 1959 he left the Division to undertake the first of several special assignments in connection with the new Fiber Glass Division. His most recent assignment has been as General Manager of Fiber Glass Division. He joined J-M in 1934 as a Chemist at Manville (N. J.) Plant. In 1941 he was appointed Superintendent of Magnesia Dept. at Manville. His broad experience in company production led to the position of Plant Manager at Redwood City, Calif.; Toronto, Ont.; Marrero, La.; and Long Beach, Calif. He is a Vice President of Johns-Manville Products Corporation.

FIBER GLASS

Fiber Glass Division has been organized into the two major operating departments of Fiber Glass Textiles Dept. and Fiber Glass Insulations Dept. The separation has been made to permit more specialized attention to the textile glass products of the Division.

John M. Keenan has been appointed to the newly created position of Operations Manager, Fiber Glass Textiles. He has the responsibility for the manufacture, research, and sale of all fiber glass textile products and such other related products as are assigned to him by the Vice President for Industrial Divisions. He joined J-M as an industrial engineer at Waterville (Ohio) Plant in 1950. He served four years as Plant Manager at Waterville, then became Parkersburg (W. Va.) Plant Manager in 1956. He became General Factories Manager in 1958, and Production Manager of the Division in 1959. He is a Vice President of J-M Fiber Glass, Inc.

William L. VanDerbeek has been named Operations Manager of Fiber Glass Insulations, and is elected a Vice President of J-M Fiber Glass, Inc. He started with J-M at Manville (N. J.) Plant in 1939 as an Industrial Engineer. After a short period of service with the Kansas Ordnance Plant during the war, he returned to Industrial Products Division to become Production Engineer in 1949. Since 1956 he has been Production Engineer, Manville Plant Manager, and was most recently Production Manager of Pipe Division. He is a recent graduate of the advanced management course of Harvard Graduate School of Business Administration.

PIPE DIVISION

John B. McCarty has been named Production Manager of Pipe Division. John brings to the Pipe Division the experience of having served as Production Manager of Industrial Insulations Division since 1960. The assignment is a continuation of the company policy for rotation of experienced personnel between divisions to

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JOHNS-MANVILLE NEWS PICTORIAL

22 East 40th Street
New York 16, N. Y.

Printed in U.S.A.

Clinton B. Burnett, *President*
Herbert Morton Ball, *Secretary*
James M. Shackelford, *Treasurer*

Published for employees and members of their families by the Office of the Director of Advertising and Public Relations.

Announcements

RETIRING—August 1

JOHN BENNINGS, Waukegan
FRED W. BURRER, Winnipeg
CHESTER JENSEN, Pittsburg Plant
JOSEPH ZAVASKY, Waukegan Plant

IN MEMORIAM

HANS LARSEN
Manville, May 5

JOHN DE BARA
Manville, May 11

LINOUS J. WILKINSON
Natchez, May 19

ANTHONY BIEDANSKI
Manville, May 22

THOMAS CIMPKO
Manville, May 23

AUGUST C. SPICKERMAN
Waukegan, May 24

LARRY O. DAVENPORT
Pittsburg Plant, May 28

EDWARD KINSEY
Waukegan, May 29

PAUL L. DREWS
Cincinnati, June 3

JOSEPH W. HAMILTON
Atlanta, June 4

JOHN MASTALSKI
Manville, June 7

NICK CHERNICKOWSKI
Manville, June 14

CARLETON E. BRYANT
New York, June 15

JOSEPH CLARK, JR.
Waukegan, June 20

ANDREW E. KRASNANSKY
Manville, June 22

QCC INDUCTIONS

At DETROIT CHAPTER, August 8, dinner, Pon[illegible] Hotel.
VERNE W[illegible]

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L. R. Blair | J. W. Axelson | T. M. Jackson, Jr. | Gordon Smith | R. G. Fee | W. M. Falion, III | J. A. Consigli

broaden and develop management. John started with J-M in 1939 as an inspector in Magnesia Dept. at Waukegan (Ill.) Plant. He later became Superintendent of Planning & Scheduling at Waukegan. He was promoted to Plant Manager, Manville Insulations Plant in 1956. John is a Vice President of J-M Products Corporation.

RESEARCH CENTER

INDUSTRIAL DIVISIONS AND PACKINGS & FRICTION MATERIALS: *John Q. Trice* has been appointed to the newly established position of Director, Research-Development for Industrial Divisions and Packings & Friction Materials. He has general responsibility for all research and development for the Industrial Insulations and Packings & Friction Materials Division, and for research and development undertaken at the Research Center for the Fiber Glass Division on glass products. He will maintain cognizance of the research-development program for Dutch Brand Division, being carried out in Central Plastics Research Dept.; and will also maintain cognizance of all research and development activities carried out by Fiber Glass Division. Since December, 1961, John has served as Director, Research-Development for Mining, International & Pipe.

RESEARCH DEPT. FOR PACKINGS & FRICTION MATERIALS: Packings Section has been created by consolidation of the former Mechanical Packings Section and Molded Packings Section. *Howard L. Rucker*, formerly Chief of Molded Packings Section, has been named Chief of the new Section.

MINING, INTERNATIONAL & PIPE: *Dr. L. R. Blair* has been named Director, Research-Development for Mining, International & Pipe. He has general responsibility for all research and development for Celite, Asbestos Fibre and Pipe Divisions. He is also liaison between the Research Center and Canadian Products and International Divisions, and arranges to have research and development requirements for these divisions handled by the appropriate departments at the Center. Since December Larry has held the position of Associate Director, Mining, International & Pipe, which is discontinued.

RESEARCH DEPT. FOR ASBESTOS FIBRE has been divided into two research sections to handle increased activities. Members of the Asbestos Evaluation and Development Section report individually to the Department Manager. This Section is responsible for the evaluation of present and new type mineral fibers; and for the development of fiber treatments, processing and utilization methods, and testing and evaluation techniques.

Dr. John W. Axelson has been named Chief of the Asbestos Applications Section, reporting to the Department Manager. This Section is responsible for Research technical service to outside asbestos customers and to the fiber-using Divisions of J-M; for maintaining cognizance of fiber usage requirements, advising AFD on proper recommendations to fiber users; and for developing new uses and wider applications for asbestos fiber. Since 1959 John has been Chief of Mechanical Packings Section, Research Dept. for Packings & Friction Materials.

CELITE DIVISION

Thomas M. Jackson, Jr., has been named to the newly created position of Product Manager for Water in Celite Division DHQ. Tom handles all phases of merchandise activities on water filtration, which includes use of Celite products for clarifying swimming pool water, municipal water systems, and industrial and waste waters. Tom joined J-M Celite Division in 1951, and was a Staff Engineer in Merchandise until 1955 when he was appointed Product Manager for Filter Aids. Since April of 1961 he has been with the New Business Dept.

Gordon Smith has been appointed Product Manager for Filter Aids in Celite DHQ. Gordon has served as Senior Sales Engineer for Celite in San Francisco District Office since 1959. He joined J-M in 1954, and covered a sales territory in Texas. In his new position Gordon will be responsible for all filtration trade channels other than water filtration. He will be concerned principally with chemical process industries.

Robert G. Fee has been appointed Chicago District Sales Manager for Celite Unit of Celite Division. Bob joined Celite in 1951 in a sales position. In 1952 he was named Sales Engineer in Chicago. He was transferred to Omaha, Neb., sales territory in 1956, where he built up strong customer relations, especially within the beet sugar industry.

ACCOUNTING & ANALYSIS

William M. Falion, III, has been named Assistant Controller-Government Business in addition to his duties of heading the Analytical Unit, Accounting & Analysis Dept. in GHQ. In his new assignment he will be the specialist on the financial aspects of U. S. Government business. In cooperation with the divisions he will meet the Government personnel and Government contractors to discuss financial problems as they arise.

HEADQUARTERS SERVICE

J. A. "Joe" Consigli has been appointed Manager of Headquarters Service for General and Division Headquarters in New York. He succeeds Paul I. Neitz, who retired after 46 years of service. Joe joined J-M in 1951 as a Junior Accountant and shortly after he joined the Auditing Dept. as a traveling Auditor. In 1956 he became Manager of Sales Service in the Sales Dept., and in January of this year he was appointed Assistant Manager of Headquarters Service.

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WOMEN BEHIND J-M MEN









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MRS. SHIRLEY SHULTIS

Lower Left: Mrs. Shirley Shultis started with J-M in 1955 at Lompoc (Calif.) Celite Plant. She worked for General Plant Engineering Dept. while the Silicate Plant was under construction. In 1956 she became Secretary to Assistant Plant Manager G. G. Schuknecht, at left. Other duties include clerical work for the Quarries and Mines Dept. Shirley's husband Don is also a Lompoc J-Mer, working in the Traffic Dept. The couple have two daughters, Pamela, 11½, and Deborah, 8½. Shirley has served the Campfire Girls for a number of years and is currently acting as Camp Director for 100 Campfire Girls during the summer months.

MRS. ANNE OLIVO

Lower Left: Mrs. Anne Olivo, Industrial Insulations Dept. Secretary at J-M Research Center near Manville (N.J.), was honored recently by radio station WABC of New York with the Herb Oscar Anderson "Girl Friday" award. Four other secretaries in the department wrote the station citing Anne's sense of humor, loyalty, dependability, and civic participation. WABC announced Anne's award and sent an orchid corsage to her at the Center. Anne is shown here taking dictation from William M. MacAlpine, Department Manager. She joined J-M at the Manville Industrial Insulations Plant in 1947, and transferred to the Research Center in 1951. Anne served the Bound Brook, N. J., Rescue Squad Auxiliary as secretary for five years and as president for two years. She is a charter member of the Columbiettes and a member of Catholic Daughters.

MRS. DOLORES REINERTSON

Left: Mrs. Dolores Reinertson joined J-M in the New York offices five years ago. She served first as Secretary to the Manager for Plant Training in General Headquarters. She now is Secretary to Ward Burleson, General Sales Manager, Distributor Products Sales Dept. in Industrial Insulations DHQ. Dolores and her husband, William, live in an apartment in Yonkers, N. Y. Her hometown is Tuckahoe, N. Y., and she attended Westchester Community College in White Plains. Dolores likes to play tennis and to swim. She is a fan of the N. Y. Giants pro football team.



PARKERSBURG HONORS PERFECT ATTENDEES

Men of the Parkersburg (W. Va.) Fiber Glass Plant were recently honored for six years of perfect attendance. Seated, from left, are James Wilcoxen, Harold Sutton, Ralph Crone, Robert Hickenbottom and Wilbur Stutler. Standing, from left, are Glen Gates, Kenneth Wright, Olin Kester, Jess Amick, Roy Hopkins, Brooks Eakin, Tom Eaton, Roy Hileman, Ralph DeLong and Okey Wine.



CHICAGO DUTCH BRAND ELECTS QCC OFFICERS

New QCC officers of the Chicago (Ill.) Dutch Brand Plant are, from left, Brian Warfield, President; Jim Hopkins, Vice President; Charles Welborn, Secretary; and Roy Paeth, Treasurer.



WATERVILLE DEPT. WORKS 17 SAFE YEARS

Members of the Alloy Dept. of Waterville (Ohio) Fiber Glass Plant have reached another safety milestone. The men worked 16 years, or 5,845 days, without a disabling injury. They are now in their 17th safe working year. Standing, from left, are Harry Sherburne, Marion Vaughn, Louie Brasiola, Ted Conley, Clarence E. Ford, Donald Vaughn, Erwin Bucher, Burton Wittes and Donald Sherburne. Kneeling are James, Wayne and [illegible]

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FINANCIAL WORLD

SALES UP—EARNINGS SHOULD FOLLOW

Johns-Manville expects record sales in '62 and good gain over last years' profit figure.

OPTIMISM is running high at Johns-Manville Corporation. Earnings this year will be second only to 1959, when J-M earned $3.73 per share, President C. B. Burnett told stockholders at the annual meeting. He forecast record sales of raw materials—asbestos, diatomite and lite—and further overseas volume.

Last ye... of ...

company spent 40% of its $21.7 million capital expenditure on automating and improving existing facilities. The balance was used to increase capacity in asphalt roofing, asbestos fiber, glass fiber products and insulating board. J-M plans to spend an additional $26 million on capital improvements and expansion this year.

New asbestos deposits... developed. Const... last year at ... four...

long term contract with Bestwall Gypsum Company to supply a complete line of gypsum products bearing the Johns-Manville name. Another contract made with Reynolds Metals Corp. will provide J-M with aluminum siding materials for residential construction, asphalt roof... fa...

In... had... out... gro... as... ye... M...

ne 8, 1962

Investor's Reader



BUILDING MATERIALS

Everyone expanded fast in this industry, and the inevitable result was overcapacity and price cutting. But those companies that deployed their expansion dollars wisely managed nevertheless to make out rather well.

The Corporation Asbestos Built

Based on Solid 1st Quarter J-M Drafts Record 1962 Sales, Optimism for Long-term Building

WHEN industrial and building materials supplier Johns-Manville Corp acquired LOF Glass Fibers from Libbey-Owens-Ford in late 1958, "the most important asset the company gained was a very capable management group." So says J-M president Clinton B Burnett.

Among the management acquisitions was Francis Hart May Jr who had been with the new J-M unit since its founding as Glass Fibers Inc in 1946. May began at Johns-Manville as vice president and general manager of the new fiber glass division. Last December he was elected corporate financial vp and a director. The Indiana-born graduate of Notre Dame and the Harvard Business School is an articulate, self-possessed spokesman ... Manville's financial future.

From where Francis May now ... the eleventh floor of ... John... ville...

ating optimism," in the words of president Burnett. Reasons: some self-perpetuating cost reductions were installed; certain low profit production items were abandoned; also overseas operations were increasingly profitable.

Francis I. duPont & Co.

Research Report

JOHNS-MANVIL

Company Largest Manufacture...

Led To Many New Products

Programs Beneficial -- Comp...

...ies a basic position in our n...
...proved itself capable of meet...
provide a widening scope of ...

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WHAT OTHERS ARE SAYING ABOUT J-M

Johns-Manville employees can take pride in some of the nice things being said about their Company these days.

Lately, a whole rash of studies, reports, newspaper and magazine articles have appeared, all sounding-off on one central theme — J-M is on the march.

The old saying still holds good: what we say about ourselves isn't nearly as important as what others say about us.

The FINANCIAL WORLD, a nationally circulated business magazine, has just devoted a whole page to an appraisal of Johns-Manville as a company, under a heading "Sales Up—Earnings Should Follow". This important publication points out that "optimism is running high at Johns-Manville Corporation" and goes on to say among other comments:

"Overseas operations are expanding rapidly. J-M has wholly or majority owned plants located in Belgium, France, Italy, England and Mexico, and about 306 product distribution centers in 91 countries. Plans are under consideration to expand sales facilities to Africa, the Middle East and Far East." The magazine concludes, "The long term outlook for the company is favorable."

FORBES, another national business magazine, took a hard look at the entire building materials industry and concluded that fiber glass was "just what the doctor ordered" for Johns-Manville as the company had the right marketing set-up. "Johns-Manville eagerly seized the opportunity to jump into fiber glass, promptly doubled capacity and put the Division well into the black. On top of that, Johns-Manville has thrust its way into vinyl floor tiles," the magazine reported.

There were numerous other published comments about the Company. INVESTORS READER, with a national circulation of 100,000, published a four-page article on J-M under the title "The Corporation Asbestos Built."

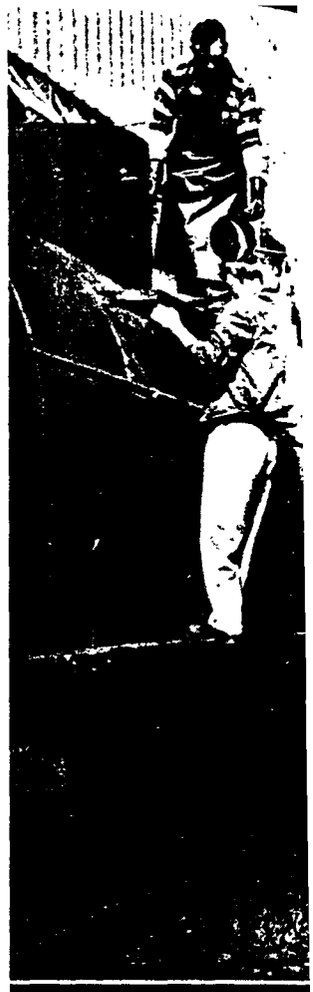
Francis I. duPont & Co., surveyed Johns-Manville in depth and reported "Johns-Manville occupies a basic position in our nation's economy and its management has proved itself capable of meeting not only competition, but also able to provide a widening scope of new products."

Now we know what the n[illegible]bors think about us.

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SLAPPERS DESIGNED TO DE-WATER FILTER CAKE & REDUCE REJECTS

A major problem at the Lompoc (Calif.) Celite Plant used to be rejects caused by high moisture content of the filter cake. Standard de-waterers or accepted de-watering principles could not do the needed job in this instance. A horizontal bar, mounted on an eccentric to continuously slap the rotating filter cake, was designed by Truman Horton and Louie Capshaw. The device was installed, checked, and perfected by the entire crew. It was originally thought that the "Slappers" would cut high moisture rejects in half. Results have proved even better than was anticipated, and effectiveness has far exceeded the original goal. In the front row from left are Louie Capshaw and Truman Horton. In back from left are Bob Wilbur, Joe Lasley, Howard Brown, and Bill Howell. Missing from the photo are Bill Hunt, Dale Bair, and Larry Nix. Slapper bar shown above the men's heads is a totally new concept for de-watering. It was designed and built by this crew from the ground up to reduce rejects.

SALESMAN OBSERVES TESTS OF CUSTOM PARTS

Right—Dave Kiepler, Western District Salesman of Packings and Textiles, Packings and Friction Materials Division, observes a 2,000 degree F. Flame test on J-M flameproof materials conducted by E. J. Poltorak, Research Engineer in Custom Asbestos Parts, Manville (N. J.) Research Center. Dave has been assigned special sales responsibility for Custom Asbestos Parts on the West Coast, and he recently spent two weeks at the Manville and New Brunswick (N. J.) Packings and Friction Materials plants and at the Research Center to become more familiar with the products.

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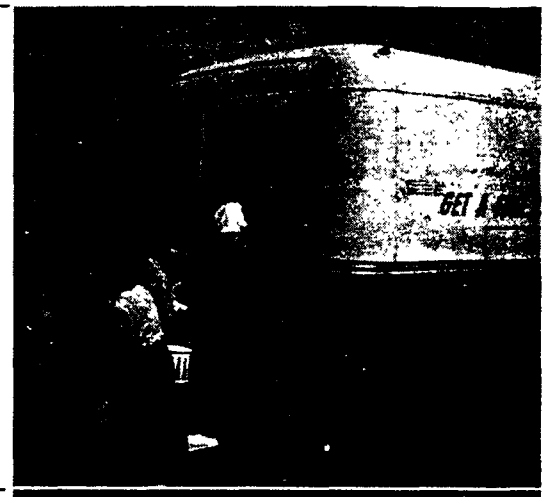
NORTH BAY PLANT ROUTINELY TESTS INCOMING RAW MATERIALS

Left—To maintain a high quality of finished products, North Bay (Ontario) Canadian Products plant makes it a practice to test incoming raw materials in the laboratory. Grant Craig (top), Laboratory Assistant, passes a pail of asphalt from a newly arrived rail car to Eric Mitchell, Chemist. Such insistance on quality helps to keep us competitive. (Story on pages 4 & 5.)



Waterville J-Mers Get Chest X-rays

Mobile chest X-ray unit visited the Waterville (Ohio) Fiber Glass Plant for two days, and 341 J-Mers and family members used the facility. The unit is sponsored by the Tuberculosis Society of Toledo and Lucas county. Standing in the doorway is Fanny Glassford, Quality Control Dept. In line are Helen Tenney, Tillie Kendall, Edith McSurley, and Wilma Martin, all of the Textile Dept.





Cincinnati Holds QCC Induction

Toni Cinquina, Building Products Secretary at Cincinnati (Ohio) District Office, accepts her wrist watch from Art Bergman, Building Products Midwestern Regional Manager. Art served as Inducting Officer when Toni was inducted into the Quarter Century Club at a dinner party in Cincinnati.



Houston J-M Women Become WICs

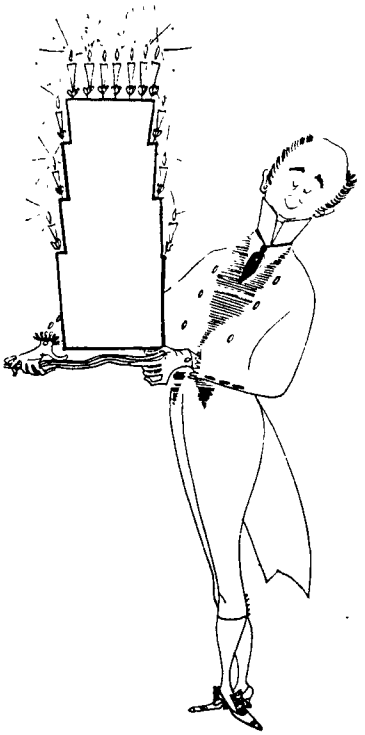
Wearing a hard hat may not be necessary for membership in WIC, but the hats are quite fetching as modeled by Frances Hennessy (left), Stenographer, and Hazel Mangum, Chief Sales Clerk, in the Houston (Texas) Industrial Insulations District Office. Frances and Hazel have joined the Houston chapter of Women in Construction (WIC). WIC was chartered in 1956, and it has about 135 members. Four fifths of Houston's major construction firms are represented. The members are actively employed in various phases of the construction industry, and the organization works for their mutual benefit and the benefit of their employers.



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NEWS PICTORIAL REACHES 25th ANNIVERSARY



A quarter of a century ago, in 1937, Joe Louis knocked out James J. Braddock and became the heavyweight boxing champion of the world.

Americans were reading "Gone with the Wind" and J-Mers were reading the very first issue of NEWS PICTORIAL.

It was the year that the German zeppelin, Hindenburg, burned at its moorings at Lakehurst, N. J.

Benny Goodman's orchestra broadcast programs shortwave to Japan, and the Japanese bombed an American warship, the U.S.S. Panay, in the Yangtze river.

Great Britain was having trouble stopping the flow of gold from London to New York.

Adolph Hitler repudiated the Versailles Treaty, and Italy withdrew from the League of Nations.

The New York Yankees won the baseball world series, and J-M's plant at Manville, N. J., celebrated 25 years of operation.

In the past quarter of a century, Johns-Manville and J-M men and women have made tremendous progress. We now produce far more goods and services for homes and industry than we did 25 years ago. We have also greatly improved our working conditions and our general standard of living.

There were 11,200 J-Mers in 1937 and average earnings per employee were $1,811. In 1961, the latest year for which figures are available, J-Mers numbered 21,200 and average earnings (including employee benefits) were $7,090.

In the depression year of 1937, J-M's earnings were 9.1 cents out of every dollar of income, as compared to 6.3 cents out of every dollar of income in 1961.

A quarter of a century ago we had three mines and 13 plants. Today we have five mines and 43 plants.

The plant investment per employee was $4,131 in 1937. By 1961 that figure had increased to $13,571.

In 1937 our net assets were $46,435,957 as compared to $287,707,000 in 1961.

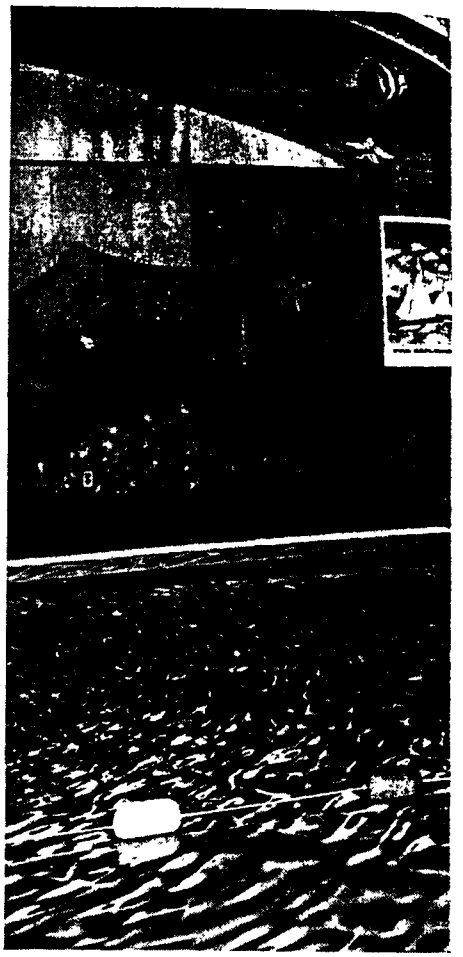
The number of outstanding shares of common stock 25 years ago were 850,000 as compared to an average of 8,517,613 in 1961.

It was in 1937 that Canadian Johns-Manville pioneered in the field of labor relations as one of the first collective bargaining contracts ever agreed to in Canada was drawn up and signed at the mine and plant at Asbestos, Quebec.

NEWS PICTORIAL has changed over the years, just as the company has changed. In the past quarter of a century News Pic has published many stories about J-M and about the J-M men and women who have helped to make J-M what it is today.

As Clint Burnett, J-M President, has said. "The reason for our progress has been people, and it will be people who will bring about future progress.

"This J-M team of ours works with an unbeatable combination — the experience and guidance of seasoned old-timers. blended with the youth and enthusiasm of our new and younger people. This combination IS Johns-Manville."



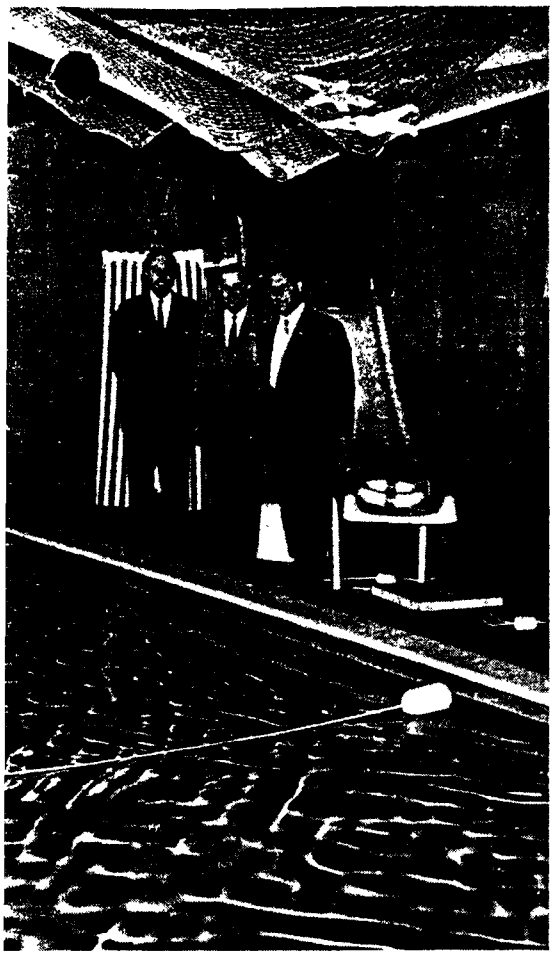
Swimming Pool Maker Uses J-M Flexboard For Sidewalls

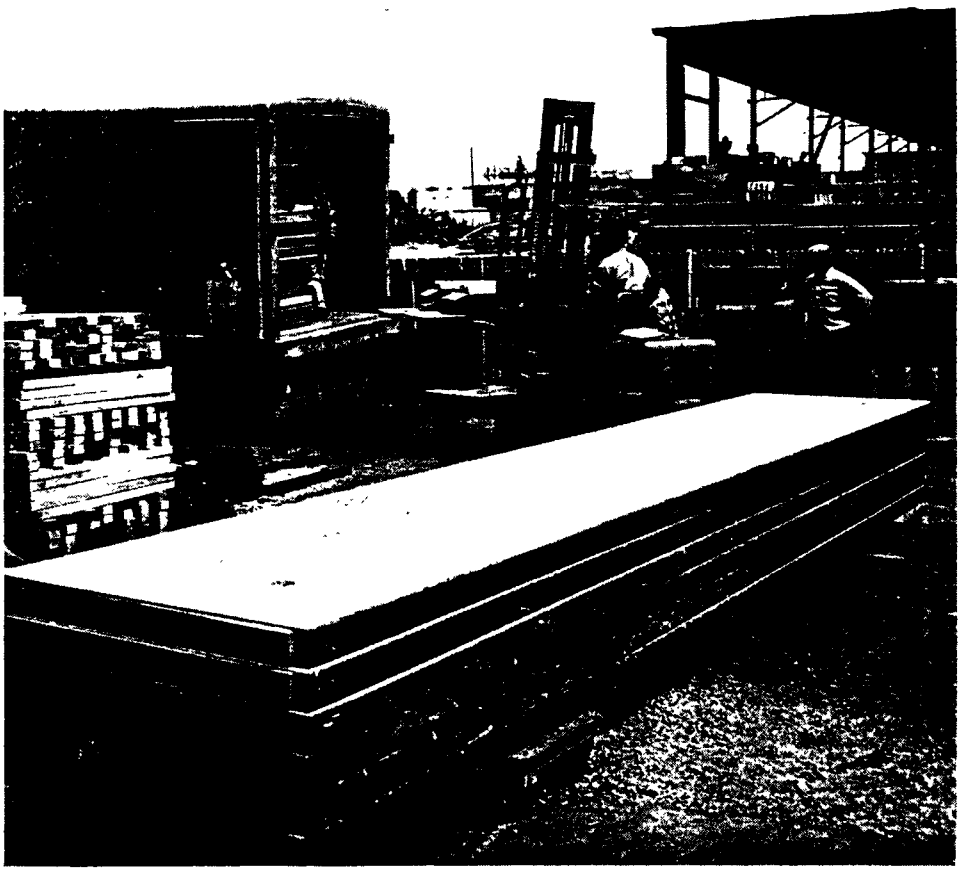
FINANCIAL ANALYSTS VISIT WATERVILLE

More than 100 members of the Financial Analysts Federation visited the Waterville (Ohio) Fiber Glass Plant during a field trip from their convention in Detroit, Michigan. From left during a tour of the plant are Analysts Benedict J. Smith, Robert A. Sjostrom, and Miss Jane L. Brett; Francis May, a member of J-M's Board of Directors and Vice President for Finance; and Randolph H. Barnard, Founder of the predecessor company, Glass [illegible]rs, Inc., and Consultant to Johns-Manville.

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Swimming pools manufactured by Merit Associates, Inc., of Lindenhurst, N. Y., use sidewalls of J-M asbestos-cement Flexboard. The pools, in the form of complete kits, are shipped to buyers all over the United States. They are sold either on a "do-it-yourself" basis, or they can be installed by a contractor. Pausing by the display pool at Lindenhurst, N. Y., from left, are F. J. Hogarty, J-M New York District Building Products salesman; Robert Bedick, President and General Manager of Merit Associates; and A. E. Shultis, New York District Engineer, Building Products Division. Each swimming pool kit contains J-M asbestos-cement Flexboard life-time panels, a 20-gauge vinyl pool skin that is guaranteed for 10 years, a filtration system complete with pump and plumbing and fittings, an automatic surface skimmer, and an easy to understand installation manual. The pools have rust-proof hardware and steel rod reinforcement. Photo at right shows the kits being loaded for shipment. Discounts are available to employees (see below).



Discounts on Pools Offered to J-Mers

J-Mers throughout the country are offered discounts on complete swimming pool kits containing J-M asbestos-cement Flexboard sidewalls.

A pool measuring 12 x 24 feet with a depth of three to five feet is usually priced at $895, f.o.b. Lindenhurst, N. Y. A larger pool, 16 x 32 feet with a depth of three to 7½ feet is priced at $1295. For the rest of this year, even lower prices are available to J-Mers on both sizes of pool kits. Pools can be installed on a "do-it-yourself basis", or a contractor can install them.

J-Mers who would like more information may write directly to Mr. Robert Bedick, Merit Associates, Inc., 3 Sidney Court, Lindenhurst, L. I., New York.

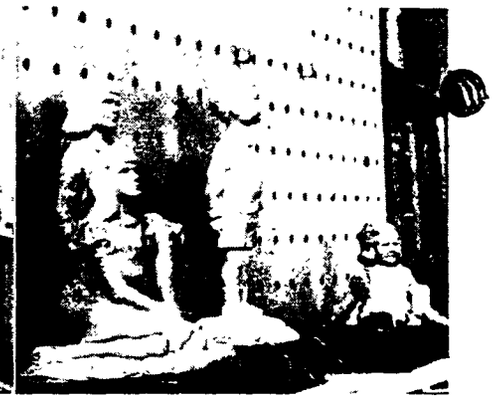
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Bev at her J-M drawing board.



A section at the exhibit.

Beverly Bender

A J-Mer You Should Know

Beverly Bender is an artist both on and off the job. A member of the GHQ Advertising art staff for 19 years, Bev designs labels, leaflets, pamphlets and other advertising and packaging materials at J-M. Almost every weekend she devotes her time at home to sculpturing. Bev works with wood, marble, alabaster, silver, bronze, stone, clay and plaster to create sculptures of animals and children. The boy at left is a stone copy of a work Bev calls "Little Fellow", which she originally did in bronze.

Some months ago 30 pieces of her work were shown in an exhibition at Hiram Halle Memorial Library in Pound Ridge, N. Y. Bev lives in Pound Ridge close to the Connecticut border. She also designs jewelry, likes tennis, has an airplane pilot's license, and was a partner for two years in a paper foil angel business. Born in Washington, D. C., she has lived most of her life in New York State and attended Knox College in Illinois. Bev is a member of the National Sculpture Society of New York City's Sculpture Center, and the Pen & Brush Club, the oldest women's professional organization in New York.



Panamanian Learns About Pipe at Research

Federico G. Guardia, left, of Panama, Central America, checks the makeup of a Ring-Tite joint in a length of Transite asbestos-cement pipe with Winfield Corriston, of Pipe Research. Engineer Guardia visited the J-M Research Center in connection with a study on pipe he was making for the Panamanian Instituto de Acueductos y Alcantarillados, Nacionales Domicillio Conocido, of which he is Executive Director. He was accompanied by P. J. Evangelist of International DHQ, and John Cran of Pipe DHQ.

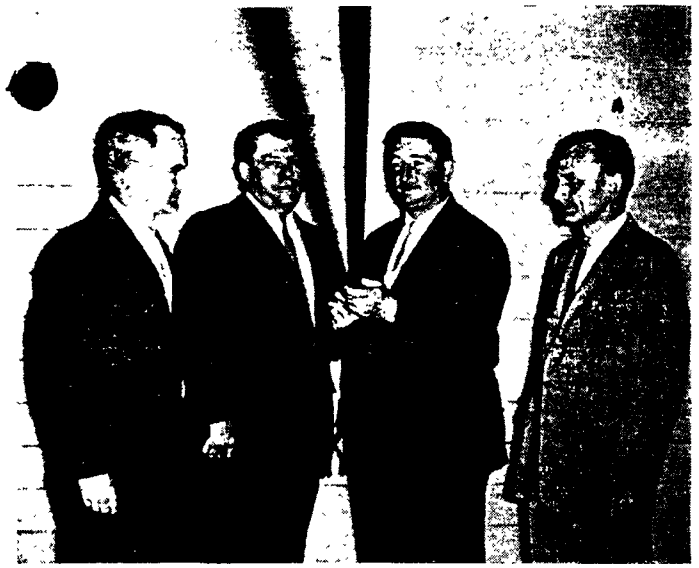
J-Mers in Community Affairs



JOHN C. ROBINSON, a J-M Industrial Building Materials Salesman in Toledo (Ohio) has been elected President of Toledo Chapter of Producers' Council, Inc. Producers' Council is the national organization of quality building materials manufacturers. There are chapters in 48 principal cities of the nation. John [redacted] been a J-Mer with Building Products Division since 1949.

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FIBER GLASS VAULTING POLE GIVEN TO LOCAL HIGH SCHOOL

John M. Keenan, second from left, new Operations Manager for Fiber Glass Textiles at Toledo DHQ, recently presented a fiber glass reinforced vaulting pole to Jim Baxter, Track Coach at Anthony Wayne High School of Whitehouse, Ohio. At left is Barney Coleman, Waterville Plant Industrial Relations Manager, and at right is S. M. Gottschalk, Principal of the high school. The vaulting pole is the same make and model as the one which caused speculation in the sports world this year as to whether fiber glass poles give vaulters unfair advantage over competitors using poles made of aluminum and steel. J-M Research Center tests showed fiber glass poles to be the most efficient to date, but that they require different technique by the vaulter. The pole was supplied by Silaflex Corp. of Calif. The pole was shipped to Waterville as part of a display prepared for the plant visit by over 100 financial security analysts.

Min-K And Thermoflex Succeed in 4th Space Trip

Johns-Manville Min-K and Thermoflex successfully have protected an American astronaut for the fourth time in flight through space.

Min-K and Thermoflex are the only thermal insulations used in Mercury space capsules. Developed by J-M Research and Engineering Centers, both insulations are produced at Manville (N. J.) Industrial Insulations Plant.

Astronaut Scott Carpenter orbited the earth three times in four hours, 56 minutes in his Aurora 7 space capsule. He traveled at a top speed of 17,532 miles an hour on an 81,200-mile journey.

For such a trip the outside skin of the spacecraft had to be designed to withstand temperatures ranging from minus 100 degrees F to plus 3,000 degrees. Min-K and Thermoflex absorb the excessive heat and cold, protecting vital instruments and the astronaut.

The insulations are designed to withstand long-term exposures to temperatures far above those encountered by the astronauts.

HAROLD "TOMMY" THOMPSON, *right*, is new Mayor of Lompoc, Calif. He is shown at his desk in Lompoc Celite Plant where he is Supervisor of Industrial Engineering. Tommy previously served as Mayor from 1956 to 1960, and has served on City Council since 1951. He is also active in church work, Chamber of Commerce, Lompoc Valley, J-M and Rotary Clubs.

ROBERT OWENS, second from left, *at far right*, Industrial Relations Manager for Defiance (Ohio) Plants, is President of Defiance Manufacturer's Assoc. The Association recently sponsored plant tours and a banquet for members of Junior Engineers Training Society of Defiance Junior High School. At right is Warren C. Corbin, Personnel Director of a General M[illegible] plant in Defiance. Students are, from left, John Compo, Tom Rosenberger and Sharyn Hummer.





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What's for Sale? BRAKE LININGS AND

Tenth of a Series

More Americans are killed on the highways each year than were killed in action during the First World War. Records show that more than 60% of all fatal accidents are caused by *high speed* and *faulty brakes*.

J-M has been concerned with the safety of motorists since the early 1900s when the company produced the first woven asbestos brake lining. J-M also brought out the first molded asbestos brake lining in the 1920s. As cars have become more powerful and larger, J-M research and production have pioneered to make asbestos brake linings that will more than do the job. Research Center employs some of the finest instruments known for testing automotive brakes and other friction materials.

The job of the brake lining is to absorb the heat and pressure generated when the brake shoe is pressed against the drum to slow the wheel. If the metal shoe actually touched the drum the terrific heat would quickly wear both out. During hard braking, the shoe, lined with asbestos brake lining, may be pressed against the drum with a pressure of 1000 pounds. Heat may reach 1400 degrees. Asbestos takes this punishment!

J-M brake linings and clutch facings are used by many leading automobile manufacturers as original equipment on their cars. J-M makes an exact replacement set for every bus, truck and passenger car on the road. In fact, more buses use J-M brake blocks than any other type.

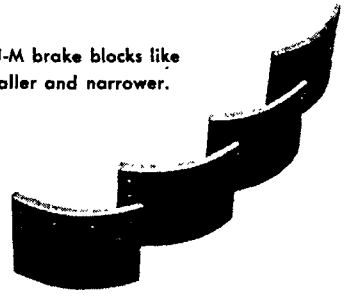
Any machine that employs stop-and-go motion needs a clutch to transmit power and brakes to control motion. Each clutch and each brake needs friction materials to provide the control necessary for efficient performance.

Uses of J-M asbestos friction materials include aircraft, shovels, cranes, tractors, washing machines, pumps, railroad cars and locomotives, and many industrial machines.

Remember . . . brake linings are our insurance for safety on the road. We can get the best from our J-M brake lining dealers. Dealers are once again offering the J-M sponsored "Wheel of Safety" free check-up of brakes, tires and alignment. Stop where you see the red and black Wheel of Safety sign.



Trucks like the one at right use J-M brake blocks like these. Auto brake linings are smaller and narrower.



Left: All J-M brake lining dealers are displaying this sign. Take advantage of this free offer.

. . . AND PACKINGS AND GASKETS

Got a leaky faucet? Chances are that faucet needs new packings. J-M has the packing that will do the job.

Packings are used in all kinds of machines, components, and piping systems to keep fluids and gases from leaking out of the spaces in which they are confined. No plant or commercial building in the country could function without the use of a variety of packings and gaskets.

J-M makes four major types of packings: *Gaskets* are used on mechanical parts that do not move, such as between the head and block of automobile engines. *Oil seals* are used for sealing rotating surfaces such as on auto axles. *Moulded packings* are used for sealing on reciprocating surfaces such as the pistons and rods on pneumatic and hydraulic cylinders. *Mechanical packings* are used on both reciprocating and rotating surfaces.

Materials used to make these products must be able to withstand the heat, pressure and chemical effect of the fluid or gas which is being sealed. J-M uses asbestos fibre and cloths, metal, rubber, cork and plastics. In some special cases gaskets have been made of gold and silver. Packings and gaskets are fabricated in numerous shapes and dimensions to permit them to fit each application.

Some well known J-M trade names are Spirotallic gaskets, Clipper oil seals, Uneepac moulded packings, and Chempac and Thermocore mechanical packings.

J-M produces a complete line of packings skillfully developed to meet every service requirement. They range from serving a vital role in the nation's missile and rocket program to helping Disneyland's mechanical elephants perform.

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OTHER FRICTION MATERIAL



"Some of our customers are Big Wheels" advertises J-M brake linings in the company's national advertising campaign. Even trains use Cobra brake shoes, another of the friction materials J-M manufactures.



Left: A J-M mechanical packing is placed on an expansion joint. *Right:* An asbestos gasket is put on a pipe flange to keep fluids from leaking out.

OUR COVER

That's a "Christmas Tree" on this month's cover. This type of Christmas Tree, however, is found only in oil fields. After an oil or gas well is drilled, it is topped with a complex of flow control valves and fittings. In this assembly, J-M packings and gaskets handle the critical job of preventing leakage.

This picture was used in one of the ads in J-M's national advertising campaign, "Some of our customers . . .". It brought J-M packings to the attention of Business Week magazine readers in the April 4 edition. (See also "Some of our customers . . .", pages 2 & 3.)

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WAUKEGAN SALUTES HEP-HEP HOO-RAY









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SPRING WITH GAY

Once again the annual Spring Festival at Waukegan (Ill.) Plant was a big hit. On Thursday and Friday, May 24 and 25, it was all "Hep-Hep Hoo-Ray", which this year meant one of the most hilarious stage shows in the festivals' 14-years.

On Saturday, May 26, the tradition of crowning Waukegan's Miss Jayemmer was held before a large audience at the J-M Club. The chosen one this year, and the pretty one, was Gretchen Gissibl, of Planning & Scheduling Dept., Packings & Friction Materials Plant. At far left Gretchen receives her ribbon from Queen Contest Manager Ollie Merchant. The man behind the J-M woman is W. L. Miltimore, Plant Manager, Building Products Plant, who officiated at the coronation. Gretchen also took part in the "Hep-Hep Hoo-Ray" show.

Mary Hafford, at left, representing the Floor Tile Plant, was proclaimed Maid of Honor. W. L. Miltimore places the crown on her head. Other contestants in the Miss Jayemmer Court of 1962 were Liz Kuhar, Marge Patterson, Gail Petitclair, Ronnie Gannon, Agnes Wood, June Morrison, Joan Zavasky, Eugenie Cox, Joyce Heisler and Betty Banick.

Under Jim Worley's direction a large, enthusiastic group put in many hours of hard work to assure the success of "Hep-Hep Hoo-Ray."

At bottom left is a scene from "Ben Crazy", an act originated by Ed Garolis, co-director of the show. From left are Tom French; Judy Schuffler, nurse; Don Bain, the famous doctor himself; Joe Link; Jim Weidenfeller; Augie Swanson; and patient, Dick Ostrander.

The popular "kick line" at bottom right is doing a Charleston to the tune of "Ain't She Sweet". From left are Gail Petitclair, Nancy Hinch, Liz Kuhar, Randy DeHaan, Margie Patterson and Gloria Troutt.





MARRERO ROOFING EARNS SAFETY AWARDS

J-M men of the Asphalt Roofing Dept., Marrero (La.) Building Products Plant, have earned two safety awards. With left plaque is Lee Lopez, Safety Committeeman. On the right is Edward Cooper, Foreman. Between them is Stanley Stumpf, Plant Manager.



Bulk System Reduces Costs

Recent installation of a bulk filler system (not shown) at the Chillicothe (Ohio) Flooring Plant will result in yearly savings of about $12.500 in material costs. The filler material is ground limestone, one of the raw materials for floor tile. Still more savings will come from reduction of loss from broken bags, spillage and dust system waste. Bulk installation has also freed needed warehouse space by eliminating the need for storing bags of filler. At left, Leonard Ball, Third Floor Charger, slits open a bag of limestone filler. The new system eliminates this tedious process.

THE two heads behind the huge portrait of General Douglas MacArthur belong to Nick Gaetano, Design Specialist, Accounting and Analysis Dept., GHQ, and his son, Nick. Nick, Sr., has been with J-M since 1929. Nick, Jr., a budding young artist, was graduated this year from new General Douglas MacArthur High School in Levittown, N. Y. Before leaving high school he painted this portrait, which is now on display in the school.



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ASBESTOS CANADIAN PRODUCTS PLANT EARNS SAFETY AWARDS



Two different safety awards have been won by employees of the Asbestos (Que.) Canadian Products Plant.

Upper left—A. G. W. Sinclair (left), C.J-M President and General Manager of the Canadian Products Division, presents a pennant to Rene Leroux, President of the Asbestos Plant Safety Committee. The pennant was earned by working two million manhours without a disabling injury. The hours were accumulated from Sept. 10, 1959, through June 5, 1962, at which time the safety record was still unbroken. The plant has improved its safety record from 6.7 disabling injuries per million manhours in 1957 to 0.0 in 1960 and again in 1961.

Upper right—Ken Huffine (left), J-M Vice President for Production, presents a handsome trophy to J. E. Morrison, Asbestos Plant Manager. It is the Vice President's Award for Production Safety which the plant won in competition with all other J-M plants and mines. This is the third time that the plant has won the award, the other years being 1949 and 1958. The award was established in 1948, and it was awarded to Redwood City (no longer J-M) in that year. Other winners have been Asbestos Plant in 1949, Jeffrey Mine in '50, Marrero in '51, '52 and '53, Lompoc in '54 and '55, Munro Mine in '56, Toronto Plant in '57, Asbestos Plant in '58, Jeffrey Mine in '59 and '60, and Asbestos Plant in 1961.

To celebrate the awards, the plant held open house for families and friends and more than 600 people toured the plant. A steak bar-b-que was held in the evening (lower photo) at which time more than 700 steaks were served to employees and spouses.



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