NEWS/PIC

JOHNS-MANVILLE PRODUCTS

MAY 1963

for the 20,200 J-M employees and their families



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Since the doctor came to town



J-Mer Dr. Milton V. Duncan has helped his city's dreams come true. In private practice, (above) he sees Nurse Pat Bradley (left) and Nurses' Aid Ruth Larimer, mother of Plant employee Fred Farlow. Years of public service have won him many friends. Today he calls that service, "My second life's work . . ."

Once a small agricultural community nestled in the foothills of the Sierra Ynez mountains, Lompoc in the past decade has grown from 5,000 population to 20,000 and become one of the space-age centers of California. Dr. Milton Duncan is one of the planners who have worked to make his city's dreams come true.

When he first hung up his shingle in Lompoc in 1930, Dr. Duncan was just a young man, fresh out of medical college at the University of Oregon. And there was no big hospital there like St. Luke's Hospital in San Francisco where he had completed his internship.

In 1942 he was elected to the Santa Barbara County Planning Commission, a group of forward-looking men who early had realized the need for community planning. For Dr. Duncan a new aspect of service had entered his life. "Next to being a doctor," he recalls, "I hardly realized that this new work would grow to become my second life's work."

Dr. Duncan saw one of his earliest medical dreams come true with the completion of the new Lompoc Community Hospital in 1943. And it was "Doc Milt" who admitted the first patient and who became first Chief of Staff at the new hospital for five consecutive years. Then from 1945-46 he was elected Mayor of Lompoc.

J-Mers first got to know him as their own personal doctor [illegible] 1954 he joined the staff at Lompoc as Plant Physician.

Now, twenty-two years after 1942, he is still active on the Commission, still working at the hospital, and still in his Lompoc office at 8 a.m. sharp every morning.

For Dr. Duncan every job in which he is involved is important. "Even when the commission meets all day Wednesdays and often at night, I make time in my schedule to be there," he says, earnestness deepening his eyes. "I've seen a lot of changes in this county and I hope to see and be a part of a lot more."



In the Plant at 8 a.m., he and Nurs[illegible] Norma Gillingham view x-rays. After-[illegible]oons, he is on call for employees.

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For the 20,200 J-M employees and their families

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*Contributors to this issue.

Contributing Photographers:

COVER—David E. Krieger, staff. Page 2—Ed Burke, Lompoc Plant. Pages 4 & 5—Mary E. Rowland, David E. Krieger, staff. Pages 6 & 7—illustration by Seymour Nydorf Assocs., N. Y. C.; photos, Prescott Smith. Pages 8 & 9—Mary E. Rowland, staff. Pages 10 & 11—Richard A. Barry, Nashua Plant and William M. Gooden, GHQ; illustration by Diamond Art Studios, N. Y. C. Page 12—Neal Ranauro, Manville Plant; Bill Higgins, GHQ; Albert Guise, Clayton, Mo.; Ted Czarda, Research Center; Marden R. Bishop Assocs.; Witzel Studio, Los Angeles; Prescott Smith. Page 13—Mary E. Rowland; Call Chronicle, Allentown, Pa. Pages 14 & 15—Ted Czarda, Research Center; Harvey Patterson, Jr., South Bound Brook, N. J.; illustration by Tom Ratliffe, N. Y. C. Page 16—Harry C. Dawes, Natchez Plant.

A new name bows

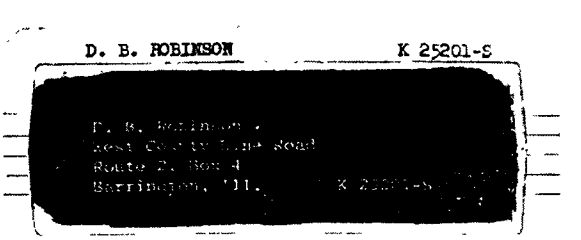
News/Pic is what everybody calls this magazine, so News/Pic it now is. A new, simple logotype for the cover and masthead (left) is also being introduced with this issue. Tell us, please, how you like the re-styling.

Changing your address? --- please tell personnel

A new, easy way to insure that you receive News/Pic is now in effect. When you change your address, all you have to do is to notify the person in charge of maintaining your personnel records whether you are at Headquarters, at a plant or a district sales office. That person may be your industrial relations manager, office manager or someone in the plant manager's office. Whoever he or she is, that person is the new News/Pic local circulation manager and is responsible for seeing that you receive News/Pic at your home. Please do not send address changes to News/Pic.

This new system, like a new car, may need some adjustment. So if you do not receive News/Pic, tell personnel right away so that the error can be rectified.

More legible, longer wearing address plates have been cut, another factor which should reduce the number of missent copies. However, in the cutting of these plates, errors may occur. Any such errors that you detect should also be reported to personnel at your location. Your cooperation in reporting will be appreciated as we want you to receive and enjoy News/Pic.



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J-M News Pictorial, 1963, May 1963
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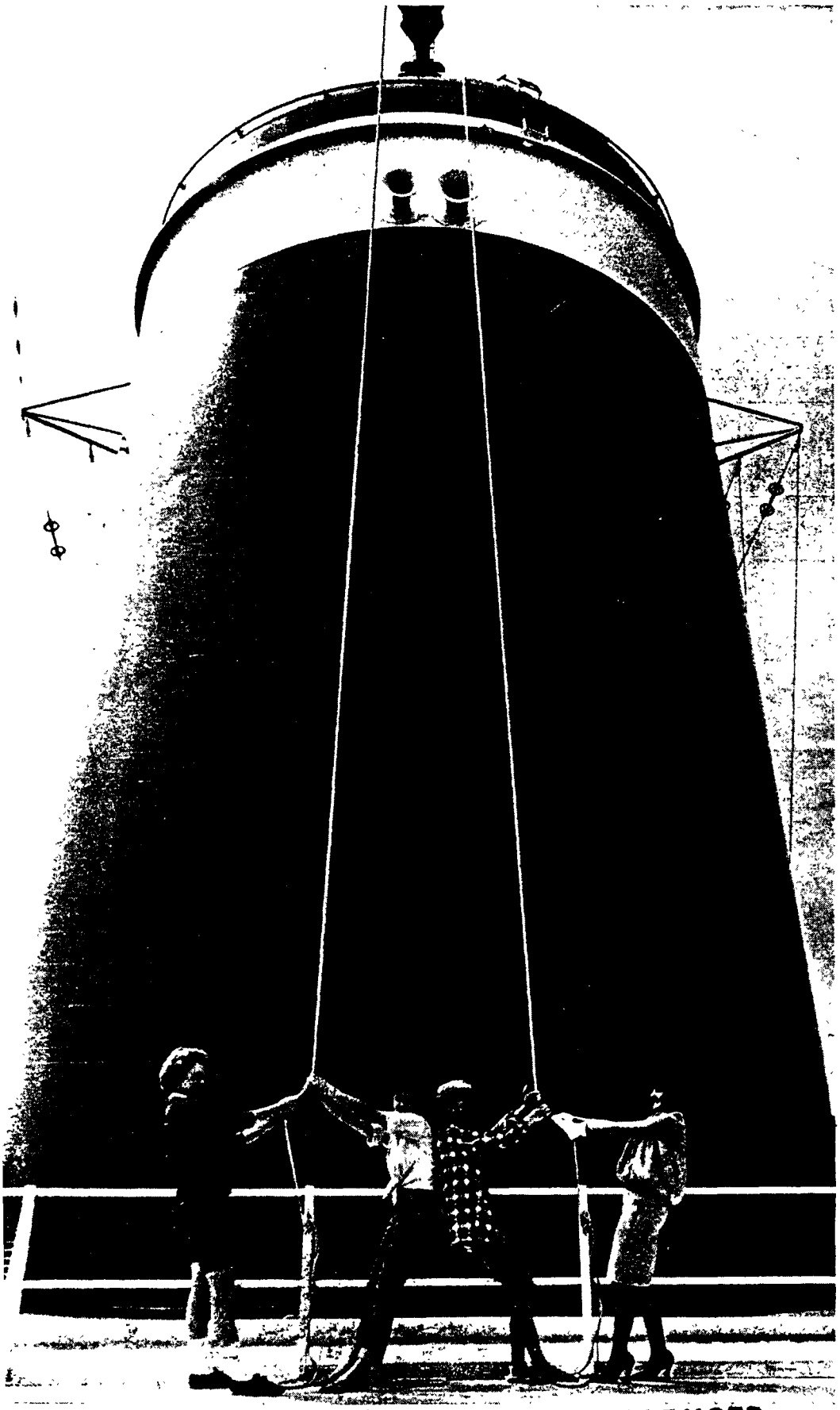
RAIN OR SHINE

Girls

Rainy April is gone! And nobody's happier than these eleven J-M girls pictured here and on our cover. To celebrate the coming season of fashions, they visited a luxury liner in port, the S.S. United States.

The ship was also "on show," for summer voyagers. The liner was built with J-M products, including Marinite (a classic ocean-going product), Reeferite, and BX-Spintex.

The girls are wearing clothes furnished by Burlington Industries, a customer of J-M Fiber Glass. They are, twins Carol and Dinah Buberniak, Kathleen Charnezky (cover), Marilyn Goddard, Carold Jaderlund, Sheila Kraft, Barbara Lishnoff, Jo Pandolfo, Barbara Passaretti, Susan Riccio and Maureen Rundie (cover).





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"The punishment of wise men who refuse to participate in the affairs of government is to live under the government of unwise men."
—Plato, Circa 400 B.C.

HIS HONOR MAYOR BILL

"My little girl—she's just turned five—can't understand how I can be both an attorney and a Mayor. She hasn't grasped the concept of titles, yet, and thinks I can be only one or the other."

His Honor, Mayor William W. Lanigan speaking—better known as "Bill" around J-M's General Headquarters in New York City.

"Strangely enough, people I talk to have a similar, if more sophisticated problem: they can't understand *why* I took on the job of Mayor of a town of 18,000 in addition to my full-time J-M job.

"So I always quote that passage from Plato to explain my curious behavior. After 2400 years, I think it's time we accepted this as a truism and acted on it."



Bill, an energetic 32-year old attorney on J-M's legal staff, acted on it so rashly he got himself elected to the Township Committee of Bridgewater Township, N. J., in 1960, and has served as its Mayor during 1962 and 1963. The community, like most such suburbs, faced problems of rapid growth. Rising population was putting huge demands on municipal services at a time when the cost of expanding such services was many times the cost of the initial facilities. New sewage lines were needed to catch up with construction, city ordinances were hopelessly outdated and unable to cope with the town's new problems, but proposed revisions were snarled in the bureaucratic machinery; the municipal budget was climbing alarmingly; tax rates were up and heading higher.

On taking over, Bill immediately set up task force committees of city officials and active citizens for each of the problem areas, putting some of the know-how he'd learned in business into the practice of government. Working practically every evening—sometimes until two in the morning—and most weekends, he sparked the committees to produce cost-cutting but sound solutions to the town's most pressing needs. In one year, a new sewage trunk line was started, walkways were installed to reduce school bus transportation costs, township revisions of the old ordinances were begun and—while providing these needed programs and continuing regular municipal services—he and the Township Committee managed to *reduce* the budget, build up a surplus and provide two tax cuts—one of 27 points and another of 25 points.

So impressive were his administrative accomplishments, he was chosen "Young Man of the Year" by the Somerville area Junior Chamber of Commerce, and later named one of five "Outstanding Young Men of the State of New Jersey," the youngest selected.

Bill feels strongly along with many other people that government should be run on a pay-as-you-go basis, just as a good business must be. But in Bridgewater, he actually demonstrated that it could be done while satisfying the most insistent demands for growth.

He points out, "I personally do not buy anything unless I can afford it. My company—J-M—would soon be out of business if it did not run its affairs in relation to its income. Certainly, rapid growth creates severe demands; certainly, we must have good schools and other facilities; but then you must cut out other spending programs that are not as essential for the moment and reduce expenditures in standing programs until the emergency program costs can be absorbed. It's as simple as that; we all have to do it in our personal lives, and I feel this is as true for the state and national governments as it is for ourselves and local government.

"I'm pressed for time on occasion," he admits, wryly, "and I've little or no free time for my personal interests, and (growing serious) scarcely time for my family. Believe me I'd like to have the time, but this needs to be done. Unless we want

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to be governed by default, as Plato indicates, we have to take an active role in politics and government. It's not enough just to vote.

"I wish I could impress upon others, as it's been impressed on me, what a pervasive role government plays in all our lives. It's not just the laws and freedoms we usually associate with government, it's the many little and big things that channel our very lives—what we do and the way we do it. Government—and, consequently, politics—determines how we live, the way we marry, the way we do business, everything. We're dependent upon it—or a victim of it, as the case may be—in many important areas of our education, our health and safety. It's at the root of everything we do. Why it even sets the time we eat, sleep and work by; it determines the kind of hospital we're born in. And it can determine these things for the worse just as easily as it can determine them for the best. It's up to us."



Young Mark follows Dad's lead already. Despite hectic pace, Bill takes family dinner leisurely.



Respite is short; dessert is prelude to the "day's" work. Here, he get's township meeting underway.



Vox Populi is heard, an essential but sometimes tiring process. He has two more meetings to go.

Bill's concern for good government has its roots in an early political start. He was elected Lieutenant Governor in New Jersey's Boy's State program while attending Tenafly High School. He later had a full scholarship to Lafayette College where he played varsity football, participated in track, made the Dean's list, won several oratorical prizes and was a graduation day speaker. He received a Law degree from the University of Pennsylvania which he also attended on scholarship.

He was admitted to the bar of New Jersey in 1958 and, thereafter, to practice before the U. S. Supreme Court, the Third Circuit Court of Appeals in Philadelphia, the Federal District Court of New Jersey and the New Jersey State Supreme Court. He has served as a labor consultant to New York law firms and was recently appointed a lecturer on labor law at the Labor-Management School of Rutgers University. In the Army, he was a Ranger Infantry Officer and served in the 24th Infantry Div. in Korea.

Bill is also currently active as a trustee of Somerset Hospital, is Tri-County representative for the National Schools' Committee to Encourage High School Students to Attend College, a director of the County Tuberculosis and Health Association, a director of the United Fund of Somerset Valley, a former director of the local chapter of the Junior Chamber of Commerce and now serving as the group's counsel.

"Luckily, my family has been very understanding." (Bill's family includes his wife, Joyce, and their two children, Mary Beth, the confused but proud little girl, and Mark, who's nearly three.) "When the question of becoming Mayor arose, I talked it over with Joyce. It meant giving up a lot of time at a particularly busy period of our lives, with school ahead for the youngsters and the like, but she recognized as quickly as I did that this was a chance to really do some good, and certainly she's had as much of a hand in anything that's been accomplished as I have. She believes with me that this is important."

In his second term now, Bill confesses though that after he's completed the programs he's currently working on, he won't take a third term. Smiling, he explains, "There's a post as County Freeholder coming up soon and I think on the County level there's a real opportunity to . . ."

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Putting a ro

He is a dedicated man, spearheading the work of a team of dedicated men carrying on J-M B/P sales. An earnestness deepens the blue of his eyes as he talks about his work. "This is a service job, I have nothing to sell but service. Special service is required, but that's the kind architects remember and appreciate."

An important factor, this service. A state of mind, or a phone call from an architect with a problem. To Warren Neale service is his most saleable item. So too with the rest of the J-M sales staff in Manville District.

"I tell architects I'm their representative at J-M, not J-M's representative to them," says Neale. "To be an architect's representative you must be willing to go to any lengths to get information for an architect. You do this well once, and if something comes up, he calls you again."

Listen to this man talk with an architect—say, Henry Finne of Finne Lyman and Finne Architects and Engineers, Elizabeth, N. J. Their repartee reveals respect and friendship.

"Most architects are shooting for the moon," says Warren. "They're trying to use materials in a new way, for a new purpose, at a price lower than was ever before done. My job is to try to help them work close to their original ideas."

Recently, he recommended that Finne specify J-M Aquadam gravel surface roofing for the latest building at the Aerospace Group of General Precision, Inc., in West Paterson, N. J.

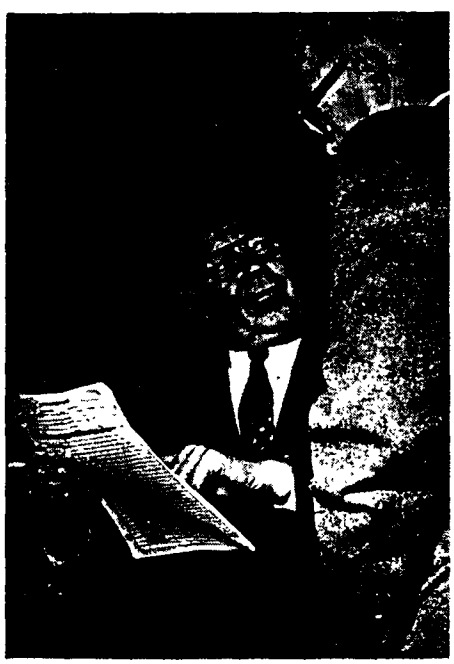
General Precision Aerospace is shooting for Venus, among other things, producing the navigational systems for the Venus probe rocket, the Atlas missile, and various other orbital satellites and missiles. This is the fourth job J-M has done for General Precision and they have given J-M a fifth job in Wayne Township, N. J.

As soon as Warren learns of a new job, he talks with the architect about specifying J-M materials. He then sends an early report on the architect's general reactions to Grant Bishop, Manville District Mgr. Later, when Warren has confirmed exactly what J-M products the architect will specify, he sends copies of the report to Grant Bishop and to the area salesman involved. In this case, Industrial B/P salesman Ray McConachie received this specification notice.

The job goes out for bids to several general contractors and Neale is out of the picture. Here Ray takes over for J-M, helping the roofing contractor to prepare an estimate of cost.

Frequently, the district office helps expedite an order that involves a special type of material or fast delivery. This involves Miss Irja Kainu, Chief Sales Clerk, and Grant Bishop.

A J-M Built-Up Roofing Salesman must inspect the roof four times—





Above, Ray McConachie checks specifications with Hugh Sloan (l.), of T. F. Sloan Co., a J-M Built-Up Roofer.



Warren Neal (l.) and B/P Salesman Ray McConachie discuss the Architect's Project Report on the roof, noting the insulation thicknesses.

Inspecting the roof under extreme winter icing conditions are architect Henry Finne (l.) and Carl Schmid, Director of Plant Engineering and Fa[illegible] for General Precision.

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# of on space

once to check the structure of the deck before roofing starts, again during the work and again when the roof is completed. A final inspection, for bonding the roof, is made after it has been on two years. The roofing sub-contractor on the General Precision job was the T. F. Sloan Co., a J-M approved Built-Up roofer for more than 16 years.

DIRECTING and co-ordinating all this activity is E. Allen Dennison, Manager of the Architectural Sales Dept. Two years ago, Warren asked for his present job in this department after he recognized the need to expand the J-M sales effort in New Jersey. He soon found he had quite a job, since there are more than 500 architects and engineers writing specifications in the Manville District alone.

"I found in the first month that architects knew very little about J-M materials," he says. "We had been taking it for granted that they knew what products we make. One office associated us only with our Transite Pipe line. Most had no idea of our product variety."

Keeping up with changing products is only one problem of an architect's representative. He also has to keep his ear to the ground for possible J-M specifications for jobs in other districts. Warren has helped secure specifications for buildings in the New York, Philadelphia, Boston, and even in Belgium using products made by our factory there.

THIS IS OFTEN a long-term job for this J-M team. Some of the jobs take as long as two years in the planning stage before building construction actually starts.

A small but busy team of architect's representatives across the country in key cities is doing the same daily job as Warren. In Los Angeles there's Ralph Perkinson; in Houston, A. H. Callahan; in New Orleans, G. C. Kerr; in Chicago, Fred Neubauer; and in Cleveland, R. D. Hardy. Covering the more than 1,000 important architects in Manhattan takes two men, Ed Bunch and J. G. Walker.

These men all have tough jobs that require making a lot of calls and few times in between for "coffee breaks." "It takes a long time to get to know architects," says Allen Dennison. "Warren has built up an extraordinary position of confidence with these men in a relatively short time."

NATURALLY, they need more men. "As the activities of the department prove their value, the addition of more trained men in key cities will be justified," says Allen Dennison. "Actually, I've got my eye next on Detroit, St. Louis and San Francisco, where we need men badly. Certainly we can always use men like Warren."

To this team their most valuable item is service—definitely a very important item.



Expediting the order on the Kearfott division plant are Grant Bishop, J-M Sales Manager, Manville District, and Miss Irja Kainu, Chief Sales Clerk for the Building Products district.





Back at the home office in New York, E. Allen Dennison discusses future plans with several members of his team, including (l. to r.) Warren Neale, Ed Bunch and J. G. Walker.

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High fashion furniture to canal bulkheads





IF YOU INVENT a better mousetrap, the world will beat a path to your door—or so the saying goes.

"Hokum," says Paul Earle. "No product is good enough to sell itself. Getting people to recognize that you have a "better mousetrap" takes all the skill salesmen have, using all the methods they have available to them. Not only that, it gets more complicated all the time; what works well for one set of products, doesn't work at all for others. Selling has changed; that's why we've changed."

Paul meant the recent organization of the Industrial Asbestos Cement Board Products Department under the Building Products Division. The Department, with Paul as Sales Manager, will handle the range of products suggested in the title above.

Swivelling energetically around in his chair, Paul produced a stack of product brochures and began explaining. "Specialized markets are our specialty—like this one . . ." he held out a brochure illustrating Colorlith tops for church altars . . . "and this" . . . There followed tops for fine furniture, Transitop Curtain Walls for monumental construction, chalkboards for schools, Corrugated Transite for bulkheading of canals and waterfront properties and many others.

"You see? These markets—the customers we sell these products to—are relatively few and do things differently compared to our usual customers in the large field of building products generally. They buy directly from us rather than through a wholesaler as a builder might. Each of our customers is in a field of business with its own special way of buying, producing, distributing and merchandising the products or services in which our products are featured. We give each of these markets the kind of attention it requires—like a small business catering to a few but important customers.

"In fact, our group is running a kind of small business within J-M's corporate structure. But don't be misled, a small business approach can mean big business—big, at least, in the sense of providing our plants with added production orders and the company with profitable business.

"You see, once upon a time, you invented a product, set up a plant to produce it, and then aggressively sold it to as many people as you could. Today, you often have an existing product, a plant and the people to produce it. So not only do you have to sell your product discovery aggressively as always, you sometimes first have to discover customers you can service effectively, then adapt your product to them. Once you had to discover a product; today you often have to discover a market.

"Now, the uses for a product as versatile as asbestos cement in board form are numerous indeed, but there is often this problem of being able to reach and service the *people* who would have a use for it. That's where our group comes in; we're better organized now to reach these customers.

"Take a look in the better furniture stores today—they'll have a line of tables and other items with Colorlith or Colorchip tops," he says with assurance. Developed as a product only five years ago—an assignment of Paul's—Colorlith is being widely used to replace marble and slate in fine furniture lines. "The volume isn't great compared to some products, but it's new volume and profitable," he notes. "It may take a salesman in the fur-

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Glamourous specialties of new Department include Colorlith topped tables, opposite. Top, Nashua plant tour finds Bob Greenleaf, Philip Soucy, Curtis Warner, Joe North, Don Stadt, Fred Heidl, Jim Magee and Ken Stephens checking chalkboard finish possible with new finishing line, left. HQ staff, r, are Jim Magee, Edith Larson, George Constantin, Paul Earle, Bob Lohse and Bill Gooden.



niture manufacturer's home office in Michigan, a salesman in North Carolina at the firm's branch plant, and a salesman in New York, all working in coordination, to bring off a particular sale, but it's worth it. This is the kind of special service that opens a market to us and that we can supply even more readily now. If we hadn't been able to reach the market this way, then development of the product would have been pointless."

Paul's new Department is separated into three product groups and four sales districts. Bob Lohse is Sales Supervisor for the Eastern District, Jack Robinson for the Mid-West, Ken Stephens for the Southern and Fred Heidl for the Western. Jim Magee is Product Manager for Colorlith, ACE and Electrical Products; Bill Gooden for Utility and General Purpose Products, and George Constantin for Transitop and Curtain Wall Systems.

There are only 21 salesmen assigned to the Department, but what this force lacks in size, it makes up for in flexibility, special skills and the concentration it can bring to bear on its relatively narrow markets.

On the staff are former marketing specialists, engineers, chemists and QC men as well as experienced salesmen. Paul, himself, is one of these new breed of highly trained technician-salesmen. He has held the posts of Production Engineer, Methods Engineer, Research Engineer, Acting Production Superintendent, Acting Plant Manager and Sales Manager of the new Department's forerunner.

Salesmen are Larry Boddicker, Detroit; Lars Ekwurzel, Cincinnati; Bob Greenleaf, Manville; Fred Kelly, Boston; Dick Mason, Washington; Joe North, Albany; George Schad, Pittsburgh; Bill Vogel, New York; Russ Bauman, Milwaukee; Wyatt Rawlings, St. Louis; Bill Prosser, Chicago; Dick Baginski, Charlotte, N. C.; Vic Hausladen, Dallas; Max Barton, San Francisco; Gene Hart, Don Stadt, L.A.

If a market for asbestos cement board mousetraps ever does develop, Paul's Department will have a well beaten path to it.



Bob O'Donnell, New Business Dept., gives technical data on Transitop Curtain Walls to highly trained staff.

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RECENT J-M ASSIGNMENTS



FRED D. RICHARDS

Mr. Richards, Sales Manager of the Celite Division Unit, has been appointed Vice President, Johns-Manville Products Corp. A graduate of Purdue, he came to J-M and Celite in 1946. In 1957, he was named Celite D/M in L. A.



BUILDING PRODUCTS DIVISION
St. Louis District

CHARLES R. RAINING to Assistant Sales Manager from Salesman in the St. Louis District.



FIBER GLASS DIVISION—TEXTILES
Waterville HQ

DONALD W. LYON to Manager for Textile Glass Products from Sales Manager for Textile Glass.



FIBER GLASS DIVISION—TEXTILES
Waterville HQ

EDWARD A. TURNER to Sales Manager for Textile Glass from District Sales Manager, Chicago.



FLOORING DIVISION
Manville Plant

MICHAEL BUKOVECKY, JR., to Scheduler & Materials Handling Foreman, Planning & Scheduling Dept., from Scheduler and Order Interpreter, P & S.



FLOORING DIVISION
Manville Plant

JOHN R. BALLENT to Process Foreman in the Production Department from Charger, Rework and Supply Operator.



FLOORING DIVISION
Manville Plant

DAVID L. STARTZEL to Process Foreman in the Production Department from Combination Charger, Rework & Supply Operator.



FLOORING DIVISION
Manville Plant

RAYMOND S. WOJCIK, to Process Foreman, Production Department, from Calender Operator.



INTERNATIONAL DIVISION
Far Eastern Area

ANTHONY C. POWERS to Sales Engineer in Hong Kong from Sales Clerk, Division HQ.



INTERNATIONAL DIVISION
Latin America Area

PETER C. WEAVER to Resident Technical Representative for Brazil from Technical Representative in Panama.



PIPE DIVISION
Manville Plant

STEVEN J. WASS to Maintenance Foreman, Pipe Plant Maintenance from Planner, Industrial Insulations Plant Maintenance, Manville.

Announcements

RETIRING—JULY 1st

FRED BLASER, Manville
ROBERT D. BONNELL, Indianapolis
DUANE D. CREWS, Atlanta
RICHARD T. HUDGINS, Richmond District
JOHN KENNEDY, General Headquarters
OMER LABRANCHE, Jeffrey
GORDON A. PERDUE, New Orleans
FRANCIS D. ROWE, Toronto Plant

QCC INDUCTIONS

MOL (BELG.) CHAPTER, May 17, Plant Cafeteria
WILLEM VERWAEST
JOZEF SLEGERS
KAREL SLEGERS
EUGEEN VAN GOMPEL

ALEXANDRIA CHAPTER, June 3, Elwood Country Club
ROY E. SEMON
HAROLD V. CLEAVER
HARRY V. LIBLER

SOUTHERN CALIFORNIA CHAPTER, June 7, Lafayette Hotel, Long Beach
FRANK G. MEADE
CALVIN L. HALLMARK
GLEN T. BEAR
ALLAN HARRIS
MARK A. METEER
HOWARD W. ULRICH
THOMAS W. FLETCHER
BERT PASSERELLO

IN MEMORIAM

JOHN H. HUGHART, Chicago, Jan. 3
CHARLES BURD, Manville, Jan. 23
JOSEPH STROKUS, Research, Jan. 27
JOSEPH KROCSKO, Manville, Jan. 28
CLAUDE SCHOLLENBERGER, Manville, Jan. 30
JESSIE BYRNES, Waukegan, Feb. 12
JOHN MALISZEWSKI, Dutch Brand, Feb. 13
ROBERT L. CREER, New York, Feb. 14
JOHN H. TRENT, GHQ, Feb. 14
GEORGE KLIMSKY, Manville, Feb. 18
ROSA DE ROSA, Manville, Feb. 18
THURMAN HATLEY, Waukegan, Feb. 24
JOSEPH REGIEC, Manville, Feb. 26
ALEXANDER SABLOWSKI, Manville, Feb. 27
WILLIAM GREER, Asbestos, March 1
ANDREW SEDLAK, Manville, March 1
JOSEPH GILMORE, Waukegan, March 2
AIME BOURASSA, Jeffrey, March 3
JAMES DAVIS, Dutch Brand, March 5
STANLEY JASTRZEMSKI, Manville, March 6
MICHAEL LENZEN, Waukegan, March 9
GLENN BUSHNELL, Waukegan, March 12
CHARLES MOSHER, Asbestos, March 13
RENE J. MIRE, Marrero, March 22
CHARLES KIMBERLING, Los Angeles Plant, Mar. 25
ROSAIRE GOSSELIN, Jeffrey, March 30
CHARLES KOCH, Chicago, April 15
JUSTINA PRYCHKA, Manville, April 15

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A J-M "family of firsts"

The Robert Beauchemin family is quite a "family of firsts." Around their home town of Allentown, Pa., that's a phrase that has more than once been applied to their well-known family circle of thirteen.

The last time was January 1, 1963, when the center of attention was little Babette Beauchemin, officially Allentown's First Baby of 1963. She has an older brother, Jean, who was also born on January 1, in 1955, and an older sister, Andree, who almost matched their record, born January 3, 1953.

The happy father, Bob Beauchemin, J-M's Sales Representative in Lehigh Valley, adds, "We don't expect any more children but if they come we feel we still have room in our hearts to welcome and love another."

Keeping order among eleven children requires a sense of humor. "Last summer we almost left one of them at a restaurant," he recalls. "We'd driven away when one of the kids asked, "Where's Luc?" (their 6-yr.-old). When we got back he was sitting on a bench, calmly watching people come and go, unaware that we had left him!"

Bob started with J-M as a junior salesman in Philadelphia. Formerly from Rhode Island, the trip there was their first vacation with all ten children.

* * *



Just a "little hectic..."

Having one boss is no problem for Mary Beth Heath, St. Louis J-Mer. From her secretarial position in the "cubbyhole" she's under fire from two bosses, and "they keep me hopping," she says with a grin.

Since she's been with J-M, from June 1958, Mary Beth has seen a lot of changes and many bosses. Right now she's secretary to J. L. McCullough, Dist. Mgr., B/P for St. Louis and C. R. Raining, Ass't Mgr. "I keep their itineraries on the same calendar and have to coordinate matters with salesmen," she comments. Her phone is often busy on all three lines at once.

St. Louis and J-M will be losing Mary Beth in June when she becomes Mrs. James Berry. She plans to live with her new husband, a Navy lieutenant, in California. Right now she's looking forward to that honeymoon drive through the Northwest, from Lake Tahoe to the hills of San Francisco, in her favorite state.

She'll certainly be missed around the office. Says one of her bosses, Mr. McCullough, "I don't know what we'll do here without her!"

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MEETING THE OWNERS OF J-M



THE OWNERS of Johns-Manville - - our stockholders - - found the welcome mat out at Manville Research on March 14th for the Annual Meeting. Before the meeting, the record turnout, 450, saw thrilling displays of the new developments by J-M Research, the unusual ways in which J-M products are used, as well as the modern techniques employed in research and manufacture. At many exhibits, they met the originators of these products and processes who were on hand to explain and enlighten.

Mr. Clinton B. Burnett, President of Johns-Manville Corporation, opened the meeting. He briefly reviewed the operations during the past year, citing the all-time sales record—$392 million, $14.6 million higher than 1961. This record was made in spite of a 1.7% drop in prices which applied to $392 million becomes $6.7 million.

The highlights of J-M's operations in 1962, as outlined by Mr. Burnett were:

1. Highest sales in the company's history.
2. A substantially improved financial position.
3. Effective cost savings without impairing our research, development and engineering program.
4. Introduction of new, profitable product lines.
5. Improved service to customers.
6. More specialized selling.
7. More profitable penetration of overseas markets.

Next, all thirteen incumbent directors were re-elected.

The importance of the construction industry to Johns-Manville was the next subject taken up by Mr. Burnett in an illustrated slide talk. He cited the fact that the construction industry is bigger than agriculture, the automotive industry or national defense.

HE ALSO pointed out that the Canadian building industry is expected to produce $8 billion in 1963. Thus, U. S. and Canada are creating a market better than 90 billion dollars a year—an expanding market with almost unlimited opportunities for Johns-Manville.

61% of Johns-Manville's business is for this industry. (Raw materials and products we manufacture for industrial use make up the other 39%.)

Mr. Burnett continued, "For the home . . . J-M products go into every part of the interior and exterior . . . roof, sidewalls, patio and pool, foundation and piping.

"In the roof—we provide the shingles, the felts, roof cements, the sheathing and insulations—all of them combining to give complete weather protection."

". . . In the recreation area, Johns-Manville fiber glass reinforcement is used in plastic composition swimming pools—and for concrete type pools, J-M cement admixtures. For any type pool, the Celite Division also supplies filter aids for clear, clean water. Covering the patio are Johns-Manville plastic panels."

Mr. Burnett especially cited J-M Soundike, a new material for interior partitions that helps prevent sound transmission between adjacent rooms.

Mr. Burnett also covered the business outlook for 1963 in detail. He said "The best way to describe the state of the economy at present is to say that it is hesitant."

In this connection, Mr. Burnett later commented in his Quarterly Report to stockholders, "There are growing signs that the mild dip in business forecast for this year may not materialize. Current surveys point to some increase in expenditures for new plant and equipment in 1963."

SINCE THE annual meeting, he was able to announce that sales and earnings remained relatively stable in the first quarter of 1963.

Sales amounted to $77,990,000 in the first quarter, compared to $77,954,000 for the same period last year.

Earnings were $3,035,000 for the first quarter compared with $2,835,000 in 1962. Earnings per share of common stock were 36 cents, compared with 33 cents last year.

Some of the outstanding stockholder questions and company officials' answers follow:

Lewis D. Gilbert: My final auing question is addressed to the Credit Department, to find out how we avoid

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situations, such as this extraordinary letter of the President of Commercial Solvents to the stockholders last May, where he stated that he had sold to Mr. Billie Sol Estes because "While his credit references were excellent, the financial statements which he furnished to us were not audited by certified public accountants. Yet, we gave him $5,700,000."

James M. Shackelford (Treasurer): We are very proud of our credit organization in Johns-Manville. We spend more than $600,000 a year maintaining the credit organization.

We don't leave anything to chance.



J-M stockholders to fifth generation. Mrs. Sarah Halverson (left) and great grandson, Weston Pennewell (right).

We don't make sales to customers, extend credit and then start worrying about whether they are good credit risks. We thoroughly investigate the credit before the sale. We determine whether the customer is going to be able to pay us in our best judgment. Of course, we are not perfect.

You might be interested to know that some of our larger customers pay us by letter of credit or cash in advance, so there is absolutely no risk.

Our credit people have all sorts of techniques, of course, using Dun & Bradstreet, using references from banks and also audited financial statements. When the amount of the balance owing Johns-Manville is large or becomes large, they follow very closely the operations of the company. Sometimes our credit people actually go in and try to help the customer improve his own methods of doing business. They do obtain audited financial statements where the amount is large, if they have any doubt at all of the customer's ability to pay.

Mr. Gilbert: I want to congratulate you on the fine arrangements which you made here today. Going through the research lab shows why we have demonstrated earning power over the years in this company.

Gerald W. Coughlin: I would like to ask our management what plans they have to reverse this unfavorable trend of earnings that has taken place over the last six or seven years.

Mr. Burnett: Each of our Divisions undertakes every year a complete review of its own operations. Programs are extended for the next year and two years further, and each one of these programs has a program of new product development, plans for organization, plans for higher sales volume, plans for new products. Whether or not we are going to be successful in completely reversing the unfavorable trend that has existed for a period of years is a matter of question.

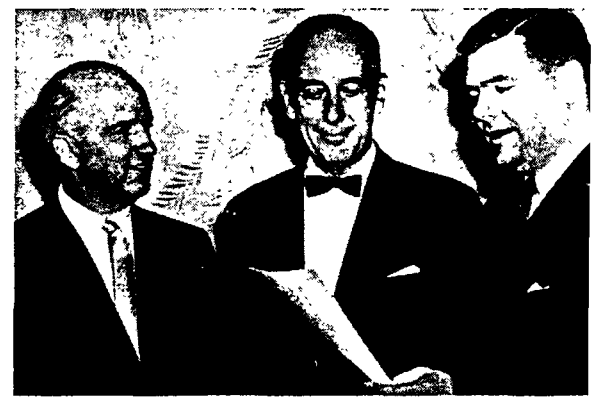
WE ARE working against three serious factors that continue to plague us and I'm sure plague others. Whether or not we can accomplish these things fast enough to offset these unfavorable trends is not determinable.

Rather than go back ten years when things were much different—I would like to talk just a minute about what has happened in the last three years.

Since 1959, the selling prices of our products, as compared to that year, have decreased $22 million. Wage rates have gone up to the extent of $14.6 million. Depreciation charges are up over $3 million as a result of the new depreciation guidelines. Taxes of various sorts—and I'm talking about tax rates and not the fact that we build a new plant and therefore have higher taxes—are up about another $2 million. Altogether, that is about $41.6 million for the three-year period.

Frankly, I don't see any reason why taxes are going to be lower or why the salary people are going to ask for any less money or any reason why prices are going to turn around and start to go up. So, I think we have those problems to contend with.

I MIGHT also add that in this same period of time, we have found ways and means of increasing our volume by bringing out new products, and this has added some $10 million to our income account. Our cost reductions in the past three years have amounted to almost $20 million, making a total of $30 million.



President C. B. Burnett (l.) is made an honorary citizen of Bridgewater Township by Mayor W. W. Lanigan (r.) as C. F. Rassweiler, V.P. watches.

Now, it is true that this only offsets a part of the added cost. We appreciate that we have a long way to go. We have individual programs to try to correct it to the best of our ability. When you stop to consider that when prices drop five percent, you need to find ways and means to reduce your cost by almost twice as much to stay even. It is a real problem.

We are all hopeful that perhaps we are beginning to reach the bottom, as far as price declines are concerned, which will help us out a greal deal.

Our engineering program will continue to find ways and means of reducing costs. Our active research program will continually find new products to bring into the marketplace.

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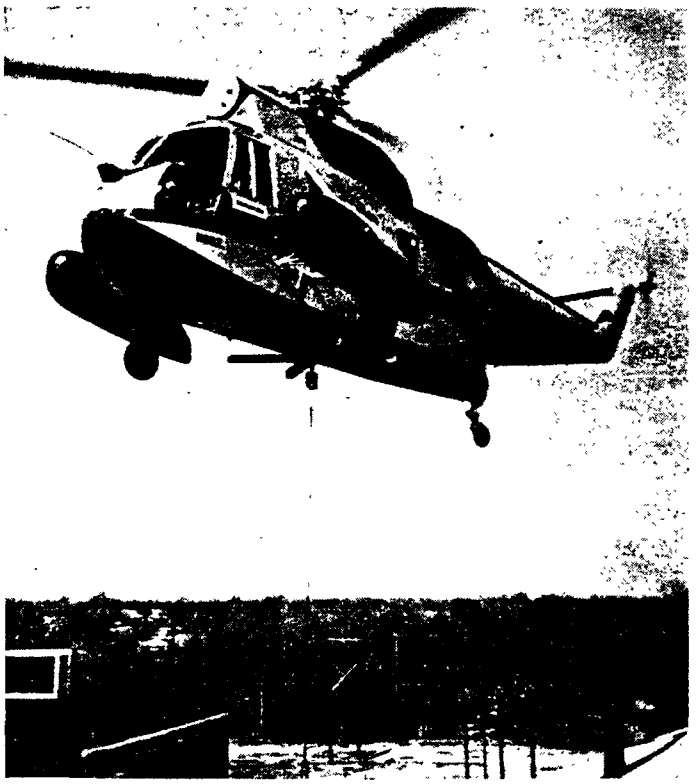


Whirlybird joins crane family



Cranes—lifting and hoisting mechanisms that derive their name from a bird family they sketchily resemble—have a new bird in their nest, the "Whirlybird," a true flying crane.

This was impressed on birdwatchers and non-birdwatchers alike at Natchez plant recently as they observed one of the species in action. No fledgling, the Sikorsky S-62 flew units weighing 2400 lbs. to the plant roof top as easily as a wren with a worm. The cyclone unit could not be raised from inside, so Petroleum Helicopters' whirlybird did the job.



Helicopter hovers down to deliver part like big, squat bird. "Whirlybird" was the affectionate nickname provided the versatile craft by grateful G. I.'s in Korea. Here, job that might have taken days was done in hours.

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