

CLOW CORPORATION

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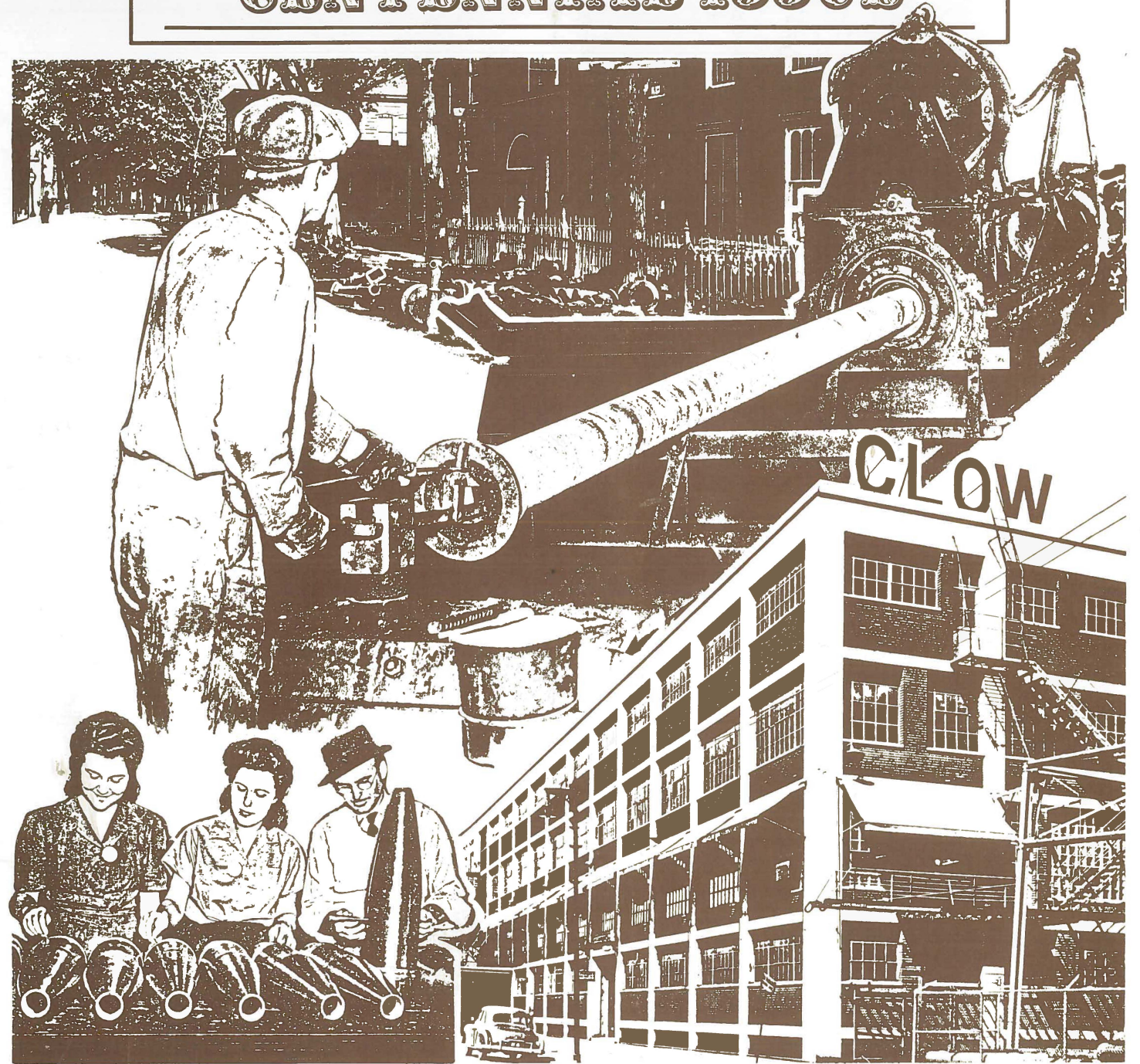
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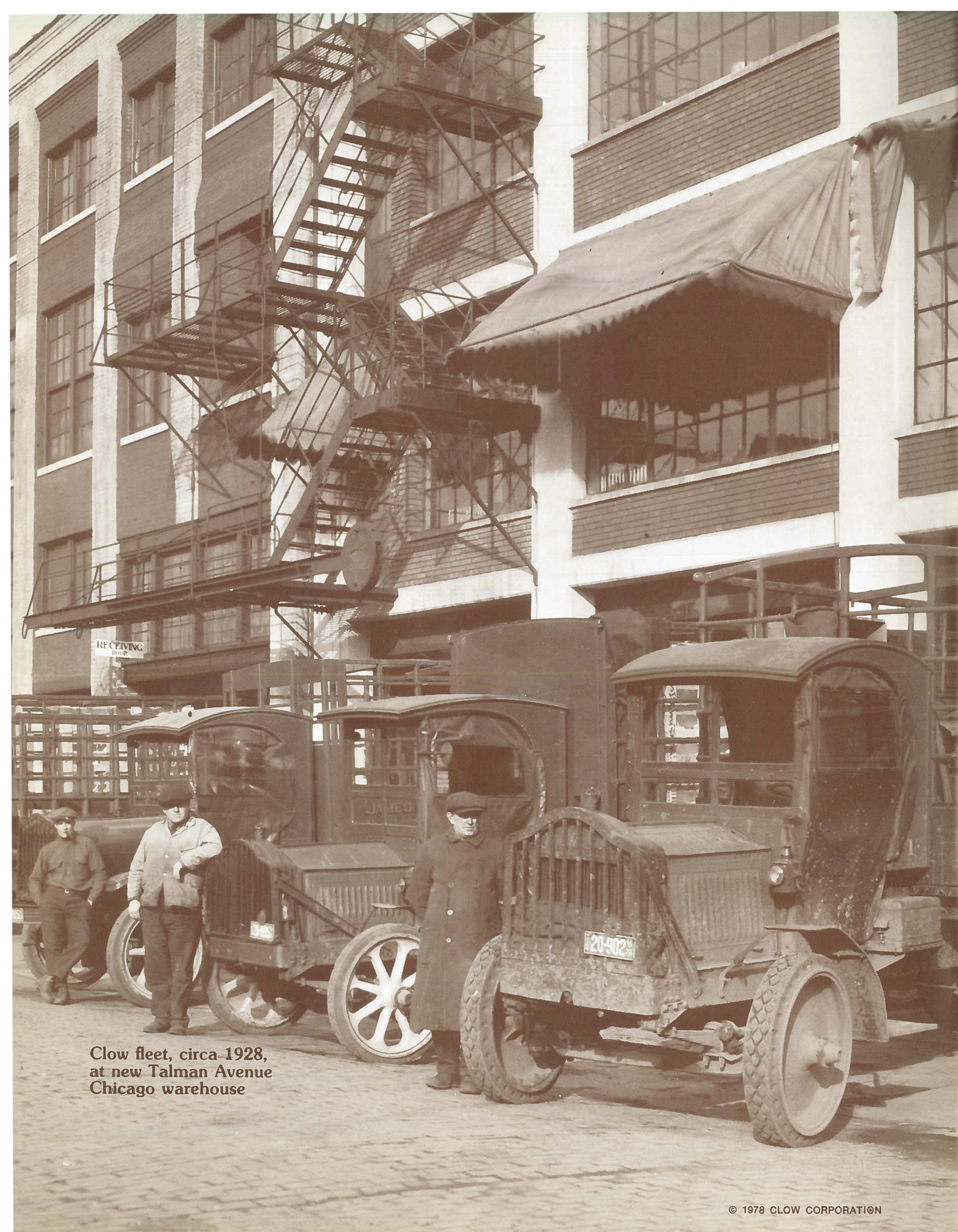


CLOW NEWS

CENTENNIAL ISSUE



1928-1953...THE YEARS OF TRANSITION



Clow fleet, circa 1928,
at new Talman Avenue
Chicago warehouse



PRESIDENT'S MESSAGE

TO ALL EMPLOYEES,

I have been pleased to have a number of people comment favorably on our first edition of the Centennial Clow News, which covered the first 50 years of our company. I hope each of you will enjoy as much reading of the third twenty-five years in this second Centennial edition.

Our company has had an interesting history, and one positioned squarely in the mainstream of our country's progress. In each historical period Clow has been able to make its contribution to the betterment of our existence.

The Clow story is more than the story of a man, or a family, or a typical business success story, although it is all of these things. It is also a story of change. Changes in products, changes in processes, changes in markets, changes in people, and, yes, changes in fortunes. Change becomes especially evident when the full scope of many years is condensed in a few pages, as we are trying to do in these Clow News editions.

Up-to-date, I am also pleased to be able to report that the performance of the company in the first six months of the year was a credit to all our people. The second quarter sales of \$46,357,000. and profits of \$1,619,000. were an all-time high, and a fitting mark as we enter the second half of our Centennial Year.

Obviously, all divisions did not perform equally well — some as planned and anticipated, others due to a variety of factors which limited our overall results.

Aided by the continuing strength of the housing market, and also by

the increase in federal funding of water and sewer improvements, the company's products enjoyed strong market demand, particularly in pipe and valves. Entering July, these conditions continue.

But at the same time inflationary cost increases make it more difficult to increase profits. Increases in interest rates affect all of us, individually and as a corporation. Raw material prices continue to rise, and at a greater rate than the price of our own products. Costs of energy and supplies likewise pose serious problems. Although we cannot exert much pressure on the market cost of the materials and supplies we use, we can and must be prudent in our use of these supplies to keep these cost increases to a minimum. I know I can count on you to do your part to limit our usages to what is necessary and to prevent needless waste.

As you read over our history, I would think that each of you would be as impressed as I have been, that our past successes were the result of the combined and continuing efforts of ALL Clow people working together, each doing his respective job and making his personal contribution to the progress of all. This is as true today as it was thru these first 100 years. We all have a common goal and a common mutual welfare. If we are successful, as were our predecessors, it is because we will have worked together in teamwork, each committed to do his or her best to achieve our mutual success.

Raymond D. Rynhart

1928-1953...THE YEARS OF TRANSITION

In 1928, on its 50th birthday, James B. Clow & Sons, like the rest of the country was riding the crest of the wave of the "booming twenties". It was the time of the "tin lizzie", the flapper, jazz and prohibition. Prosperity abounded everywhere — or so it seemed.

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The acquisition also created a large debt load for the company which was to prove a severe burden in the depression years yet to come.

At the same time, the plumbing and jobbing business was buoyant. The company had completed its move into its new building on the West side of Chicago on Talman Avenue — the largest single building anywhere devoted to the plumbing-heating jobbing business. During this period Clow was a national force in the plumbing industry. It sold its products coast to coast, specializing in high-grade proprietary plumbing materials for schools, hospitals and other institutional buildings. Private label fixtures were produced by Eastern potteries — Adamantose ware — and Clow manufactured its own plumbing brass in the (South) Talman Avenue building. Two other floors of the same building were devoted to machining, polishing, buffing, plating, assembling, testing and wrapping. The Gasteam Radiator Department, whose business was also good in those

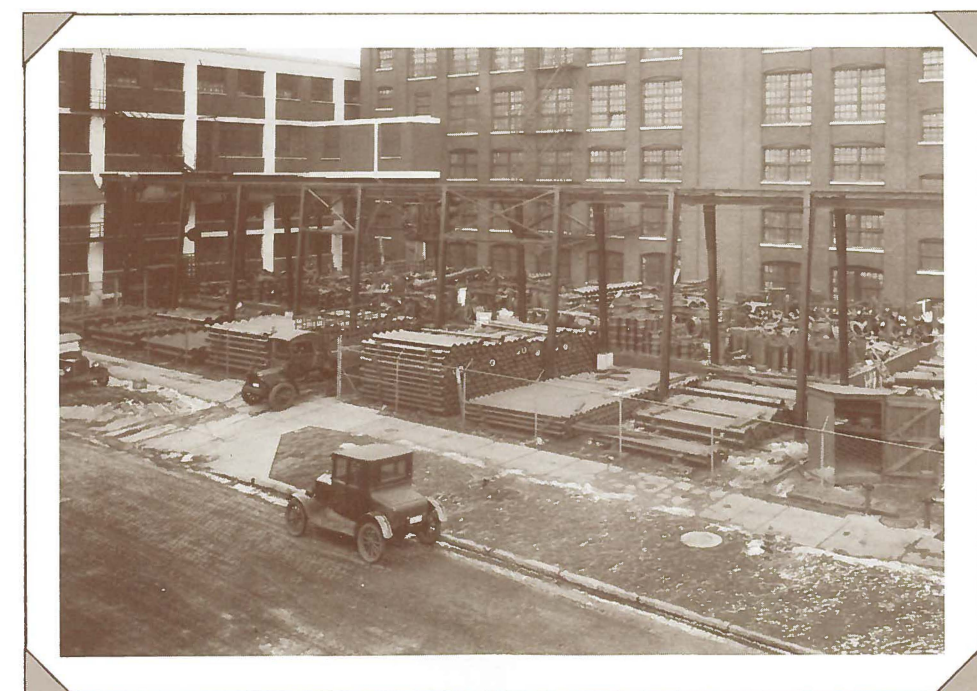
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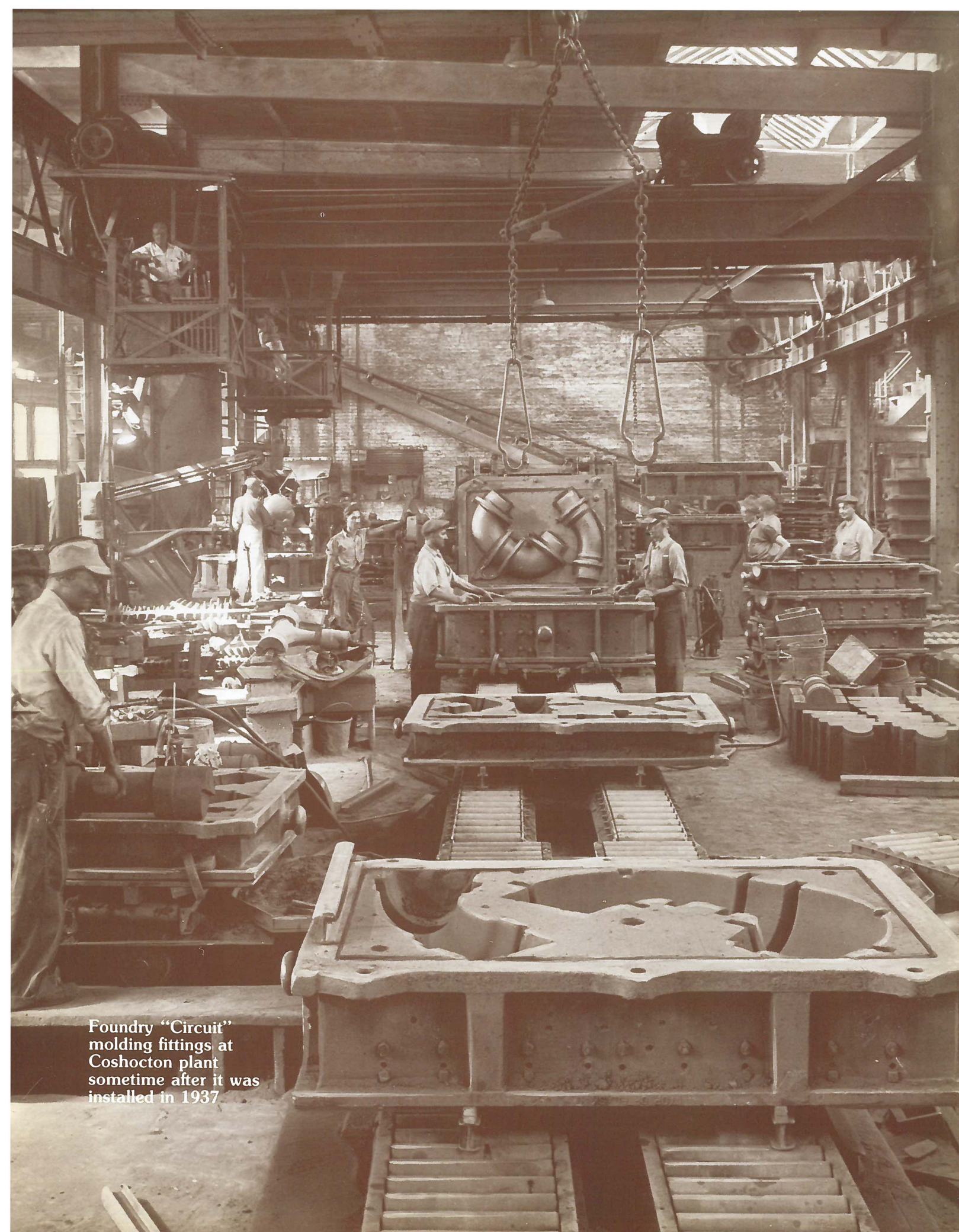
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During the period a number of difficult steps were taken. Salaries and wages except for the very lowest levels were cut "at least 50%", — as much as 70%. Layoffs were commonplace, short hours and short work weeks the rule of the day. As building construction

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During 1935 the company arranged to convert the balance of existing bonds due on the National purchase to long-term bank debt, a transaction completed in February of 1936. Mr. W. E. Clow, Jr., to whom this financial responsibility came as president, deserves the

credit for discharging the debt commitments of the company through the most trying times, and seeing the company through to a solidly-based, financially sound corporation.

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transition virtually was completed by the closing of the brass foundry in 1941. The Marble Mill also closed the same year.

Two years earlier, efforts to maintain the operation of the Newcomerstown pit cast pipe shop by concentrating on 16" and larger diameter pipe not yet produced by the centrifugal method also came to an end, resulting in the permanent closing of that pipe shop in June of 1939. The general foundry continued to operate and produced Gasteam radiator castings, valve boxes, floor drains and other miscellaneous castings including, starting in 1950, mechanical joint follower glands for the pipe plants, and also small castings for the Eddy Valve Company.



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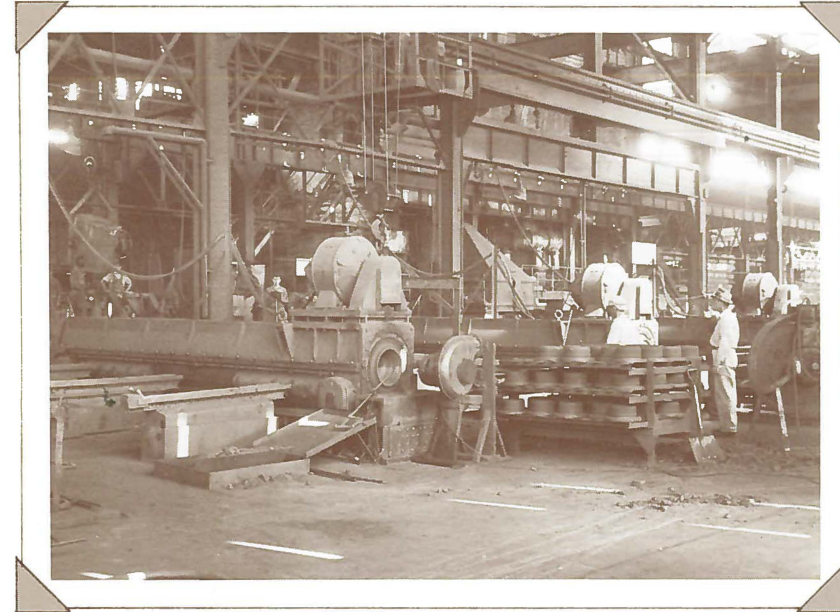
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Coshocton centrifugal pipe shop in late 1930's



Manufacturing executives at reception in Coshocton in mid-1940's, (left to right): Guy P. Clow, Works Manager, Ohio foundries, Kent S. Clow, President, John A. Byers, Vice-President, David I. Miller, (retired) Vice-President, Works Manager, Coshocton and later at Birmingham

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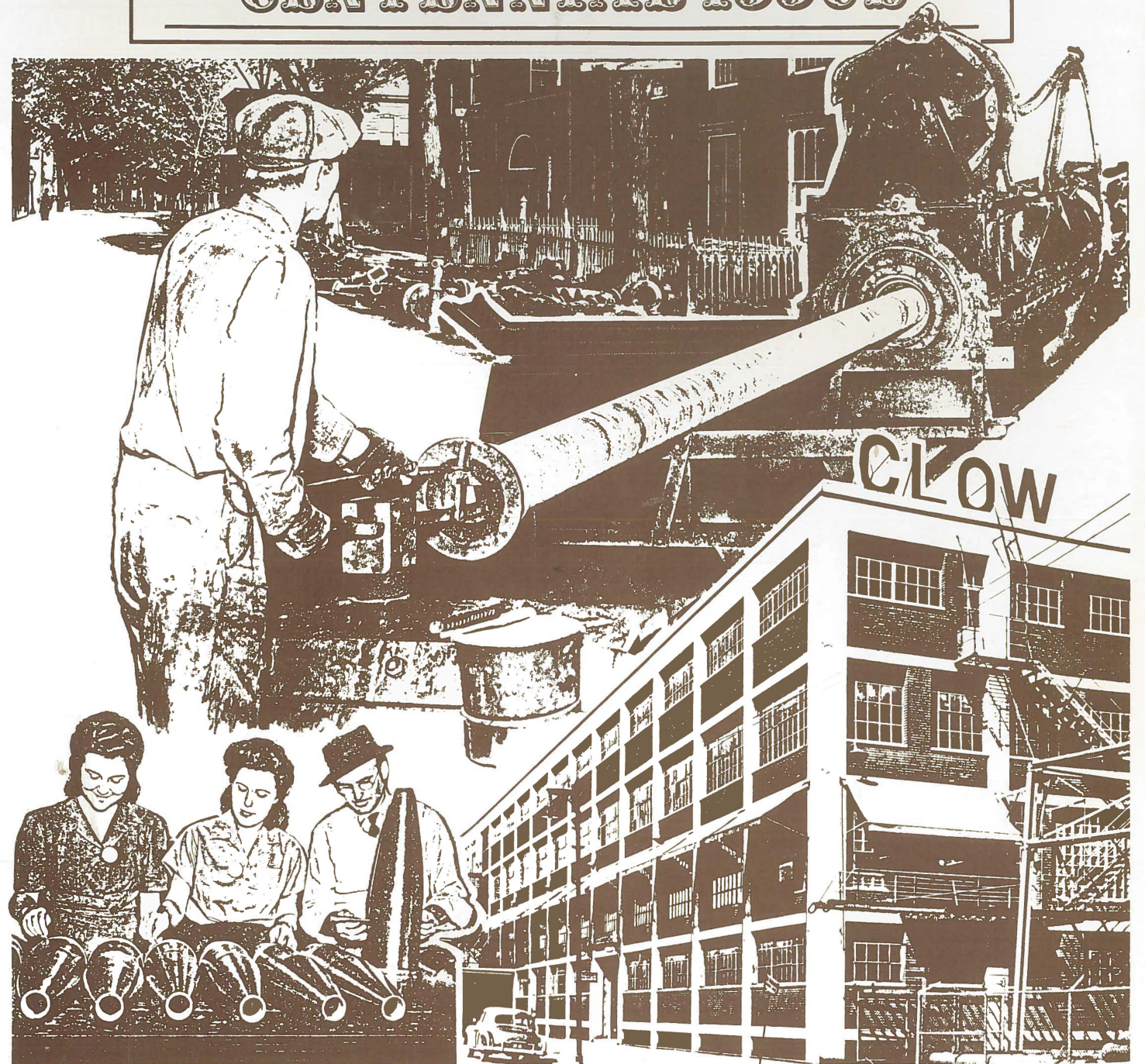
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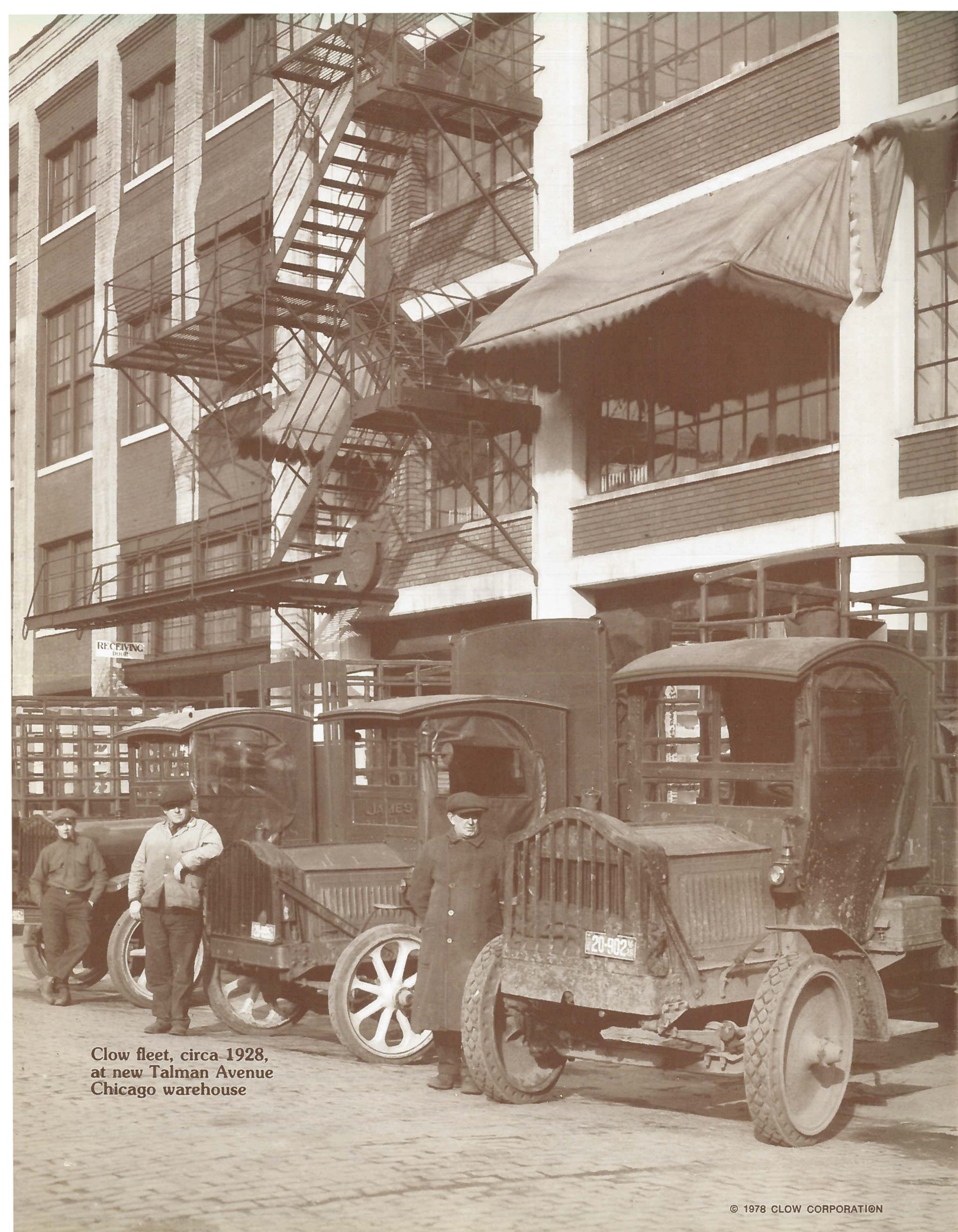


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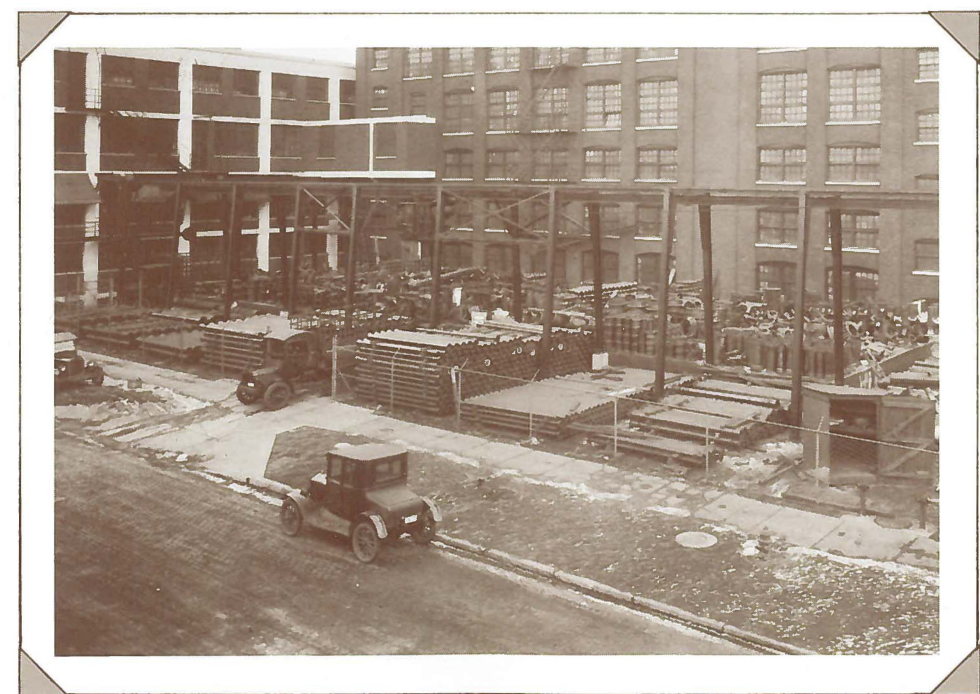
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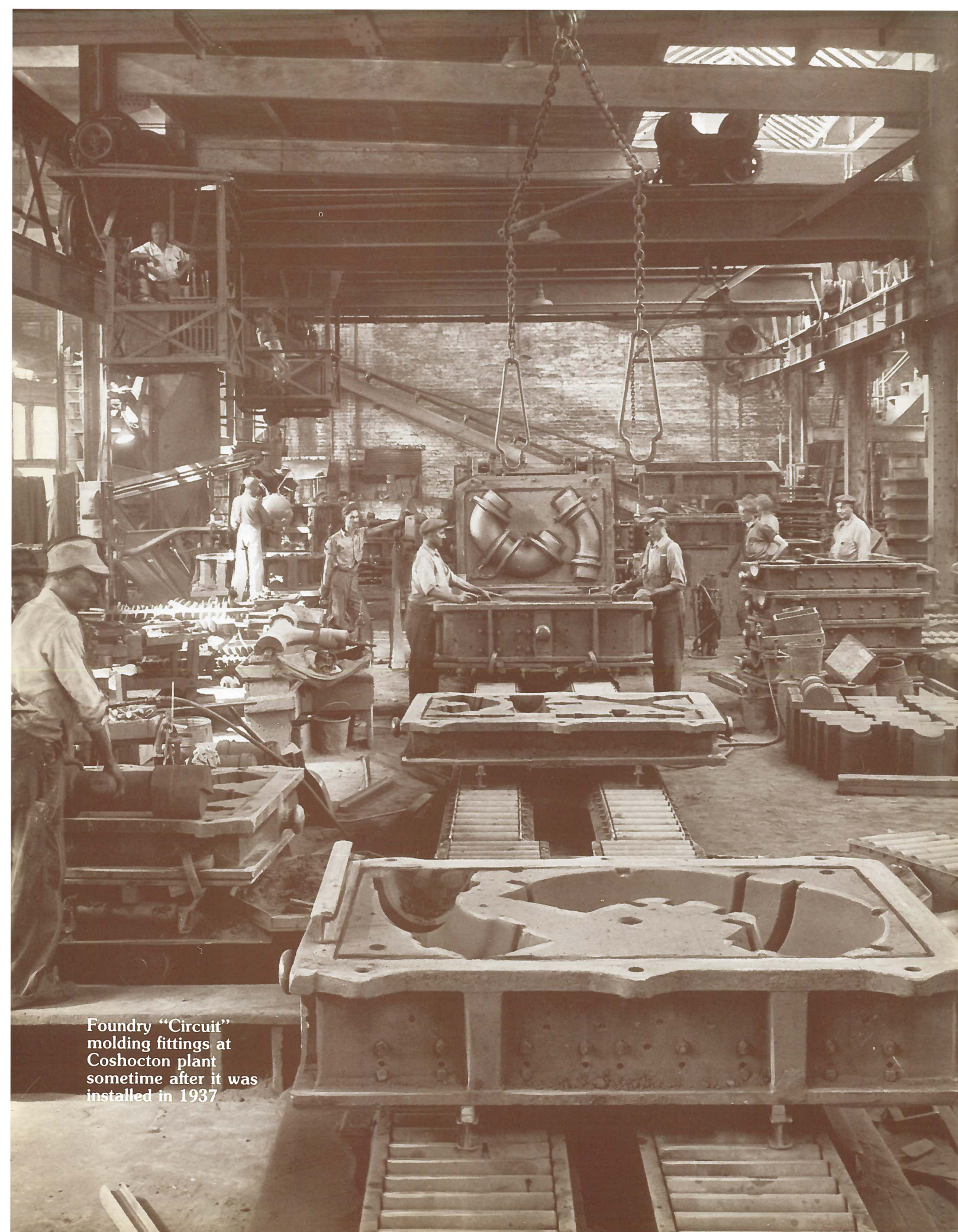
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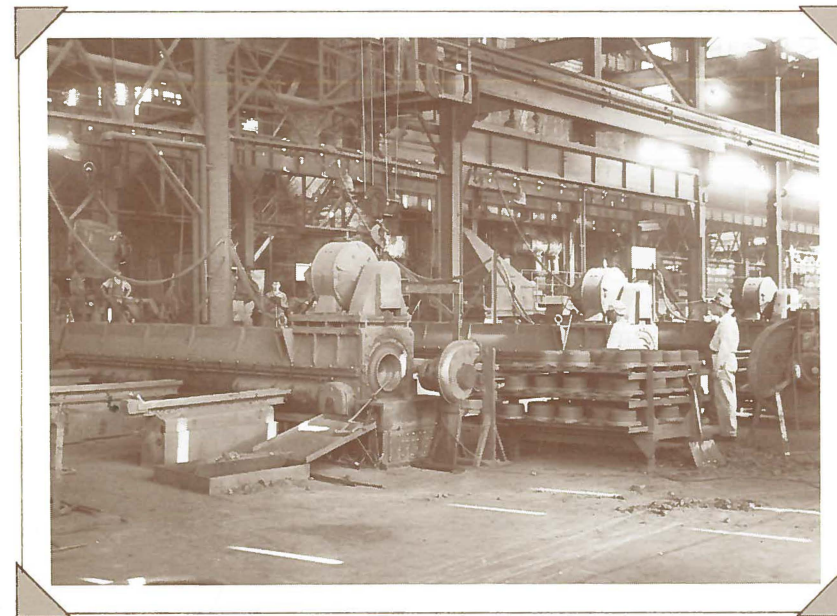
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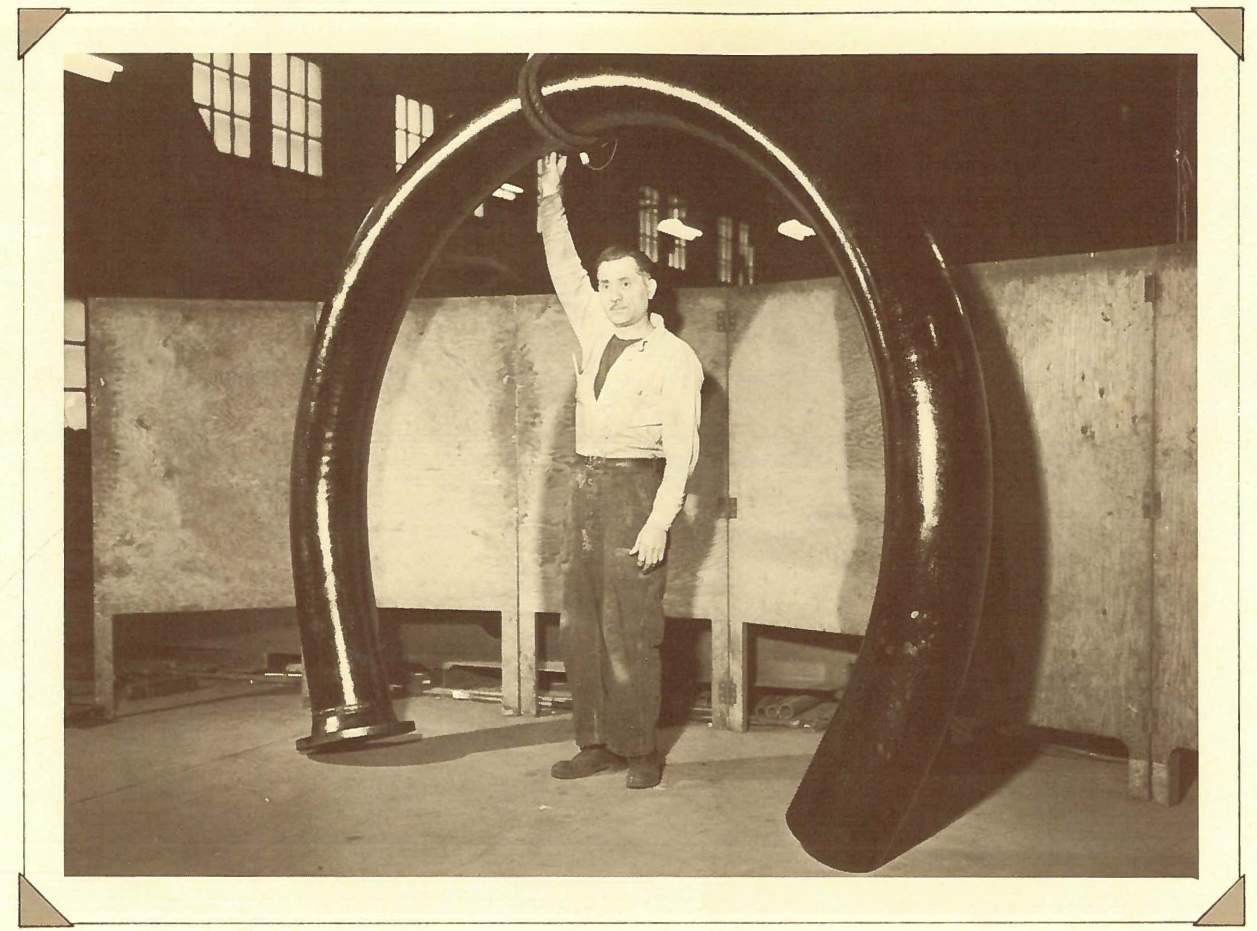
Coshocton centrifugal pipe shop in late 1930's



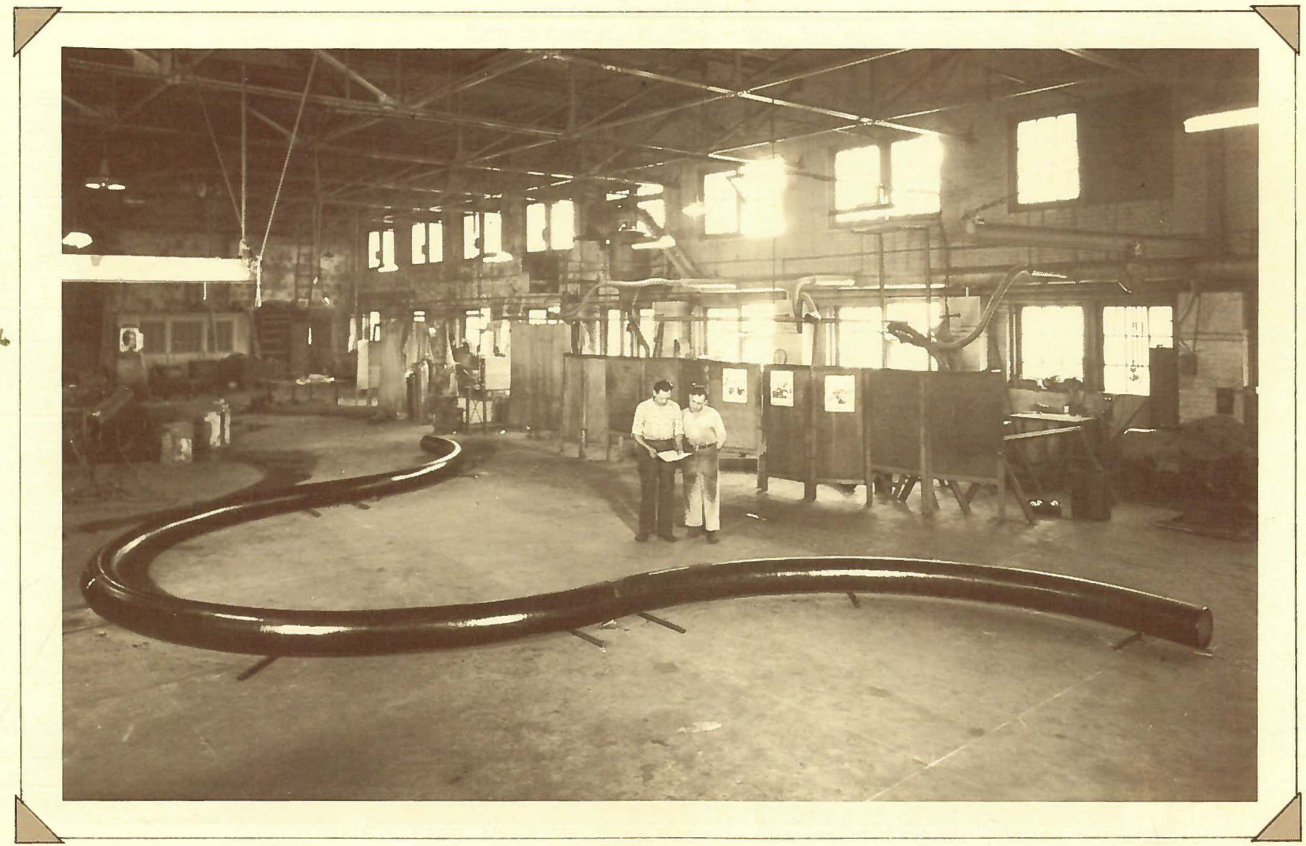
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Assembling 20 lb. bombs
at Talman Avenue plant,
1944



Al Leo pictured with fabricated 225° bend, at Talman Avenue plant, 1949



Fabricating piping for shipbuilding produced by the Talman Avenue plant in the war years



Distaff side of Talman Avenue in the new cafeteria, circa 1927



Coshocton Pattern Shop (left to right) 1st row: Dan Breeden, Cliff McComber, Weldon Barr, Day Lipps, Logan Seward. 2nd row: Laurel Starrts, Bruce Norris, Ward Dickey, Raymond Fallon, Bert Brown, G. E. Henderson. 3rd row: Moosey George, Harold Thomas, Willis Tschudy, LaVerne Strohacker, Clifford Willard, Charley Lipps

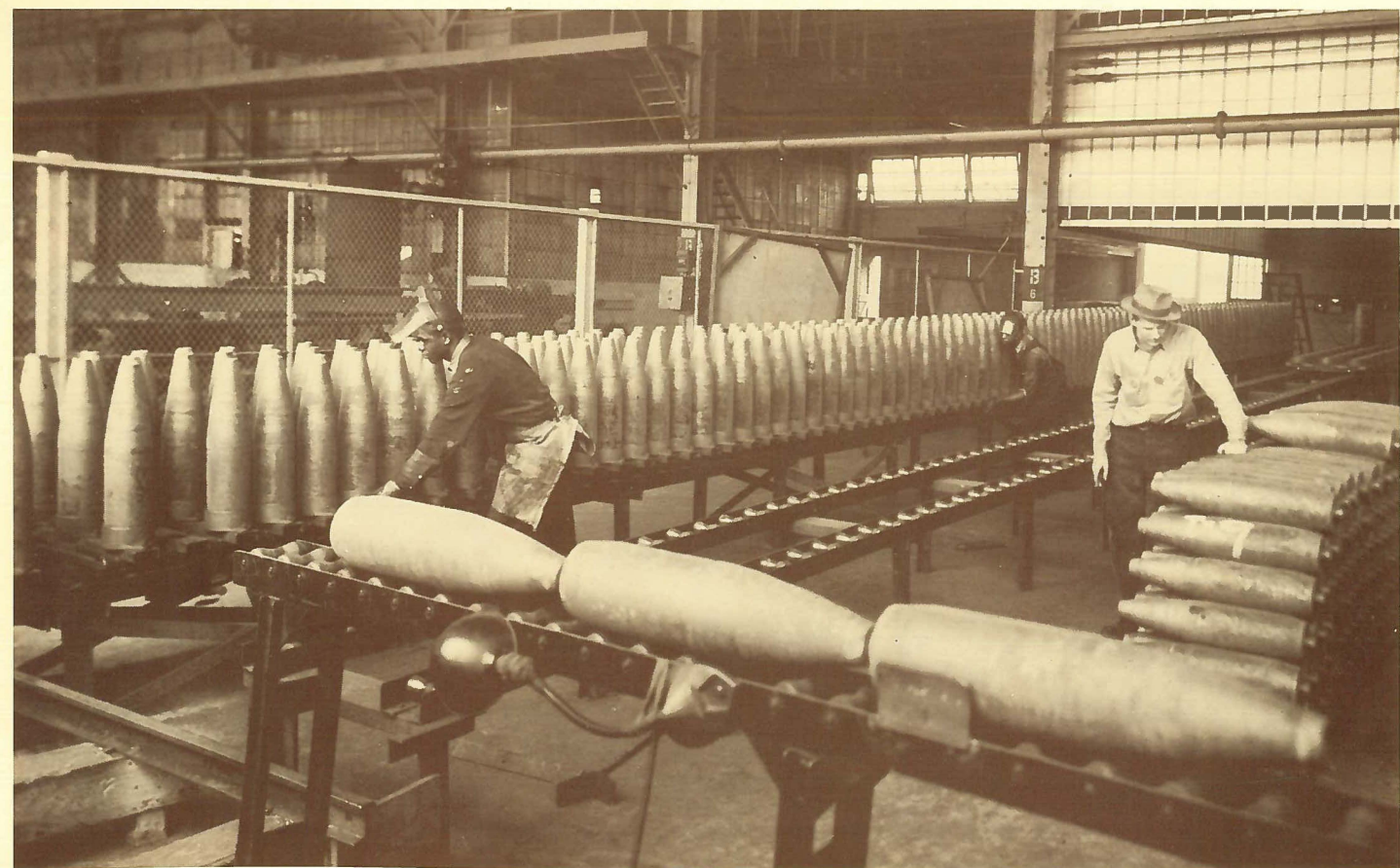
Coshocton engineering department (left to right): Charles Salvage, Bill Bevington, Elin Patterson, Verle Rucker, circa 1937



Kent S. Clow, President, at ceremonies commemorating the Talman Avenue plant's 1,000,000 20 lb. fragmentation bomb production, circa 1944



Inspecting and gauging finished metal forms for 155 millimeter shells, Birmingham plant

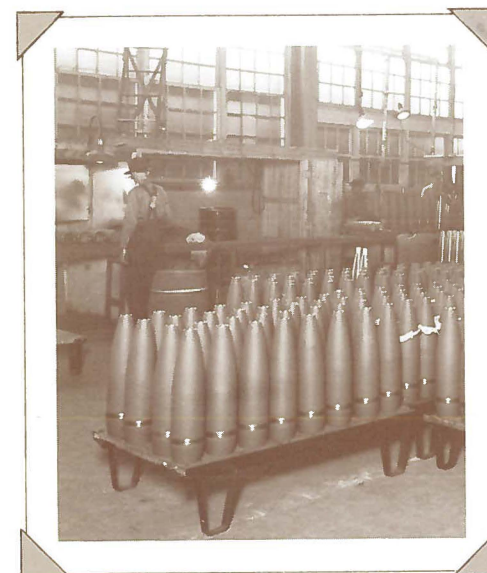


Production and assembly of 155 millimeter shells at Birmingham plant, 1943

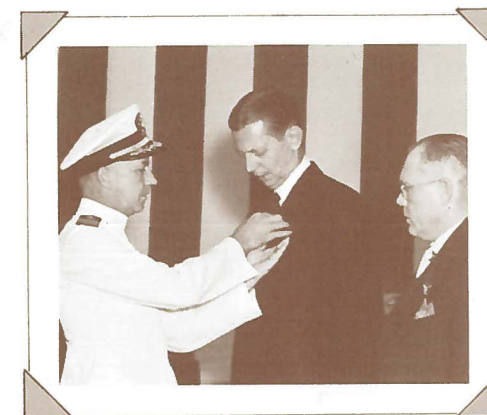
Demand for the company's products continued strong into 1943, when strictly military hardware products accounted for at least 60% of the company's volume. During 1943 the Coshocton pipe shop was forced to close, and was operated only sporadically until War's end. The National plant operated at reduced capacity levels. But by this time, the major production of the company was the machining of 155mm shells for the Army, at Birmingham; the production of 20-lb. fragmentation bombs assembled in the Chicago

plant, with components produced at Newcomerstown; and an assortment of machine tool, tank bracket castings, etc., produced at the Coshocton and Newcomerstown foundries. The Chicago plant also produced fabricated piping for ships. For its efforts, the company was awarded the Army-Navy "E" (for efficiency) in May of 1944. By war's end, the company had produced 1,274,000 155mm shells, 2,039,000 fragmentation bombs, and produced more than 20,000,000 bomb parts for others and itself. It was a creditable record. So, too, was the personal effort of

Clow people in uniform. 397 of 1300 employees were called to active duty and served their country. 12 lost their lives. 65% of the others returned to Clow after discharge at war's end. As World War II ended, the company had been through many trying years of depression and war. It had survived the ravages of frustration and despair through the '30's; it had emerged from the war years with credits for its production of military hardware. Clow people everywhere had performed to the highest standards of expectation, and success was well earned.



Shell shop, Birmingham plant



Cmdr. Thomas J. Thornhill pins wartime "E" on Kent S. Clow with Carl J. Postlethwaite waiting his turn, in ceremonies in Birmingham, 1944



Packing of 20 lb. bombs at Talman Avenue, Chicago plant



At presentation in Birmingham of Army-Navy award of "E" (for excellence) in production of military hardware



Machine shop at Talman Avenue, Chicago



Eddy Valve Company personnel,
circa 1884

Yet, looking ahead, the company made a propitious move towards the future. At the suggestion of its former owner and proprietor, John Knickerbacker, Clow purchased the Eddy Valve Company of Waterford (Albany) New York in June of 1945. Clow, as a distributor since 1890 had been the exclusive mid-west sales agent for Eddy valves and fire hydrants in the mid-west and welcomed the opportunity to get into valve manufacturing.

Although the Eddy Valve plant at Waterford was antiquated, and had suffered from inactivity through the war years, it provided an enviable name in the industry for quality products, and also a nucleus of talented, loyal people who were experts in the production of valves and hydrants. Aided by the engineering, sales and manufacturing expertise of Clow, the Eddy Valve Company provided the first major expansion and diversification move of the company in many years. It also foreshadowed more to come.

To staff the Eddy company, Thomas A. Ripley, in charge of the Shell Shop in Birmingham during the war, was named Vice President and General Manager; George P. O'Day became Vice President and Sales Manager; George MacDonald, first as engineer and later as plant manager and vice president provided product and production expertise. Under this guidance the Eddy plant was slowly renovated to modern status with increasing volume.

Expanding this diversification into valves and hydrants, the company in 1947 purchased the Iowa Valve Company of Oskaloosa, Iowa. Although a small regional operation like Eddy, in the East, Iowa Valve sold primarily west of the Mississippi River, and gave the company a national scope of operation. The constant improvement, modernization and continuing expansion of the Iowa Plant with product improvements provided the foundation for the eventual merger of the two valve companies, and consolidation into today's Valve Division.

The Iowa plant continued initially to operate under the management of A. W. (Bill) Read one of the former owners, and his brother Ivar Read. Clow provided engineering and sales assistance within the framework of the existing company until 1950.

In 1950, J. Beach Clow was elected president of both Eddy and Iowa Valve Companies; George O'Day was recalled to Chicago to head up cast iron pipe and foundry sales following the death of Frank J. Egan, and William F. (Bill) Weber became sales manager of Eddy, Richard W. (Dick) Michaels became sales manager of the Iowa Valve Company, and Dwight Richards, formerly Supt. at Newcomertown became Iowa Works Manager.

The Valve Companies operated in this manner until the sudden passing of Beach Clow in 1953,



Aerial view of the Eddy Valve Company,
Waterford, (Albany) New York



Aerial view of the Iowa Valve Company,
Oskaloosa, Iowa



Iowa Valve Company,
machine shop, circa 1947

During this same period, pipe demand was strong, bolstered by the needs of communities delayed during the war years and also in the depression years preceding. Yet the pipe plants themselves were in bad need of renovation and rebuilding, and a program to accomplish this was undertaken.

During the post-war period, raw materials were scarce, and pipe production was limited by the amount of materials that could be purchased for production. New

melting facilities at both the Coshocton and National plants were designed to permit an increasing usage of scrap iron (as opposed to traditional pig iron), and the Clow plants were leaders in this usage.

It was a period of prosperity. Plants operated at near capacity levels, the newly acquired valve plants were modernized, improved and expanded, and the sales force was also expanded to accommodate the growing market opportunities.

During the post-war years sales doubled in dollar volume from 14½

million in 1946 to 28½ million in 1952, aided by the double shifting of the Birmingham and Coshocton pipe shops and the improvements and new equipment provided at both plants. The company had come full circle from the prosperity of 1928 through the trough of the depression, war, and finally again into "good times", as an era closed with the death of the company's long-time leader and president, Kent S. Clow in December of 1952, on the eve of the company's 75th anniversary.

A GUIDING PHILOSOPHY

This is part of a speech made by President Kent S. Clow at the opening of the Clow Sales Convention in 1948.

"I personally have no ambition to build up a huge corporation where there will be no possibility of direct contact between the executives and the men and women who are actually in the front ranks either as workmen in our plants, members of our office force, supervisors on whom great responsibilities rest, or salesmen who sell our goods and are the contact between our company and our customers.

I do have a great ambition to continue to build up a compact, well-financed, well-organized company, producing and making a diversified line of materials, that will be able to make a profit in good years and bad, and provide each of us with a steady, year-round job for which each of us receives fair compensation based on our abilities, our responsibilities, and the contribution we make as individuals to our joint success. I have a great ambition to continue to expand an organization in which all of us are friends, working together for the good of all."



Jobbing salesmen and staff on a visit to Kohler Manufacturing Company, Kohler, Wisconsin, 1948
(left to right): Ames Penfield, John Madden, Sr., unidentified, Ben Garland, Frank Fabbri, Mark Vogel, Harry Harris, Hank Stob, Jim Healey, Larry Crownson, Ed Detmer, Vern Kruger, Frank Schoeman (front), Les Lindberg, Jerry Jurasek, Tom Quill, Gerry Kinnally, Len Fahlander, Ken Hersted, Joe Cicero, Dan Haley, Les Mandelbaum, Paul Slaughter, Herman Ziebell, John Gee

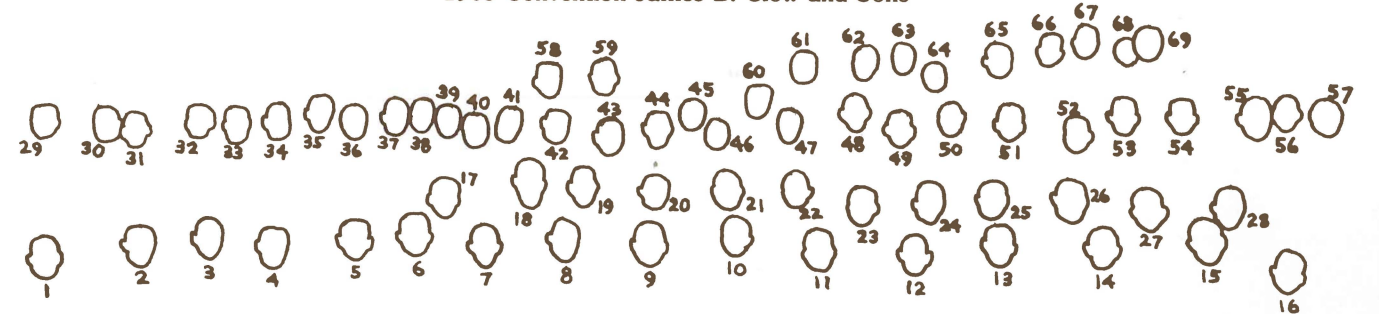
Talman Avenue office scene



CLOW PEOPLE THROUGH THE YEARS-1905



1905 Convention James B. Clow and Sons

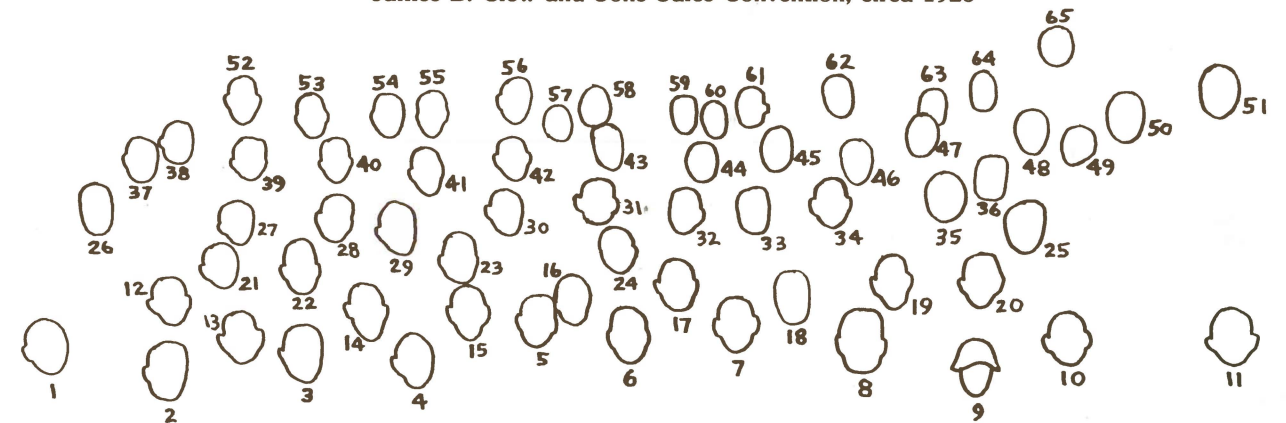


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|--------------------|---------------------|-----------------------|------------------------|
| 1. Phos. Fayne | 19. M. F. Yates | 37. W. B. Bastian | 55. A. H. Fulton |
| 2. G. J. Brown | 20. W. J. O'Day | 38. Henry Reinke | 56. Fred Fairchild |
| 3. L. E. Woessner | 21. C. Ware | 39. F. J. Higinbotham | 57. Newton Wyeth |
| 4. John Miller | 22. P. J. Madden | 40. B. C. Barnes | 58. W. J. Wood |
| 5. John Ponic | 23. Sanford McKeeby | 41. W. J. Spillane | 59. Sam Cochran |
| 6. W. E. Clow | 24. P. W. Armstrong | 42. W. B. Tracy | 60. Tony Nuccio |
| 7. J. C. Clow | 25. W. H. Roemer | 43. Frank Penfield | 61. W. Z. McFarland |
| 8. C. R. Clow | 26. John C. Jones | 44. A. L. Keevil | 62. W. T. Brace |
| 9. J. M. Johnson | 27. A. H. Huehl | 45. J. A. Davidson | 63. E. T. Behrensmeyer |
| 10. H. S. Powell | 28. Y. A. Adams | 46. B. F. Meservey | 64. L. H. Pleins |
| 11. B. I. Hanson | 29. C. J. Anderson | 47. John Coyle | 65. Frank Rice |
| 12. J. M. Williams | 30. Alex Rhind | 48. Frank H. Grier | 66. C. S. Coykendall |
| 13. Geo. Hanlon | 31. W. J. DePatie | 49. L. D. Miller | 67. James Healey |
| 14. W. R. Marshall | 32. F. S. Wichman | 50. S. J. McAuliffe | 68. Wm. Hurley |
| 15. E. C. Rose | 33. J. H. McNally | 51. Louie Rademacher | 69. Al Walters |
| 16. John R. Winter | 34. Wm. Gawne | 52. W. H. Lehman | |
| 17. W. R. Raymond | 35. L. J. Elliott | 53. George Bower | |
| 18. William Devine | 36. E. S. Swanson | 54. L. G. Schmid | |

CLOW PEOPLE THROUGH THE YEARS-1925



James B. Clow and Sons Sales Convention, circa 1925



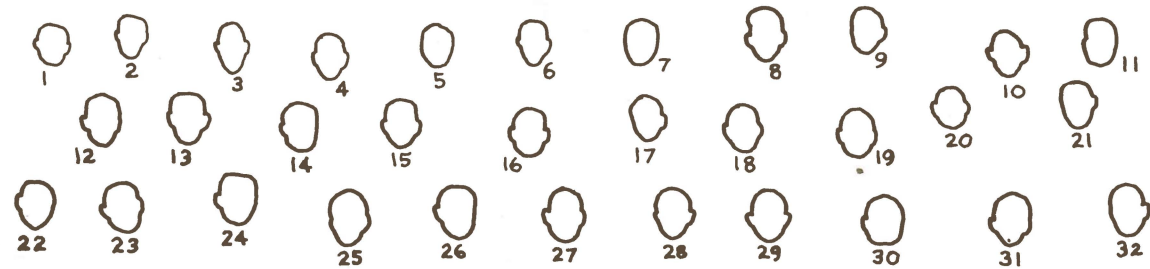
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|--------------------|------------------------|--------------------|-----------------------|
| 1. S. L. Barrow | 18. Julius Fix | 35. J. R. Morris | 52. W. Beers |
| 2. W. J. Spillane | 19. W. Van B. Claussen | 36. A. J. Hazleton | 53. F. O. Tinthoff |
| 3. R. C. Flinder | 20. J. H. Whalen | 37. H. H. Dawson | 54. J. A. Byers |
| 4. O. Ware | 21. Robert Salvage | 38. M. A. Murray | 55. John Madden |
| 5. W. E. Clow, Jr. | 22. E. V. Daily | 39. Harry Harris | 56. C. C. Rodenhausen |
| 6. W. E. Clow | 23. Samuel Hopper | 40. W. L. Schmoll | 57. D. E. McCulley |
| 7. K. S. Clow | 24. H. T. Carkeek | 41. Joseph Little | 58. W. H. Behenna |
| 8. J. McPhartland | 25. E. P. Patterson | 42. L. D. Allen | 59. Roland Reiley |
| 9. Helen Vogel | 26. A. J. Phillips | 43. J. E. O'Brien | 60. J. Devine |
| 10. L. J. Elliott | 27. J. H. Malone | 44. T. J. Quill | 61. F. R. Fabbri |
| 11. M. O. Patrey | 28. L. J. Mahany | 45. F. L. Napier | 62. H. Skibbe |
| 12. J. H. Roche | 29. C. Barnard | 46. J. E. Boothby | 63. J. F. Magee |
| 13. J. A. Welch | 30. W. W. Penn | 47. W. S. Logan | 64. H. E. Turner |
| 14. A. H. Rumbold | 31. J. H. McPherson | 48. F. W. Patrick | 65. F. C. Brach |
| 15. A. J. Nikodem | 32. J. M. Williams | 49. W. C. Westman | |
| 16. W. J. Abell | 33. L. G. Schmid | 50. J. R. Wade | |
| 17. Thos. Conroy | 34. L. E. Woessner | 51. George Weiss | |

Shipping dock,
Talman Avenue, late 1920's





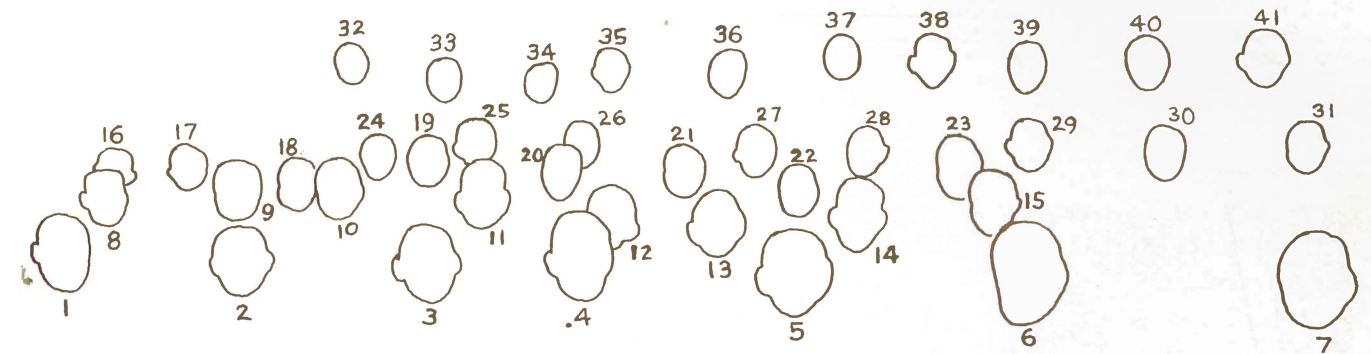
National Cast Iron Pipe personnel, circa 1940



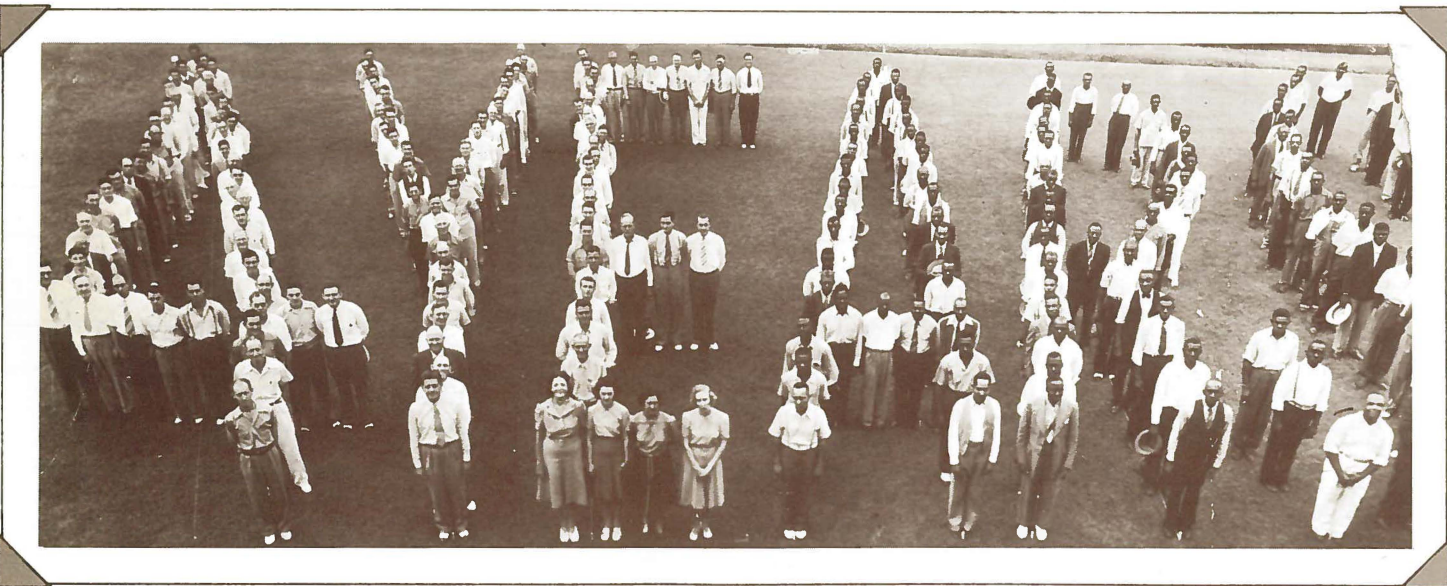
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|------------------|----------------------|--------------------|----------------------|
| 1. I. A. Keith | 9. A. C. Springfield | 17. Tut Tomason | 25. Frank Begley |
| 2. J. R. Skelton | 10. W. V. Cunningham | 18. A. E. Alley | 26. C. J. Day |
| 3. George Barr | 11. C. S. Whittet | 19. W. T. Woolwine | 27. Warren Whitney |
| 4. Harvey Brewer | 12. A. F. Nelms | 20. Cameron Bryant | 28. Geo. B. Ackeroyd |
| 5. C. T. Elder | 13. J. D. Gurley | 21. Clayton Bryant | 29. Dennis Coupland |
| 6. Bill Eades | 14. George Little | 22. F. Pride Jones | 30. Alex Hall |
| 7. J. T. Reguett | 15. E. C. Ellis | 23. C. E. Hooper | 31. Frank Ramsden |
| 8. Ben Spann | 16. A. F. Millican | 24. Con Coupland | 32. D. L. Booker |



Chicago Retired Employees Luncheon, April, 1955



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|----------------------|----------------------|---------------------|---------------------|
| 1. Al Leo | 12. Henry Gunther | 23. Jack Byers | 34. Harvey Schoeman |
| 2. Isadore Skoots | 13. Steve Hlad | 24. Joe Arendt | 35. Mark Vogel |
| 3. Ben Garland | 14. Irving Elmer | 25. Joe Chap | 36. Tom Quill |
| 4. Rudy Krempels | 15. Dave Nelson | 26. John Gee | 37. Frank Fabbri |
| 5. Bill Cawley | 16. Isadore Weisberg | 27. Pat Horgan | 38. Henry Reinke |
| 6. Milton Clow | 17. Ted Seabrooke | 28. John madden | 39. Steve Kaske |
| 7. Gunner Olson | 18. Roy Allen | 29. Lee Kelley | 40. Ray Ehrhardt |
| 8. John Klabacha | 19. Ed Detmer | 30. Jay Miller | 41. George Vogel |
| 9. Joe Warnelly | 20. Arnold Fischer | 31. K. S. Clow, Jr. | |
| 10. John Zivatkauski | 21. Charlie Kann | 32. Gerry Kinnally | |
| 11. Glen Carnahan | 22. Harry Stein | 33. Bill Abel | |



Birmingham employees forming letters "4 YEARS" marking their world's record of 1873 days without a loss time accident. (Damaged and incomplete photo.)