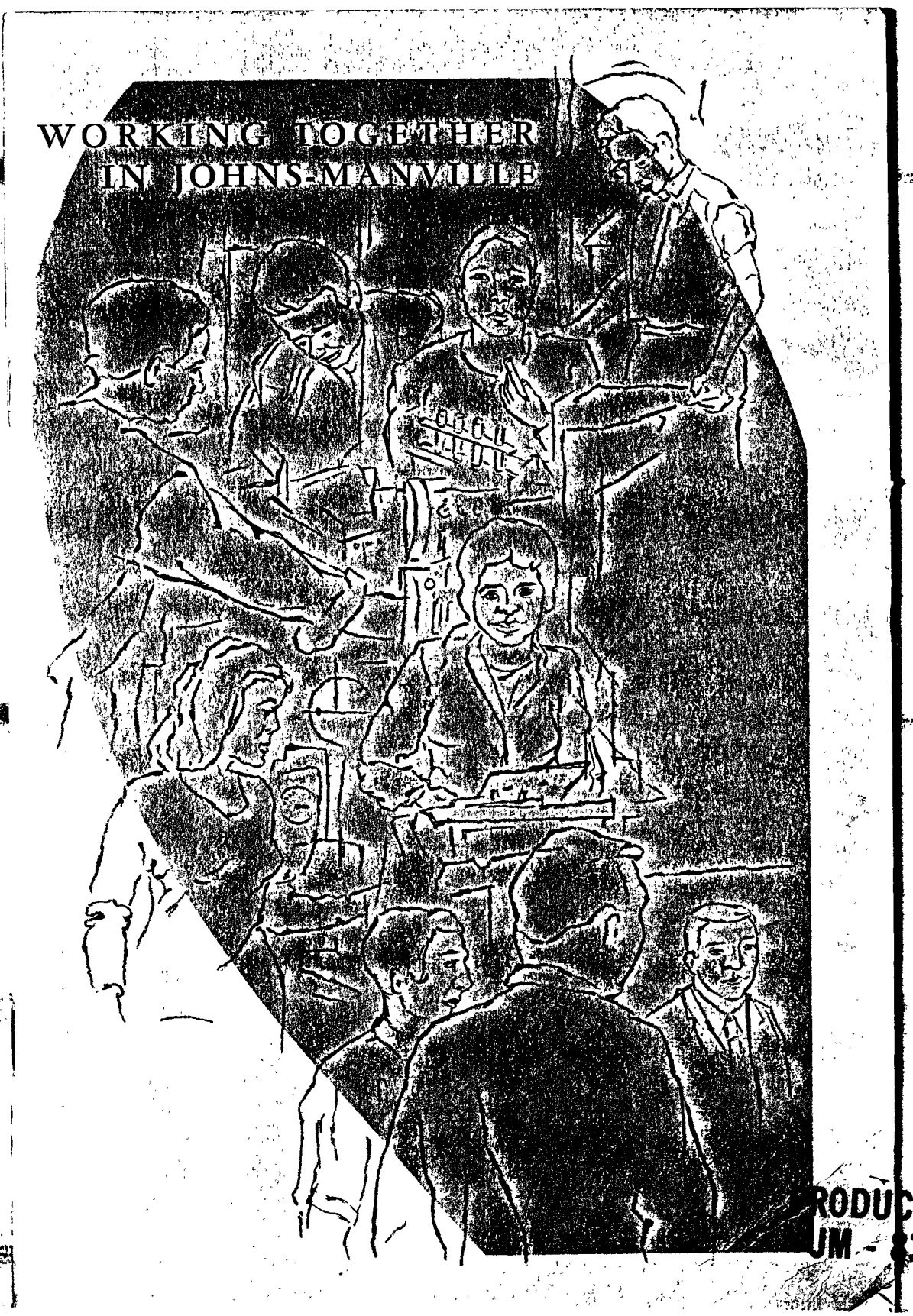


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CONTENTS: WELCOME—PAGE 1 □ FOREWORD—PAGE 2 □ HISTORY—PAGE 5 □ OPPORTUNITIES—PAGE 8 □ BENEFITS AND SERVICES—PAGE 12 □ CUSTOMS IN J-M—PAGE 24 □ PRODUCTS AND CUSTOMERS OF J-M—PAGE 38 □ ORGANIZATION OF J-M—PAGE 42 □ OPERATING FACILITIES —PAGE 46 □ INDEX—PAGE 47.



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WELCOME

Your company is in its second century of steady growth and leadership.

Our many modern plants and sales offices dot the length and breadth of the United States and Canada and spread out into many corners of the free world. Extensive research and engineering facilities and control of our principal raw materials make J-M a dynamic enterprise insuring steady growth through the continuous introduction of new products and improved services.

We produce thousands of different products for home and industry as well as for the maintenance and development of our national defense. Our company is owned by about 27,000 people who have entrusted their savings to us. There is no mystery to the widespread acceptance of J-M as a producer of high quality products and services and as a good place to work.

Our progress from a lowly basement shop to an enlightened, well-integrated, international organization is due to the experience, ability and loyalty of our people—people like yourself—that have formed the keystone of our success.

You have joined the J-M team and will play a part in the future development of your company. We hope you will see and experience the many opportunities in this progressive Company.

Sincerely,

C. B. BURNETT
President

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CONTENTS:

PAGE 2 □ HISTORY—
BENEFITS AND SERV
PAGE 24 □ PRODUCTS
ORGANIZATION OF J-
—PAGE 46 □ INDEX—

FOREWORD

This book is designed to help you know your company better. You have joined the thousands of other men and women who are busy developing, producing, and selling J-M products throughout many parts of the world.

By working together, our company will grow and prosper, thus affording each of us improved benefits, opportunities, and privileges.

This handbook tells as much as its covers will hold about the many interests we have in common—our history, our products and customers, our organization, and the plans and programs which affect us personally.

From time to time, you will have questions that are not answered in this booklet. Your supervisor is always ready to help either by answering your questions himself or directing you to someone who will. It is our desire to have happy relationships exist between the corporation and its employees, between supervisors and those who are supervised, and among all J-M people.

This book is yours to show your family and friends, but especially for you to refer to frequently. We hope it will help you know and understand your company.

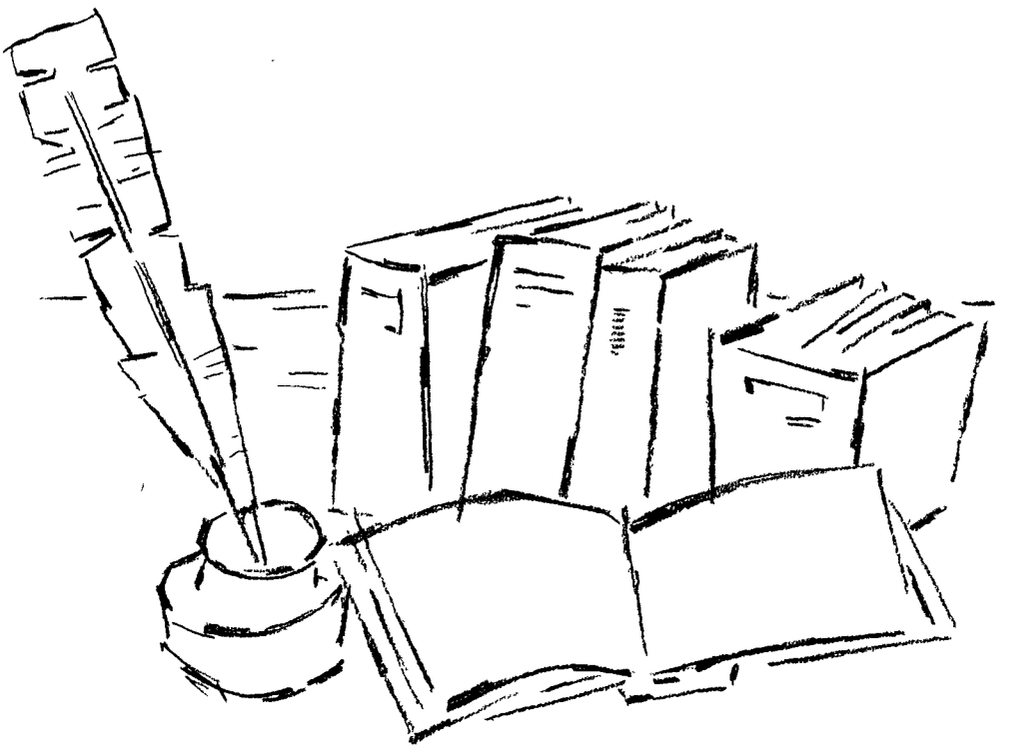


A. B. MARCHANT
Vice President for Industrial Relations

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ACL Doc 25197 · Page 4 of 47
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J-M—A BRIEF HISTORY



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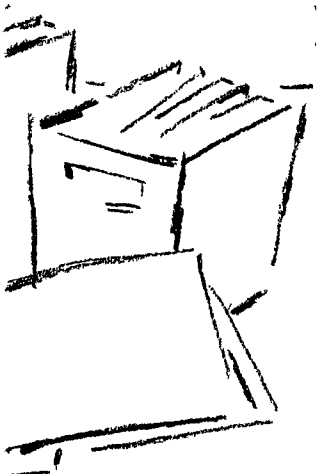
In over a century of progress Johns-Manville has become internationally known as a diversified enterprise serving most important industries in many ways. It is not limited to building materials or asbestos as some people think.

All told, we manufacture more than 500 product lines, designed for the control of heat and cold, sound and motion and to protect against fire, wear and weather.

BASEMENT BEGINNING The business now known as Johns-Manville was born in 1858 in a New York City basement, when Henry W. Johns, an energetic and imaginative young man, opened a small business for the production and sale of roofing material. It was called the H. W. Johns Manufacturing Company.

JOHNS AND MANVILLES PIONEERED In 1886, C. B. Manville with his three sons—T. F., C. R., and H. E.—formed the Manville Covering Company in Milwaukee to produce various types of pipe coverings and other insulations. However, because their line did not include asbestos, it was limited in acceptance.

Meanwhile, Johns had been developing new uses for asbestos and in 1891 he and others organized a merger of leading asbestos companies under the name of H. W. Johns Manufacturing Company. While Johns was broadening markets for his products, the Manvilles were expanding in the midwest. With rapidly changing production methods came a demand for higher temperature insulations. This led to an arrangement by which the Manville Covering Company managed the Chicago branch of the H. W. Johns Manufacturing Company. Then in 1901 the two companies were merged under the name H. W. Johns-Manville Company. The Manville family assumed full management of the business.



LARGEST ASBESTOS MINE BOUGHT Expansion was rapid during the next quarter century. The Jeffrey asbestos mine in Quebec, Canada—the largest in the free world—from which the company had been buying asbestos fibre for a number of years was acquired. The company grew and prospered and earned a world-wide reputation for quality asbestos products.

REORGANIZATION AND EXPANSION In 1925, Thomas F. Manville, president died. Shortly thereafter Thomas (Tommy) F. Manville, Jr.,

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disposed of his inherited holdings ending all connections with the company. In 1927 the company was reorganized and became Johns-Manville Corporation, changing from a closely held "family" organization to one of widespread, public stockholder ownership. Today about 27,000 stockholders in all walks of life own shares in the company.

A new era of intensive research, development and expansion followed the 1927 reorganization. Before that time the company's principal raw materials were asbestos fibre, asphalt and cement. Since then wood and mineral fibres, diatomite, fiber glass, rubber, plastics, perlite, gypsum and other raw materials have become vital to the widely diversified J-M product line. Fiber glass insulation, insulating board products, Celite® products, Transite® (asbestos-cement) pipe, pressure-sensitive tapes, adhesives, decorative laminates, polymer plastics, gypsum products and carpeting are some of a number of important additions to the line since 1927.

This product line expansion has enabled Johns-Manville to meet both the constantly changing tastes of the public and the new developments in industry. Many new and improved products have resulted from the program of research development, and engineering. As J-M advances into its second century, the combined vision, resourcefulness and skill of J-M people is constantly directed toward further, steady development.

J-M TODAY Thus, in its more than a century of existence J-M has grown from a small basement shop with two employees to an enterprise employing approximately 22,000 people.

Eleven J-M Divisions operate 55 plants and 11 mines in the U.S., Canada, Mexico, France, Belgium, England, Italy and Iceland, and there are 82 sales offices in principal cities around the world.



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OPPORTUNITIES IN J-M

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We accord equal treatment to all who qualify as employees regardless of race, creed, color, or national origin.

Over the years, many people with ability and initiative have built successful careers in Johns-Manville. The wide variety of operations in the company provides many different kinds of work—such as production, sales, research, engineering, and finance—and almost limitless opportunity.

Although J-M is large in its field, it is small enough for each person to have many company friends, and to receive recognition for his or her individual effort.

YOUR OWN PROGRESS You needn't get into a rut. You chose J-M and J-M chose you. The right endeavor from us both should insure a very pleasant relationship.

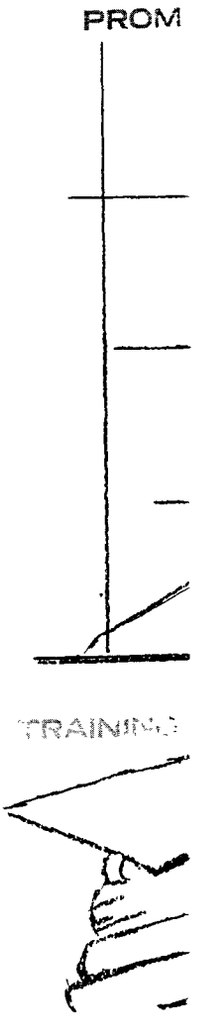
Your supervisor knows you want to progress. He provides an opportunity for you to learn the duties of your job. You will find it is to your benefit to take full advantage of such opportunities, to work in harmony with all around you, and to develop and apply your knowledge of your job and of the company. Actually, the ceiling is unlimited. You can move up about as far and as fast as your performance and potential indicate, and the progress of the company permits.

TRAINING On the job training under capable supervision is always available. In addition there are many training programs presented at various locations and times. Through these programs J-M employees may gain the opportunity to develop both their general knowledge and special skills.

You are encouraged to consider preparing yourself for advancement through outside study. Be sure to ask your supervisor about the opportunities open to you and how the Johns-Manville Tuition Aid Plan can provide financial assistance.

PROMOTION J-M prefers to fill from within the company vacancies which offer promotion. Candidates for promotion are selected for their skill, capacity for added responsibility, past performance, background, training, and length of service.

If you want to prepare to step up the ladder, talk over methods of development and courses of study with your department head as the section on "Training" suggests.



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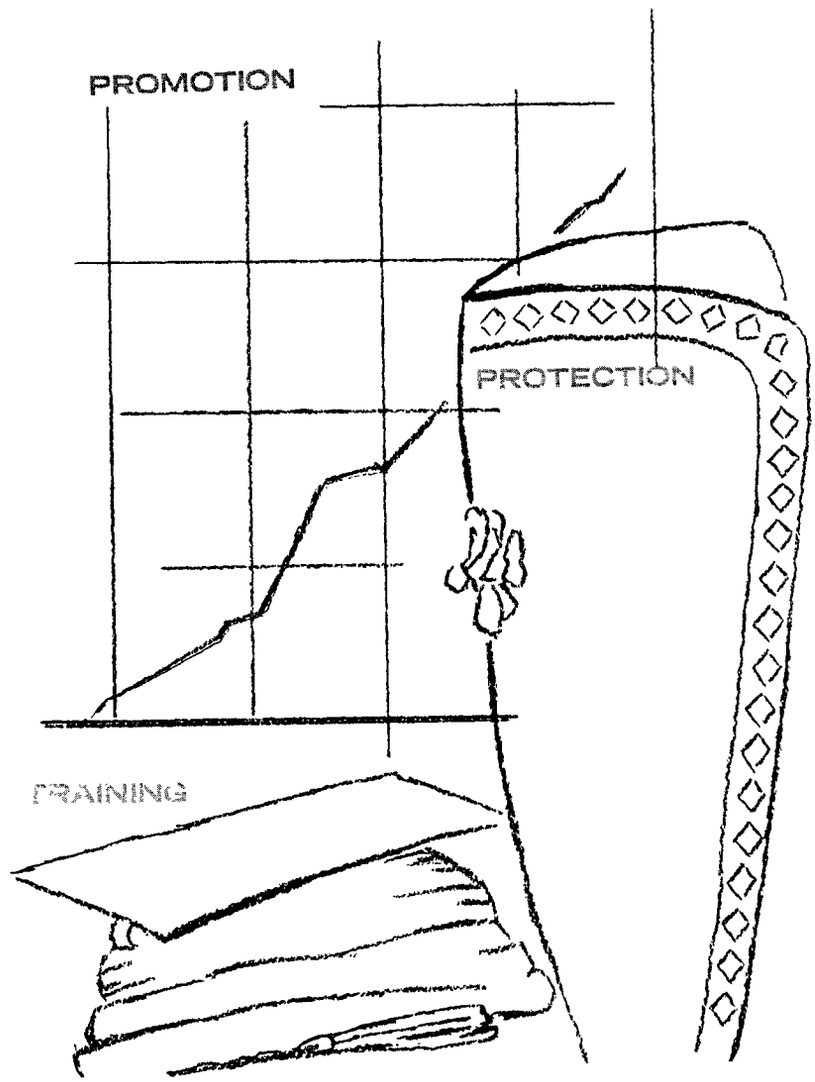
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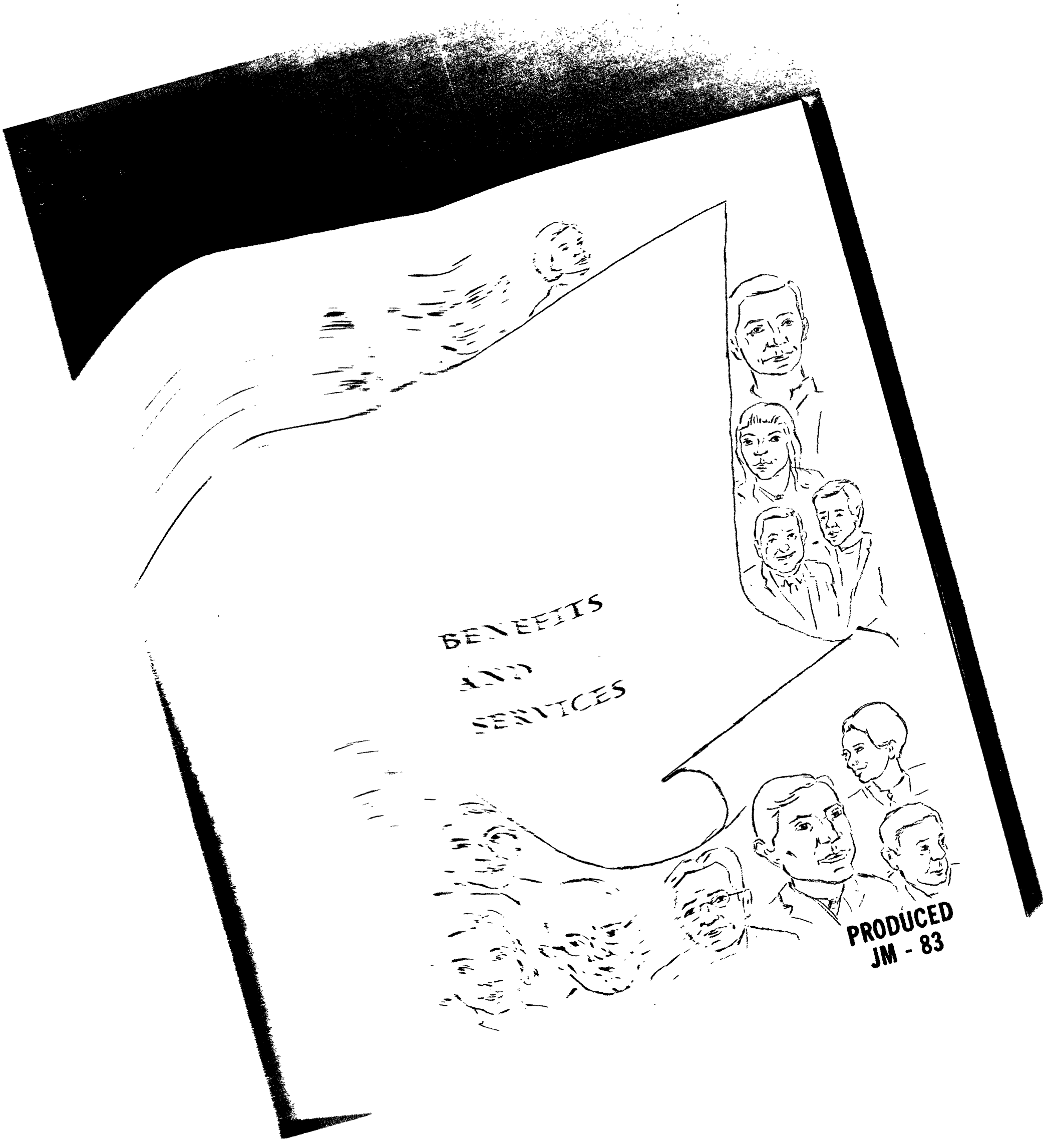
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ACL Doc 25197 · Page 10 of 47
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BENEFITS
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JM - 83

TRANSFER If you should be offered a transfer to another location be sure to discuss the details with your supervisor. He can help you to understand the conditions of the transfer which will help you in making your decision. The company will reimburse you for most of the expenses connected with the move and your supervisor can help you prepare your moving budget.

If you feel that your occupation in J-M does not fully utilize your capacity or if you are seriously interested in changing your field of work, talk things over with your supervisor. Tell him about your aims and qualifications. Ask for his help. He may request that you be considered for a transfer or permit you to make such a request yourself.

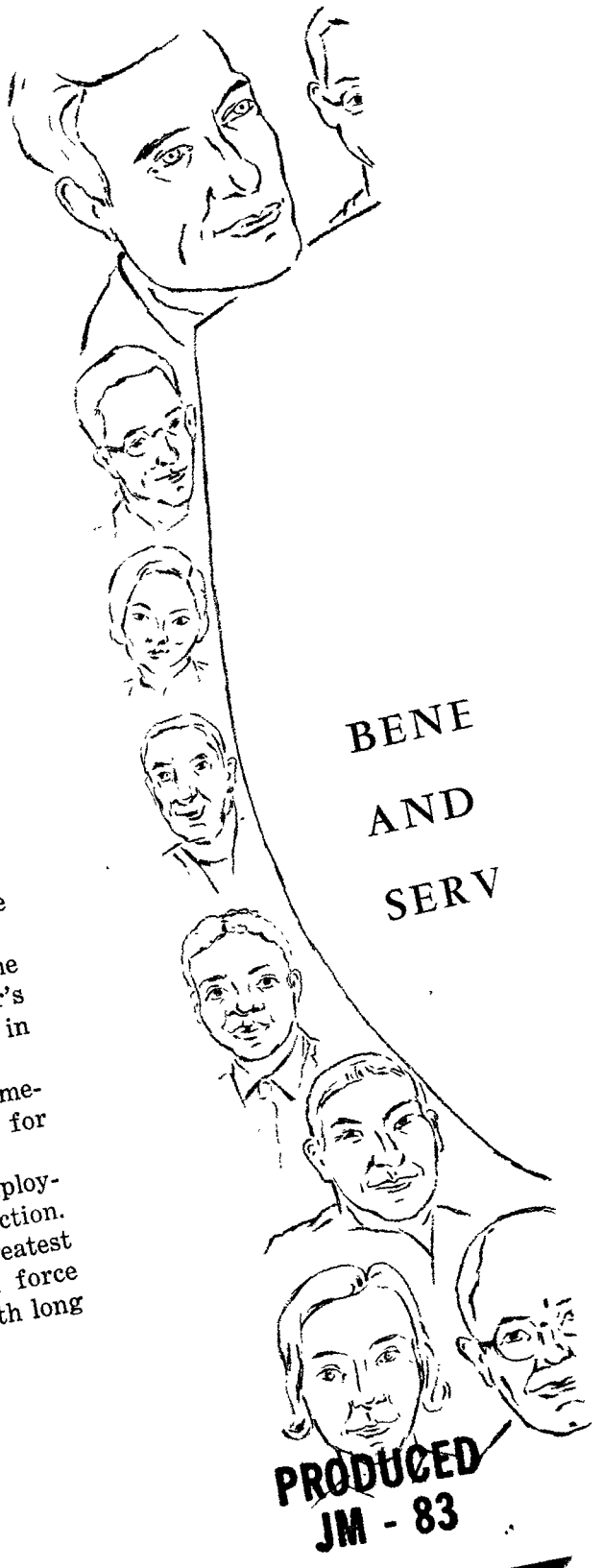
SECURITY Security is hard to define because each of us has his own idea of security. When talking about job security we usually mean looking forward to stable and permanent employment. This of course depends largely upon general business conditions, but most important is the extent to which it depends upon every individual in the company.

By working smarter than our competitors each of us helps build company security. Working smarter means producing more and better products, and providing faster service at the lowest possible cost.

Low cost means that J-M's prices can be competitive. When the price is right for quality products like ours, we get more customer's orders which means more jobs and greater security for everyone in J-M.

There is another way to develop individual job security: someone who increases his knowledge and skills has a better chance for stable employment than one whose job talents are limited.

Although every effort is made to provide continuous employment, business conditions may require a reduction in production. When this happens J-M makes every effort to retain the greatest number of employees possible. When reduction in the work force becomes necessary first consideration is given to employees with long service, more experience and greater ability.



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J-M makes available to permanent employees various services which can be of great assistance to you. These extra privileges increase in number as employment with J-M continues. By participating in these benefit opportunities you can receive financial help in case of sickness or permanent disability, aid in old age, insurance money in case of your death, plus other advantages.

In addition to the many benefits and services for which the company pays, the company makes available certain additional benefits for which it provides clerical assistance or other facilities.

INDUSTRIAL RELATIONS You and your life in J-M are the primary interests of those responsible for industrial relations. Plans and service programs are developed to protect your health, safety, and comfort on the job; to contribute to your opportunities for learning about our company, for advancement, and for economic security; to establish fair play and fair practice in all our relationships; and to promote friendly cooperation among all groups within J-M.

At plants and at New York offices matters of this sort are conducted by the Industrial Relations Department. At J-M locations where there is no Industrial Relations Department the manager is also the personnel administrator.

People who specialize in personnel work do not in any way take the place of your supervisor. Always turn to him for help and information. He will refer you to the proper person in industrial relations whenever it is desirable.

COMMUNICATIONS Company bulletin boards display news of general local interest. More personal announcements are distributed to us individually.

If you wish to post a notice on the company bulletin boards, consult your supervisor or someone in the Industrial Relations office.

This hand book of information about J-M, WORKING TOGETHER IN JOHNS-MANVILLE, is given to each new person who joins our organization as a permanent employee.

The J-M NEWS PIC is distributed to all J-MERS. NEWS PIC covers news of the company. It features pictures of employees and their activities, as well as articles about company programs, progress and products. NEWS PIC's staff of correspondents are all J-M people who, in addition to their regular duties, gather news from the many offices, plants and mine welcome news stories.

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offices, plants and mines. NEWS PIC reporters at all J-M locations welcome news stories.

Papers carrying news about local J-M activities and people are published at a number of plants mines and sales offices.

Quarterly reports of our company's financial progress and prospects are sent to all locations to be posted on bulletin boards.

A J-M private teletype network transmits messages throughout the United States and Canada. Important information can be sent to any or all J-M locations in a matter of minutes.

Other literature about the company and its products, as published by various J-M departments, is available to you upon request through your supervisor or the Industrial Relations office if it is not distributed generally.

ACTIVITIES IN J-M J-M people get together informally or in regularly organized clubs, to conduct social, athletic, educational and welfare activities. Groups have been formed for bowling, softball, basketball and photography. There are J-M clubs and groups of amateur theatrical and music enthusiasts which enable a person to pursue a hobby and at the same time become better acquainted with others. Membership dues and club rules vary.

People in the Industrial Relations office or your supervisor will be glad to introduce you to a member of any of these groups where you work. Anyone wishing to organize a new activity among J-M people should consult an Industrial Relations representative as to procedure.

HEALTH Good health is one of your most priceless possessions. J-M tries in several ways to help you keep your health at the most favorable level.

In the J-M Health Program, physical examinations are conducted to recognize defects and prevent illnesses. Frequent surveys and inspections are made to insure healthful working conditions. Treatment facilities and services are available if injury or illness occurs on the job.

As you cooperate in making this program really effective, you can benefit personally . . . for example, by following good living habits.

Physical Examination: Pre-placement examinations are given before final acceptance for employment. This is necessary to find the

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type of job best suited to each individual's temperament and physical capacity. Depending on your location and the kind of work you do, these examinations will be repeated periodically in order to help you maintain good health.

If you have any signs or symptoms of unfavorable health at any time, you should report this to the person who is in charge of health services at your location. Similarly, if you will report all absences due to personal illness or accident, you will help J-M to maintain a continuing inventory that could be useful in preventing future sickness.

Treatment: At each J-M location, health services are available for treatment of injuries and illnesses which occur during working hours. These services may be provided by company doctors or nurses in your health department, or by outside doctors at their offices.

If you have any injury while at work, no matter how slight, report to your supervisor immediately and he will see that you receive whatever care is necessary. Do not delay. The smallest wound may become infected and cause serious pain and disability.

Workmen's Compensation: Report at once to your supervisor any occupational accident or disease.

J-M conforms with the provisions of the Workmen's Compensation law in each state of the United States and in the Provinces of Canada.

If you have questions concerning Workmen's Compensation benefits, contact your Industrial Relations Department through your supervisor.

VACATION J-M believes that an annual period of rest is beneficial for anyone who is steadily employed. Vacation with pay is granted to permanent members of the organization.

The length of vacation time is related to length of service with the company. People who have 25 years of service are eligible for the maximum vacation of 5 weeks each year. Your supervisor will be glad to give you details of the J-M vacation plan.

As work permits, vacation will be scheduled as near as possible to the dates you choose. Preference is usually given according to length of service if choices conflict. Sometimes departments or plants close for a vacation period.

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ACL Doc 25197 · Page 15 of 47
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HOLIDAYS Holidays generally observed at U.S. locations are New Year's Day, Good Friday, Memorial Day, Labor Day, Thanksgiving Day and Christmas Day. At Canadian locations, those generally observed are New Year's Day, Dominion Day, Labor Day and Christmas. In addition, sectional holidays are observed as determined locally.

On Election Day, registered voters will be allowed time to vote.

LEAVE OF ABSENCE J-M makes reasonable arrangements for leave of absence for employees who may be out because of illness, other physical disability, or other involuntary cause. Leave of absence may be requested in conjunction with vacation and may be granted if it can be arranged so the work of your department will not be unduly affected. Service in J-M is not broken by a leave of absence.

Before deciding about a leave, your department head considers your length of J-M service, the value of your work and the work schedule of your department.

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If a leave is granted, ask your supervisor or the Industrial Relations office how to arrange for continuation of your J-M benefit plans while you are away.

When an hourly paid employee at a plant wishes a leave of absence for more than one week, his request should be made in writing, setting forth the reasons and should be addressed to his immediate supervisor. Request for a shorter leave need not be written.

MILITARY LEAVE If you belong to a defense organization of the armed forces and you are called to temporary training duty, you may be granted a leave of absence without pay for a specific period. You and your supervisor should talk it over and make an arrangement which is best for all concerned.

HOSPITALIZATION A national hospitalization plan was introduced by J-M in 1951. The full monthly premium is paid by J-M.

At time of employment in J-M, new people on the permanent payroll are enrolled in hospitalization and surgical-medical protection through the J-M plan. Coverage is effective the first of the month following date of employment.

Dependent children and a wife or husband may be covered under a family contract. Anyone who has a hospitalization contract when he comes to J-M should inquire as soon as he is employed about the possibility of transferring immediately to the J-M group.

There is a J-M person at each location who serves as enrolling agent to explain details of the plan and to assist people in joining or in filing claim for benefits.

In general, hospitalization plans provide substantial aid toward paying for bed and board, drugs, dressings, laboratory fees, and use of operating room facilities while the patient is in the hospital. Surgical benefits help to pay the surgeon's fee for surgical or maternity care. Medical benefits provide an allowance toward the charges of the attending medical physician for calls made while the patient is in a hospital for other than surgery or maternity.

Each subscriber receives his own certificates. It is important to read them carefully, and to study all explanatory literature issued by your plan, so that you understand clearly the conditions under which you are entitled to benefits.

When a person leaves J-M or retires, he should consult the

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MAJOR MEDICAL INSURANCE Eligible employees may enroll themselves and their families in this program which provides protection against the unusually large expense of a major injury or sickness. Hospital, surgical and medical benefits up to $10,000 for any one injury or sickness are covered under the plan which applies to most employees. This insurance is fully paid by J-M and becomes effective the first of the month following employment.

This insurance is designed to reimburse you to a large extent for major expenses incurred as a result of non-occupational accident or disease which are in excess of the benefits you receive from your basic hospital-surgical-medical plan. Benefits are payable for many expenses not covered under the basic plan in effect such as hospital confinement may not be involved.

ACCIDENT AND SICKNESS INSURANCE The purpose of this insurance is to provide some weekly income for a J-M employee who is prevented from working by a nonoccupational accident or sickness. Because have laws requiring each employee to have usually at the time he joins the company. Employees take tary program, offered to hourly paid personnel at plants effect on the first of the month following date of hire. Medical amination is not required if the application is signed within 31 of the date of eligibility.

Normally, benefits begin on the 1st day of a disability caused by accident and on the 8th day when disability is due to sickness. Claim for benefits must be made to the Industrial Relations Department within 10 days from the start of disability. It is important to note that benefits are not paid for maternity or inflicted conditions, to anyone not under care of a doctor, and necessary that the person be totally disabled. The insurance is pended during a lay-off or strike.

CANADIAN PLANS Medical insurance plans in Canada vary with upon the location. Some are covered by Provincial plans; Blue Cross, or other private insurance company coverage. Your dustrial relations person at your location will see that you are informed about the coverage available to you.

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JM - 83

TRAVEL INSURANCE It is the company's policy to cover each employee of J-M at all times while on a company business trip against accidental death, dismemberment or permanent total disability. The amount of coverage is three times the normal annual earnings as determined under our Group Life Insurance, but not less than $25,000 nor more than $200,000. The beneficiary is the same as your J-M group life beneficiary unless you designate another in writing to the Insurance Department in general headquarters.

This coverage begins at the actual start of a trip whether it be from the covered employee's place of employment, his home or other location. Coverage terminates upon return to his home or place of employment, whichever occurs first. Commutation and vacation travel are, of course, excluded from this coverage.

GROUP LIFE INSURANCE You are eligible to be insured in the J-M Group Insurance Plan the first of the month following employment as a permanent member of the organization. This plan is explained fully by your supervsior or by someone in the Industrial Relations Department and is outlined in the booklet provided for each employee. It provides two important kinds of protection—financial aid for your beneficiary in case of your death, and benefit payments to you in case of permanent disability before age 60.

The amount of your insurance is determined by your annual earnings. The premium is fully paid by J-M. As an employee's earnings go up, insurance is increased according to an established scale which is printed in the Group Life Insurance booklet given to each insured employee. There is no reduction in the amount of a person's group insurance if his annual earnings should decrease.

In case of permanent and total disability before age 60, monthly or yearly payments would be made in accordance with the amount of your policy. In case of your death, your beneficiary would receive the amount for which you are insured less any such disability payments.

INCOME TAX Employers are required by law to withhold a certain portion of your earnings as payment toward your federal income tax. The amount withheld depends upon your family status and earnings. Whenever there is any reduction in your exemptions you should obtain a new Employee Withholding Exemption Certificate from the Industrial Rel
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from the Industrial Relations office, or your supervisor, fill it out, and file it promptly with the Industrial Relations Department if you are paid locally, or with the Compensation Section Supervisor at Finderne if you are salaried. After the close of each calendar year J-M gives you a statement showing your earnings for the year and the amount deducted for federal income tax.

As required by some states and municipalities, income tax due them is deducted and paid to them by the company for the individual's account. Federal tax withholding statements are provided shortly after the end of the year.

SOCIAL SECURITY All J-M personnel in the United States are in jobs covered by social security. The number on your social security card identifies permanently your account with the Social Security Administration. The two parts of the social security program which concern employed people most are the Federal Old-Age and Survivors' Insurance and Unemployment Insurance.

Federal Old-Age and Survivors' Insurance: The federal government administers this program. The social security law sets the amount employees contribute and J-M pays the same amount to your account.

If your deductions for this are more than you owe in a calendar year, you should file a claim for the excess on your federal income tax return for that year. You can request that this excess be credited against any individual federal income tax that you owe, or you can ask that it be refunded to you if your income tax is fully paid. Be sure to dispose of an overpayment on your income tax return for that year, because such excess is forfeited if a claim is not filed within 2 years.

There are four kinds of benefits:

1. **MONTHLY RETIREMENT PAYMENTS TO:**
   a. Men and women workers who retire at age 62 or later;
   b. A worker's wife or dependent husband at age 62 or later if worker is receiving retirement payments;
   c. A worker's dependent children under 18, or if disabled prior to 18 regardless of age.

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JM - 83
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2. **MONTHLY SURVIVORS' PAYMENTS TO:**

   a. A widow at age 62 or over (or on a reduced basis at age 60 or 61);
   b. A dependent widower age 62 or over;
   c. A worker's dependent children under 18, or if disabled prior to 18 regardless of age;
   d. A widow or dependent divorced wife regardless of age, if she is caring for worker's dependent children;
   e. Dependent parents age 62 or over.

3. **MONTHLY DISABILITY PAYMENTS TO:**

   A worker regardless of age whose disability has lasted at least 6 months, is so severe he cannot work, and is expected to last for at least 12 months.

4. **LUMP SUM PAYMENT** to the widow or widower or to the person who paid the worker's burial expenses, even when monthly benefits are also payable.

Claims should be filed promptly because the law limits retroactive payments. It is not necessary to pay anyone to obtain benefits. Social Security offices throughout the country provide the forms free and answer all questions.

Unemployment Insurance: This program is operated by each state. Under the federal Social Security Act, the Unemployment Insurance Fund is maintained by the contributions of employers to federal and state governments. J-M pays taxes into the fund to provide for weekly payments to employees who may be laid off. Some states require that employees also contribute through payroll deduction.

An unemployed person may ask at the nearest state unemployment insurance office whether the circumstances of his unemployment entitle him to benefits under the law.

In Canada: The Quebec Pension Plan and the Old Age Security Program of Canada provide protection similar to that of the U.S. Social Security Program.

QUARTER CENTURY CLUB J-M honors employees completing 25 years of service with membership in the Quarter Century Club.

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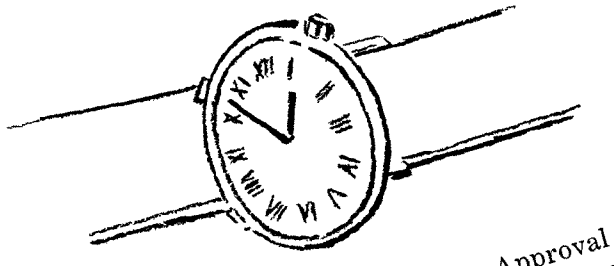
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dent of Johns-Manville Corporation is required for any involuntary
separation from the company of a Quarter Century Club member.

RETIREMENT PLAN The J-M retirement plan provides monthly income
for life after retirement. In addition, you receive Social Security Old-
Age benefits. The company contributes to both the J-M retirement
fund and the social security program.

There are separate plans for hourly and salaried employees. The
hourly plan and the basic salary plan require no employee contribu-
tions. Contributions above the basic salaried plan are optional with
the employee.

You become eligible to join when you have completed 6 months
of continuous service. Latest retirement age in J-M is 65 for all
employees.

Salaried employees who elect to contribute to the plan do so
through payroll deductions. The amount depends upon the partici-
pant's age and salary. The money set aside by you is placed in a trust
fund to earn interest. This fund can be used only for the retirement
plan. When you retire, J-M pays into the trust enough money to
assure you the income to which you are entitled. The company's share
is usually much more than a participant's share.

Contributions to the J-M retirement plan also represent an as-
sured means of saving. If you leave before retirement, you will
receive all of the money you put into the fund, plus whatever invest-
ment income it earned. In case of death before retirement and before
you are eligible for a spouse's benefit, your contributions plus interest
will be paid to your beneficiary.

Continuing service in J-M is recognized through this plan. If you
join the plan, and become disabled so you can no longer work, and you
have 10 years of credited service, you may be retired for disability
and receive retirement income for the rest of your life after

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JM - 83
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years in J-M, or when a member is at least 60 years old or if he has at least 15 years in J-M and is at least 55 years old, he is eligible for early retirement. Those who are married and meet the Plan requirements as to age and/or service may also be eligible for a spouse's benefit; this pays a life income to the spouse of an employee who died before retirement.

More information about this plan may be obtained from your supervisor or the Industrial Relations Department.

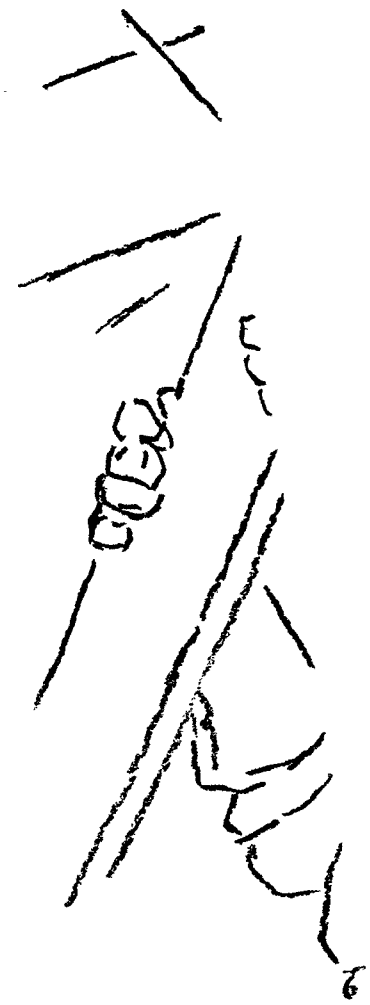
PERSONAL CHECKS Company cashiers will occasionally cash checks for modest amounts drawn on your personal bank account after obtaining whatever approval is required at each location.

Because of the clerical work and bookkeeping expense involved, each of us should arrange our finances so we won't overdo our use of this privilege.

BUYING J-M MATERIALS All full-time employees who have at least 6 months service on regular J-M payrolls may purchase J-M products from plants at a discount or from J-M dealers under a reimbursement plan. This service is extended also to members of the J-M retirement plan who are retired or who elect vesting rights under the plan. You can get information on available materials and price discounts from your supervisor.

This privilege enables you to use J-M materials on your own property which you occupy, or on an automobile or other equipment which you own and use. Products may not be obtained in this way for use on property held for investment or speculation.

SAVINGS Sometimes employees wish to set aside some money from their pay for personal savings. There are several ways in which J-M helps by providing payroll deduction service for groups of people. For example, hourly paid personnel at plants who are members of a credit union may have their regular subscription paid into the credit union through payroll deduction. At J-M plants where a sufficient number of people want to buy U.S. Savings Bonds, the company provides deduction service for this purpose, too. Salary personnel throughout the United States may join a payroll savings plan which enables them to accumulate savings for various purposes, among which is buying U.S. Savings Bonds. Information about any of these services will be given by your supervisor or the Industrial Relations office on request.



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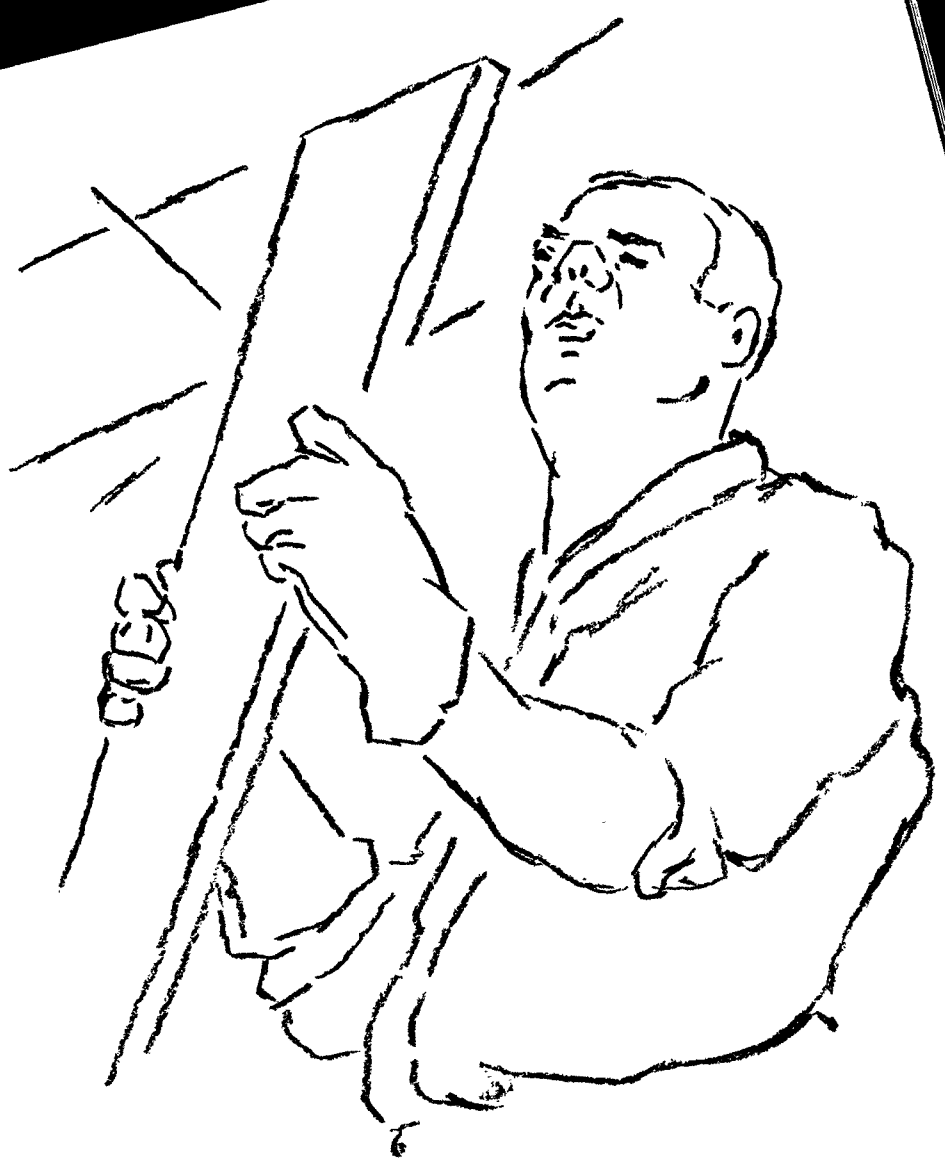
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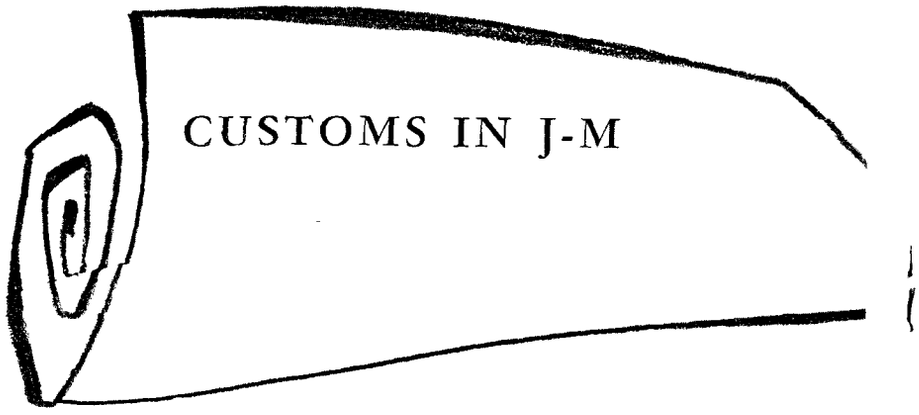
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Over the years certain ways of doing things have evolved which have become accepted practice in J-M. Also some things we do are required by law. Every organization has these so called rules of the game which guide the activities of its members.

Because our company has such a variety of work going on in many different places—things won't always be done exactly the same way at every location, but we will review briefly those which have general application.

It is important to understand these customs because they affect a large part of our daily lives. Properly observed they can help us in our day to day relationships, to prevent accidents, to complete work schedules satisfactorily and to get along smoothly with our fellow workers.

PERSONNEL RECORDS AND CHANGES Records which contain personal information about you are kept by the company. These records are used in many ways for your benefit.

They provide your address for mailing company information to your home, also for income tax and other government questionnaires which the company is required by law to answer. The records establish your length of service in the company, and furnish other useful data when promotions are being considered.

It is important to you personally, therefore, that this information be accurate and always up to date. So, be sure that every change of name, of home address, home telephone number, and name of person to be notified in an emergency is given in writing both to your supervisor and to the people who keep personnel records.

Information about other matters which would affect your J-M privileges or your tax status, should be sent promptly to the proper GHQ responsibility. If other departments need the information it will be forwarded to them. You can get the special forms which are required for recording these changes and instructions as to whom they should be forwarded either from your supervisor or from the personnel office. Examples of data needed are—

Change in the number of dependents: this affects the amount withheld from your pay and turned over to the government for income tax. Employee's Withholding Exemption Certificate must be completed and signed by you before a change in deduction can take place.

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Changing the beneficiary of your J-M Group Life Insurance: there is a certain form for this purpose which must be completed and signed by you before the change is made.

Changing the beneficiary of your J-M Retirement Plan: you fill in and sign a special form before the change can be effective.

It is important to give exact marital status on all personnel records because the company is required to show marital status of all employees when reporting earnings for income tax purposes.

If you marry after coming to J-M you should make sure that all company records are changed appropriately. Your supervisor or the Industrial Relations Office will help you. A woman employee who marries may continue to use her former name if she wishes, but confidential records should contain her legal name also.

If you change your name, you should file a special form at the Social Security office in your locality. They will issue a card with your new name, but with your same account number.

PERMANENT OR TEMPORARY EMPLOYMENT A permanent employee is hired for work which is regarded as essential in the permanent organization. He may join company benefit plans when he is eligible.

A temporary employee is hired as a substitute for a permanent employee, or to handle special or extra work for a temporary period. Due to the uncertain duration of employment, temporary employees do not participate in company benefit plans. A temporary employee who is transferred to the permanent payroll receives credit for the last previous continuous service as a temporary employee for the purpose of calculating length of service. A temporary employee who wishes to be considered for permanent work with the company should keep in touch with the J-M employment office and his department head. It is important to see them both when the temporary assignment is nearing completion.

YOUR PAY People who are paid on an hourly basis receive paychecks on a certain day each week which is established at each location. Any variation of the customary time of distributing checks will be announced locally as, for example, when payday falls on a holiday.

Pay for employees on the permanent salary payroll is distributed on the 15th and the last day of the month. If payday falls on a Saturday, Sunday, or a holiday, payment is made on the last preceding work day. Regular salary covers 40 hours' work in a week even

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Your pay is distributed through your supervisor. With each paycheck there is a stub or receipt which shows the total pay credited to you, amounts set aside for your various J-M benefit opportunities and for tax accounts. Be sure to keep all stubs or receipts at home. The data will be useful in keeping any personal accounts and in computing your income tax.

JOB ANALYSIS The rate of pay for your job has been determined by a systematic procedure which started with a very careful analysis of the requirements of each type of job in J-M.

Technicians work with J-M department heads to study and compare descriptions of the many kinds of work done at all locations of our company. Such comparison shows clearly that jobs differ in complexity, and in other factors. These differences are reflected in the amount of money which it is reasonable and fair to pay for each. In this way equitable and nondiscriminatory rates of pay within the company are determined.

PAY RATES J-M makes every effort to assure rates of pay that are equitable both within the industry and within the various communities where J-M operates.

Frequent surveys are made of rates paid by others in the areas where J-M has operations. Such surveys provide a check on our rates of pay with those of neighbor industries, competitors, offices and others in the community.

This method of comparison with others, coupled with an analysis of each job, furnishes the information needed to establish fair and equitable pay rates.

SALARY ADMINISTRATION J-M has a plan which gives all department heads a program for the administration of salary matters. Our plan is based on fair and equitable treatment for all with due regard for the individual's performance.

In determining fair pay for each type of work, it is recognized that a person usually gains in proficiency as he continues to work at a job. Therefore, a salary range is established setting both a start-

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JM-83

ing rate and a top rate for each job. From the starting rate, salary "steps up" gradually in stated amounts to the top of the bracket. These steps are the basis of merit increases, given as proficiency improves.

A salary range is really an expression of the amount of money which it is fair to pay for a certain type of work. It doesn't in any way limit what you can earn in the future if you are ambitious enough to develop your skills and knowledge, and to take advantage of all opportunities for higher earnings which Johns-Manville offers.

Your supervisor reviews the work record of each person in your group at regular periods to evaluate the progress each has made. When a supervisor finds that an employee is demonstrating the proficiency required for a higher salary step within his salary range, he may recommend an increase in pay. After a recommendation is fully approved, he tells the person in a confidential talk what his new rate of pay is and how he merited the increase. Similarly, if a person's work does not merit an increase his supervisor will review his performance and suggest ways to improve.

Salary increases are not given because an anniversary is reached, or at a certain time of the year, or otherwise automatically.

RECORD OF HOURS WORKED If your job is covered by the Fair Labor Standards Act and is thereby "non exempt" an accurate account must be kept of the total hours you work each day. You record this daily. Your supervisor will show you the method used in your department. This data provides the basis for payment of overtime. If your work includes some travel, ask your supervisor how to calculate travel time in your record of hours worked.

OVERTIME There are times when circumstances such as an emergency or a rush of orders or seasonal manufacturing changes, make it necessary for supervisors to schedule some overtime work.

Pay for overtime work is given in accord with federal and state laws. The amount of overtime pay is also set forth in local agreements for members of the J-M organization who are covered by such agreements.

In addition, provision is made by J-M for premium pay when necessary work is performed on specified holidays.

Ask your supervisor to explain the conditions governing overtime pay which would affect you.

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WAIT FOR YOUR RELIEF If you are on a continuous process shift and your relief mate fails to report for work, notify your supervisor at once, but please remain on the job so that production may continue. Your supervisor will appreciate your help and will obtain a substitute for you as quickly as possible.

MEAL ALLOWANCE When occasionally it is necessary for a salary employee to work a stated period beyond the regularly scheduled hours in any workday of his workweek, a meal allowance is paid. This allowance is provided also when salary personnel work a certain number of hours on a holiday or on their usual days off.

PAY ADVANCES Except before vacation, any advance in pay before a regular payday is approved only in an emergency because of the considerable amount of extra clerical work and bookkeeping expense involved.

SUPERVISION Your relationship with your supervisor is very important to you, him and Johns-Manville. He has the responsibility for certain phases of the company's activities and needs you to help him in this responsibility. He will pass along to you your part of the instructions he received and will guide you in the performance of the work he gives you.

Your supervisor is human. Someone supervises him too! Just as he has the privilege of going to his supervisor for information or advice on business problems, to discuss ideas, or to talk about conditions which seem to be to his disadvantage—so do you.

Wherever we fit in the company, we should always give the same consideration to others that we want for ourselves. In this way any differences which may arise can be readily resolved to mutual satisfaction.

PERFORMANCE APPRAISAL Appraisal of a person's work performance can indicate whether an increase in pay is merited, identify those who have the capabilities for promotion, and assist in learning what training may aid a person to develop. It is customary to appraise each employee's performance at regular intervals.

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JM - 83
TWENTYNINE

HOURS OF WORK J-M has established 40 hours as the normal workweek. Under usual circumstances work is scheduled close to 40 hours a week. Variations in the demand for our products, and conditions beyond our control, make it necessary at times to vary the workday and workweek. Daily hours at each J-M location are determined by local managers. When you start at J-M or transfer to a different location, ask your supervisor what your hours are.

BEING ON TIME Good business men and women keep their appointments on the dot. Your starting time at J-M is a business appointment. The folks with whom you work count on you to be on time. If an emergency detains you, get word to your supervisor as quickly as possible and explain the circumstances.

ABSENCE If you are unable to report for work, get word to your supervisor and tell him what the circumstances are as soon as possible. Follow through by keeping him advised of the expected length of the absence, so that arrangements can be made to take care of your duties.

In case an emergency arises in your personal affairs which must be attended to during business hours, discuss with your supervisor the amount of time needed.

Absence from work without leave and without due notice to the company could result in cancellation of your J-M service record, including seniority and eligibility for vacation. Participation in employee benefits would also stop.

Election Board & Jury Duty: Members of a community have a certain duty to advance the welfare and good government of their locality. For example, serving on Election Board and on the Jury is the obligation of citizens. You are given credit for service in J-M while you are absent for this purpose. If you are called for either, be sure to plan with your supervisor well in advance for covering your work.

CONTINUITY OF SERVICE It is to your personal advantage to maintain an unbroken service record. This continuity of service carries with it such privileges as vacation, maintenance of your group life insurance, continuation in the retirement plan, a better chance when promotions are being considered and a better chance for continued employment in case it becomes necessary to reduce the working force because of business conditions.

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business conditions.

SEPARATION Of course, we hope you will be with J-M until you retire. But if circumstances require that we part company, your department head will fill out a form which guides the smooth settlement of your affairs at J-M. Certain matters which were arranged within your department, such as travel advance, possession of company property, and other obligations to J-M, should be concluded with your supervisor.

Separation Interview: Settling your participation in group life insurance, retirement, hospitalization and other company plans and services is made clear in the separation interview which is held with a representative of the Industrial Relations office (with your department head if there is no Industrial Relations office where you work). Another purpose of this talk is to invite your comment on conditions of employment in J-M—good or bad—based on your own experience.

Different conditions bring about different reasons for separations. A brief explanation of some of the circumstances follows.

Death: In case of death, the company can best help by being prompt about settlements. Make sure your relatives know the name of your supervisor so he may be notified without delay in the event of death.

Discharge: "While this should rarely happen, the Company expects a maximum level of performance from its employees and will discharge those who violate its rules or conduct themselves in a manner inconsistent with or unbecoming to a Johns-Manville employee."

Release: It might be necessary at times to release a person who does not fulfill the requirements of the job and for whom no suitable work is available. Advance notice of release will be given whenever possible, and a full explanation made.

Resignation: If you should ever think seriously of leaving J-M, and you expect to continue working, it would be well before resigning to ask your department head or the Industrial Relations Manager to describe other J-M job opportunities for which you may qualify. You might find just the change you want here. This would protect your participation in J-M benefit programs and the other advantages related to seniority and long employment.

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JM - 83
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If, however, you finally decide you must leave J-M, please tell your department head as early as you can. Although normally a minimum of two weeks is considered reasonable advance notice, J-M appreciates the cooperation of an employee who gives notice much earlier, if possible, so provision can be made for carrying on his work.

Layoff: Although the company tries to plan for steady employment, adverse business conditions could necessitate layoff of some people. Advance notice will be given whenever possible, and a full explanation made.

People on layoff will be put on a recall list and given preference for reemployment when business conditions permit. The last person to be laid off is the first one recalled, provided he is qualified for the job available. The medical department must pass any person returning to work after layoff.

Outside Inquiries About Your Work: In reply to written inquiries about you directed to the Industrial Relations office, J-M will confirm your length of service, type of position held and duties performed. Statements regarding the quality of your work can be made truthfully only by a manager who has observed it; therefore, your supervisor may, on your request, furnish them.

TELEPHONES When answering company telephones, it is customary to give the name of the person whose telephone you answer as well as your own name. Every telephone conversation should be conducted in the same way we would want to hear it if we were at the other end of the line. Good telephone manners make friends. Friendly efficiency over the telephone helps to convince others that it is always a pleasure to do business with Johns-Manville.

When making calls, follow the instructions found in the J-M directory. These instructions for placing local, or long distance calls will permit the most efficient and economical use of the phone. If there is no directory your supervisor will help you.

Personal calls should normally be made from a public telephone. If it should be necessary to place such a call from a company phone, dial the J-M operator, give her your name, extension and department and tell her that the call is personal. She will place the call for you, and you will receive an invoice for the charges. Because of the volume of calls necessary to J-M business, we are asked to keep all personal calls to a minimum.

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CORRESPONDENCE Any letters which you write for the company offer an opportunity, as do telephone contacts, to develop steadfast friends for Johns-Manville. Letter writing is a subject to be studied continuously with the constant aim of improving our communications. It is so important that the company has developed a training program which your office may offer from time to time.

SUPPLIES AND EQUIPMENT Stock cabinets in various departments hold a working quantity of regular office supplies. More may be obtained from the stock room on a signed requisition. If you need materials not kept in stock by the company, consult your supervisor.

TRADE-MARKS It is essential that J-M trade-marks be distinguished from common nouns. This can be easily accomplished by copying the trademarks with all capital letters, except in a section where the entire matter is written in capital letters, in which our trade-marks should be quoted. If this precaution is not taken in company correspondence, we could possibly lose the value of our trade-marks by having them become common nouns subject to use by everyone. You will want to refer constantly to the booklet on J-M trade-marks, a copy of which will be made available to you if necessary.

MILITARY DUTY The company has adopted definite policies which apply to employees who serve in the armed forces. Your supervisor will explain the details of these policies at your request.

SAFETY Johns-Manville is very proud of its safety record and is always trying to make it better. Therefore, you will hear a lot about safety during your J-M career. Much of our training is about safety, there will be bulletins and posters about safety.

When we build a plant, office, or piece of equipment, safety engineering principles are applied. If your work area requires it, you are issued personal protection equipment. In the final analysis, however, your own safety and the safety of those who work with you depends on you.

Think Safety: Your supervisor has shown you how to do your job. The right way is the safe way. If you see an unsafe practice or condition REPORT IT IMMEDIATELY.

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JM - 83

Work Safely: Equipment must never be operated without the guards in place. Guards can only be removed by someone authorized to do so. If you find a guard not in place or defective, report it to your supervisor.

If your work calls for it, you will have been issued personal safety protection such as glasses, face shields, respirators, ear protectors. Although some of this equipment may seem to be uncomfortable, the discomfort is nothing to compare with the pain of a serious injury. These items are for your protection—WEAR THEM.

Safety shoes can protect you from serious foot injuries. Several neat-looking, well-fitted styles are available for purchase through the company. Ask your supervisor where to buy them.

Talk Safety: You can prevent accidents. Periodic safety meetings and inspections are held. Take an active part in them. Your ideas on accident prevention are always welcome and will be given careful consideration.

PERSONAL PROBLEMS All of us at some time or other face personal problems which worry us a great deal. Being able to talk to someone in confidence, can often help. If you ever feel the need to have a confidential talk, even if your problem has nothing to do with your job, see your supervisor. He may be able to help you get the assistance you need.

PROBLEMS RELATED TO YOUR WORK If anything occurs in connection with your work with which you are dissatisfied, you should discuss the matter promptly and fully with your immediate supervisor. A complete account of your side of the story will help and hasten understanding of the problem.

Usually, such situations are the result of misunderstandings which can be cleared up readily, and a complete account of your side of the story will help. Your supervisor is as eager as you to find a solution which is fair to you, to your co-workers, and to the company. Whatever the circumstances, you should feel free to talk over any problem at any time with your J-M supervisor.

EMPLOYMENT OF FRIENDS AND RELATIVES Any people you recommend to J-M will be welcomed for interview and consideration when suitable jobs are open. They must, of course, meet the same qualifications and

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be considered in the same manner as any other applicant. It is policy that an employee not work under the direct supervision of a close relative.

VISITING OTHER J-M LOCATIONS There is a natural desire to learn what goes on in other parts of the company. If you want to see other nearby operations or are planning to be near one of the more distant operations, ask your supervisor to help you arrange a visit.

OUTSIDE ACTIVITIES The friendliness and interests of J-M people are not limited to activities within the company. Many take part in worthy civic, educational, religious, social and welfare enterprises in the localities where they live. While sharing their talents, they broaden their own acquaintance with people and organizations and develop leadership qualities. The company is keenly aware of its social responsibility in community affairs and it endeavors to encourage those undertakings which are for the common good.

Sometimes J-M people are invited to serve on outside technical committees. Before accepting such an invitation for such a committee you should obtain, through your department head, approval of the senior officer or division general manager in charge of your department.

CONTRIBUTIONS TO CHARITY Various charitable organizations ask J-M to let employees have an opportunity to contribute to their funds. Requests from organizations such as community funds are customarily brought to your attention through volunteer employee committees and posters. Your gift is always voluntary and is entirely independent of contributions made by the company.

STRICTLY PERSONAL In any company there are a few activities for which the company cannot be expected to assume responsibility or permit on the premises.

Personal Mail and Visitors: Occasionally, personal mail and visitors will come to the company for some J-M people. As a general rule, we like to avoid handling personal matters during working hours because that time belongs to company business.

Smoking: Those of us who handle assignments at which smoking might be inappropriate, or hazardous (either to us or the work) have to have our smokes away from such work. Supervisors at all

PRODUCED
JM - 83
THIRTY-FIVE

locations explain the restriction which must be made. The "no smoking" areas at plants are posted. Otherwise, we may generally smoke at work with due consideration for those around us.

Lost and Found: There just doesn't seem to be any way the company can assume responsibility for whatever personal belongings we may have with us at work. Each of us can help prevent loss by taking good care of our own possessions.

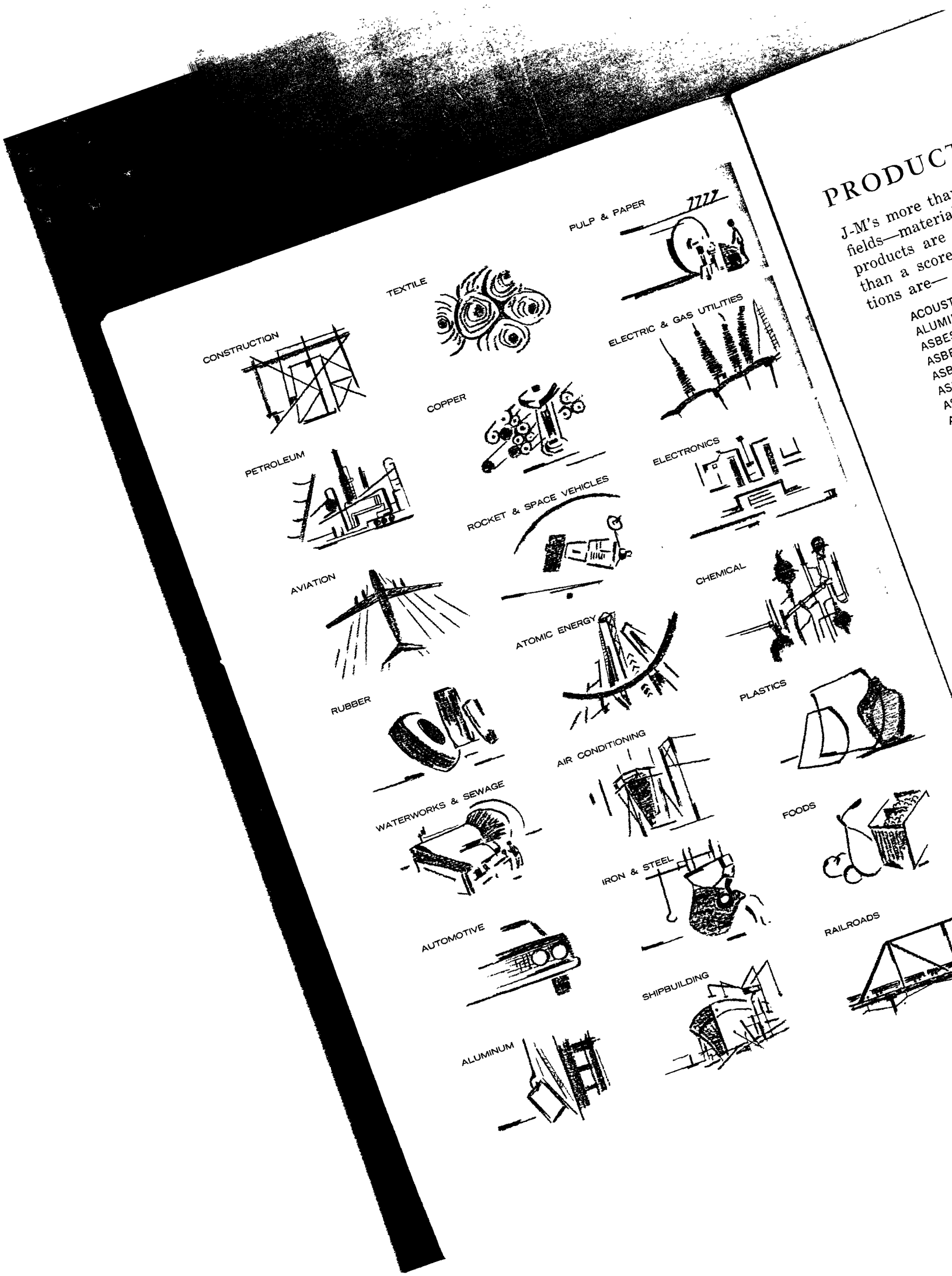
Garnishments and Wage Attachments: Occasionally, employees borrow small sums of money or make purchases upon some basis other than for cash. Sometimes they must agree that, if payments are not kept up, the balance due may be taken out of their earnings directly by their employer and sent to the creditor. These agreements may be in the form of Wage Assignments, or "Bills of Sale." In other cases judgments may be rendered against employees and their pay garnisheed. In both cases the company is forced by law to retain and pay to the creditors a portion of the employee's earnings to which the employee would otherwise be entitled.

It is only fair to tell you that anyone in J-M who permits his pay to become attached by several creditors could be subject to dismissal. Excessive garnishments or assignments against your earnings create payroll, accounting, legal and other expenses which the company should not be expected to assume.

Gambling: It is a general rule at all locations that lotteries, raffles, pools, punch boards, drawings or gambling in any form on company premises is prohibited.

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JM - 83

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PRODUCTS

J-M's more than 500 l
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ACOUSTICAL PRODUCTS
ALUMINUM SIDING
ASBESTOS BOARDS
ASBESTOS FELTS
ASBESTOS FIBRE
ASBESTOS PAPER
ASBESTOS SHINGLES
ASBESTOS TEXTILES
ASPHALT ROOFINGS AI
ASPHALT PRODUCTS
AUTOMOTIVE AND IND
BRAKE LININGS ANI
FRICTION MATERIAL
CELITE® (DIATOMITE)
FILTER AIDS, FILLEF
SYNTHETIC SILICAT
CORRULUX® FIBER GL
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JM - 83

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PRODUCTS AND CUSTOMERS

J-M's more than 500 lines of products fall roughly into two broad fields—materials for building and materials for industry. These products are so varied that the company actually embraces more than a score of separate businesses. The major product classifications are—

ACOUSTICAL PRODUCTS
ALUMINUM SIDING
ASBESTOS BOARDS
ASBESTOS FELTS
ASBESTOS FIBRE
ASBESTOS PAPER
ASBESTOS SHINGLES AND SIDINGS
ASBESTOS TEXTILES
ASPHALT ROOFINGS AND OTHER
ASPHALT PRODUCTS
AUTOMOTIVE AND INDUSTRIAL
BRAKE LININGS AND OTHER
FRICTION MATERIALS
CELITE® (DIATOMITE) INSULATIONS,
FILTER AIDS, FILLERS AND
SYNTHETIC SILICATES
CORRULUX® FIBER GLASS
REINFORCED PLASTIC PANELS
ELECTRICAL INSULATIONS
FIBER GLASS TEXTILES
FLOOR COVERINGS
GYPSUM WALLBOARD AND PLASTER
HOME INSULATIONS
INDUSTRIAL FIBER GLASS AND
MINERAL WOOL INSULATIONS
INDUSTRIAL INSULATIONS—HIGH
AND LOW TEMPERATURE
INSULATING BOARD
INSULATING FIRE BRICK
INSULATING AND REFRACTORY
CEMENTS
MOVABLE ASBESTOS WALLS
PACKINGS AND GASKETS
PERLITE INSULATIONS, FILLERS
AND FILTER AIDS
PLASTIC LAMINATES
RUBBER PRODUCTS
TAPES—CLOTH, PLASTIC AND PAPER
TRANSITE® (ASBESTOS-CEMENT)
AND PLASTIC PIPES

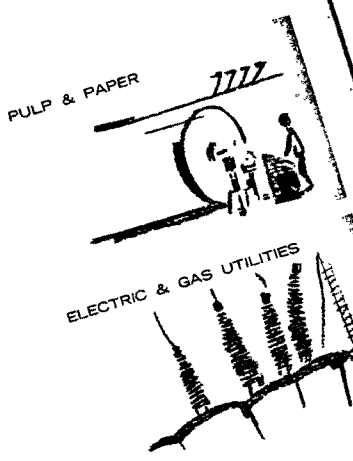
In all of these lines J-M has competitors who are making products of the same general nature. In fact, Johns-Manville is engaged in some of the most highly competitive fields to be found in industry. For example, in Asphalt Roofings alone, nearly 40 other companies compete with us for customers' dollars. In Packing and Gaskets our competitors number about 200.

We have many competitors for other products in our lines as well as additional thousands who sell substitute products.

J-M aims to give the customer the utmost in quality in everything we make and everything we do. Quality has become a tradition with the people of J-M—a tradition that is a real source of pride to all who have helped to build it and are helping to maintain it.

Our technical specialists, production people, and sales people never stop in their search for ways to improve our commodities and services. New and different products are being constantly added to

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JM - 83



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J-M lines through research. Each product improvement, each new product, each new customer helps to make our company that much stronger.

But even the finest of products, the most effective advertising, and the best engineering are not enough without courtesy, tactfulness, and consideration for the customer's wants.

Competition today is not restricted to quality or even to price. It extends to service as well. The kind of service we give to our customers and how well we make them like doing business with J-M is extremely important. In fact, the closer that our competitors approach us in price and quality, the more vital the matter of service becomes.

As a member of the J-M team you can help to keep orders coming our way, no matter what your job is. You can make sure that every product you turn out, every service you give, or every contact you have with a customer measures up to the top standard of quality that will satisfy the customer.

If we disappoint a customer, he buys from someone else. The customer is the final inspector of our products, and the final judge of our services. Without his dollars there would be no company—no jobs for anyone.

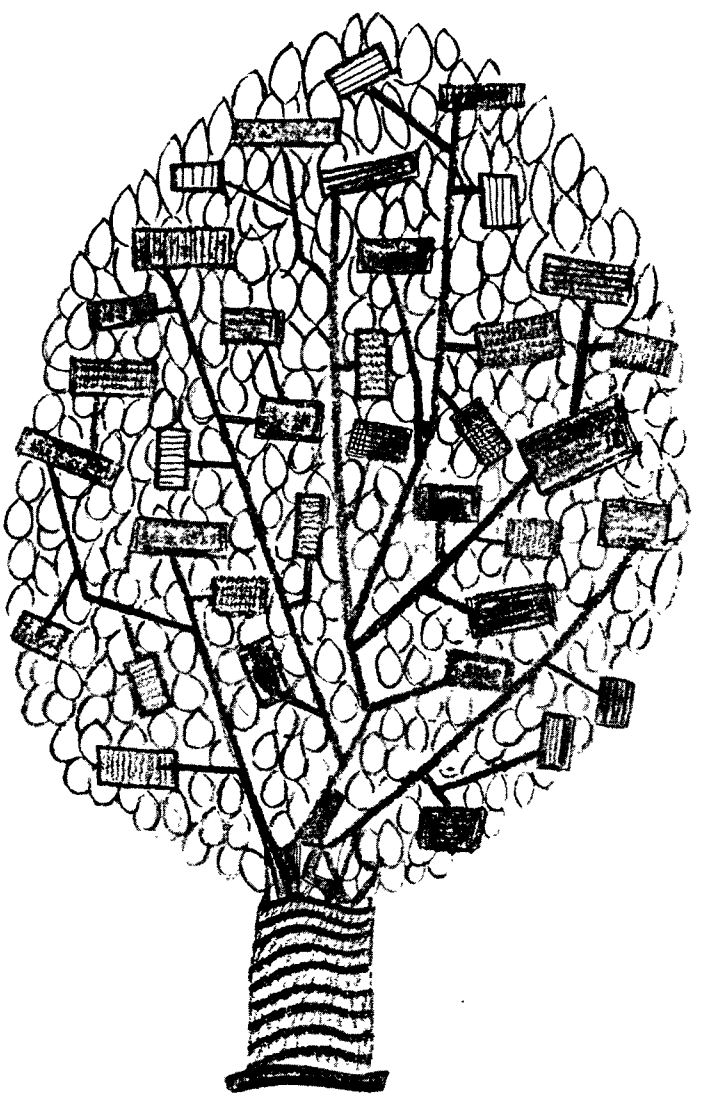
In almost every field of human endeavor a J-M product plays a part in some way.

Like the products, J-M sales outlets are also widely diversified. Building materials are sold through thousands of lumber yards and other dealers, or through the company's application units. Industrial products are supplied to every type of industry.

People continually bring their problems to J-M. We like this. We like to pool our skills—engineer, researcher, production worker, salesman, staff and service worker, clerk and accountant—and come up with the right answer. In this way we keep our company strong and vital by adding new customers and keeping the ones we already have. By our willingness to bring all our efforts to bear in solving their problems, we convince our customers that J-M stands for the best—the best in product and the best in service.

There is an unusual bond between J-M and the public it serves, made of the same elements as our friendships—high standard of goods supplied and high personal standards: dependability, understanding and a readiness to go to extraordinary lengths to help out in time of stress. This bond has become stronger and stronger with time.

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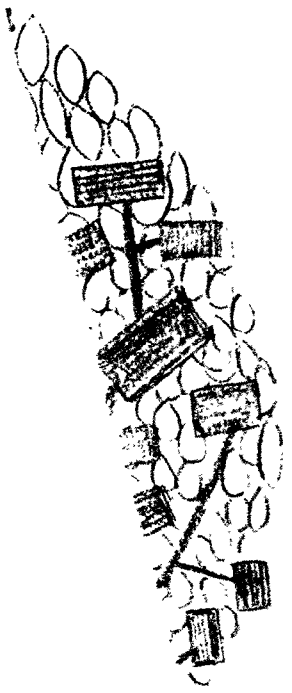
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JM - 83

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ORGANIZATION OF J-M

Johns-Manville is owned by about 27,000 stockholders who in the final analysis own the buildings, machinery, and equipment which enable J-M to provide jobs and make many kinds of useful products. These stockholders are located in all 50 states, in Canada, and in other parts of the world. About four-fifths of them are individual men and women from all walks of life. No one of these owns on record as much as one per cent of the company.

Other stockholders include insurance companies, investment groups, universities and other institutions. Many other thousands of individuals have financial interest in these groups, thereby spreading even more broadly the wide public ownership of Johns-Manville.

As owners of J-M, the stockholders elect the Board of Directors. J-M's Board consists of a group of usually about a dozen men. Some of these are officers of the company, and some are outside experts with wide experience in such fields as finance, law, engineering, management, and public service.

The president is chief executive officer of the company. He is responsible to the Board of Directors for all aspects of the administration of the company.

The operations of the company are organized by divisions. Typically, each division operates somewhat like a separate business enterprise, having an assigned group of products which it manufactures and sells. Thus, a division usually operates its own plants and its own sales organization, and it is responsible for its own profits. Each division is under the supervision of a division general manager who reports to the president (or to a senior operating vice president, who, in turn, reports to the president).

To assist him in coordinating the activities of the company, the president has a staff of specialists who provide certain services, or who assist the president in planning and in observing the various activities.

In order that employees may understand how J-M operates and know who does what, the company publishes an Organizational Manual. This manual defines the principal jobs and the relationships between them. Copies of the manual are available for reference in the offices of managers at most locations.

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OPERATING

THESE ARE THE OPERATING DIVISIONS AND THEIR MAIN ACTIVITIES
Unless otherwise stated, a division operates in the United States.

ASBESTOS FIBRE	Mines and sells asbestos fibre in U.S. and Canada.
BUILDING AND FLOORING MATERIAL	Manufactures and sells products and services used in building construction.
CANADIAN PRODUCTS	Manufactures and sells J-M's line of products in Canada.
CELITE	Mines and sells products made from diatomite and perlite.
DUTCH BRAND	Manufactures and sells electrical tapes, industrial tapes and rubber products.
FIBER GLASS	Manufactures and sells fibre glass products.
INDUSTRIAL INSULATIONS	Manufactures and sells insulation products for industry, and related services.
INTERNATIONAL	Sells J-M products and conducts J-M's business outside of U.S. and Canada.
MELAMITE	Manufactures and sells complete line of high pressure decorative laminates.
PACKINGS AND FRICTION MATERIALS	Manufactures and sells packings, gaskets, friction materials, textiles and related products.
PIPE	Manufactures and sells Transite asbestos-cement pipe and plastic pipe and related products.



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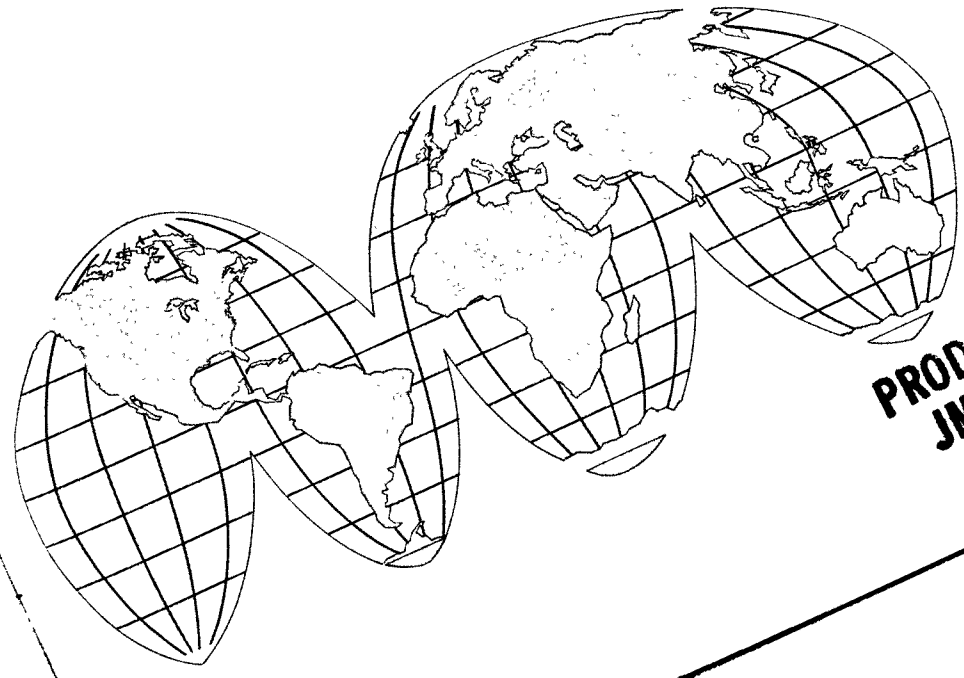
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JM - 83

U.S. and CANADA

PLANTS

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Apex, Nev.
Asbestos, Que.
Billerica, Mass.
Chicago, Ill.
Chillicothe, Ohio
Cleburne, Tex.
Dalton, Ga.
Corona, Calif.
Defiance, Ohio
Carpenter Rd.
Defiance, Ohio
Columbus Ave.
Defiance, Ohio
Perry St.
Denison, Tex.
Florence, Col.
Fort Worth, Tex.
Franklin, Pa.
Green Cove Springs, Fla.
Houston, Tex.
Jarratt, Va.
Laurinburg, N.C.
Lawrence, Mass.
Lompoc, Calif.
Long Beach, Calif.
Los Angeles, Calif.
Madison, Ill.
Manville, N.J.
Marrero, La.
Marshville, N.C.
Nashua, N.H.
Natchez, Miss.
New Orleans, La.
North Bay, Ont.
North Brunswick, N. J.
Parkersburg, W. Va.
Penbryn, N. J.
Pittsburg, Calif.
Richmond, Ind.
Rockdale, Ill.
Savannah, Ga.
South Gate, Calif.
Stockton, Calif.
Tilton, N. H.
Toronto, Ont.
Waterville, Ohio
Waukegan, Ill.
Winder, Ga.
Zelienople, Pa.

SALES OFFICES

Akron, Ohio
Albany, N. Y.
Atlanta, Ga.
Baltimore, Md.
Boston, Mass.
Buffalo, N. Y.
Calgary, Alta.
Charlotte, N. C.
Chicago, Ill.
Chillicothe, Ohio
Cincinnati, Ohio
Cleveland, Ohio
Columbus, Ohio
Dallas, Tex.
Dayton, Ohio
Denison, Tex.
Denver, Colo.
Detroit, Mich.
Edmonton, Alta.
Fort Worth, Tex.
Hayward, Calif.
Honolulu, Hawaii
Houston, Tex.
Indianapolis, Ind.
Jacksonville, Fla.
Joliet, Ill.
Kansas City, Mo.
Lawrence, Mass.
Long Beach, Calif.
Los Angeles, Calif.
Louisville, Ky.
Manville, N. J.
Marrero, La.
Milwaukee, Wis.
Minneapolis, Minn.
Montreal, Que.
New York, N. Y.
Ottawa, Ont.
Philadelphia, Pa.
Phoenix, Ariz.
Pittsburgh, Pa.
Providence, R.I.
Richmond, Va.
Sacramento, Calif.
St. Louis, Mo.
Saint John, N.B.
Salt Lake City, Utah
San Antonio, Tex.
San Francisco, Calif.
Seattle, Wash.
Stockton, Calif.
Syracuse, N. Y.
Tampa, Fla.
Toledo, Ohio
Toronto, Ont.
Tulsa, Okla.
Vancouver, B.C.
Washington, D.C.
Waukegan, Ill.
Wilkes-Barre, Pa.
Winnipeg, Man.

MINES & QUARRIES

Apex, Nevada
Asbestos, Quebec
Baie Verte, Newfoundland
Coaldale, Colorado
Coalinga, California
Lompoc, California
Lovelock, Nevada
No Agua, New Mexico
Reeves Township, Ontario

INTERNATIONAL

PLANTS

Bellegarde, France
Casalpusterlengo, Italy
Ghent, Belgium
Hull, England
Mexico City, Mexico
Mol, Belgium *
St. Marcellin, France
Wissembourg, France

SALES OFFICES

Beirut, Lebanon
Buenos Aires, Argentina
Goteborg, Sweden
Hong Kong
Husavik, Iceland
Johannesburg, S. Africa
Lagos, Nigeria
Lima, Peru
London, England
Lyon, France
Madrid, Spain
Mexico City, Mexico
Milan, Italy
Mol-Donk, Belgium
Nairobi, Kenya
Paris, France
San Juan, Puerto Rico
Sao Paulo, Brazil
Sydney, Australia
Wiesbaden, Germany
Zurich, Switzerland

MINES

Lake Myvatyn, Iceland
Santa Catarina, Mexico

Research and Engineering Center, near Manville, New Jersey
Fiber Glass Research Center, Waterville, Ohio
Data Processing Centers, Manville, N. J.; Toledo, Ohio; Waukegan, Ill.

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INTERNATIONAL
PLANTS

Bellegarde, France
Casalpusterlengo, Italy
Ghent, Belgium
Hull, England
Mexico City, Mexico
Mol, Belgium *
St. Marcellin, France
Wissembourg, France

SALES OFFICES

Beirut, Lebanon
Buenos Aires, Argentina
Goteborg, Sweden
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Husavik, Iceland
Johannesburg, S. Africa
Lagos, Nigeria
Lima, Peru
London, England
Lyon, France
Madrid, Spain
Mexico City, Mexico
Milan, Italy
Mol-Donk, Belgium
Nairobi, Kenya
Paris, France
San Juan, Puerto Rico
Sao Paulo, Brazil
Sydney, Australia
Wiesbaden, Germany
Zurich, Switzerland

MINES

Blue Lake Myvatyn, Iceland
Santa Catarina, Mexico

er, near Manville, New Jersey
terville, Ohio
e, N. J.; Toledo, Ohio; Waukegan, Ill.

INDEX

Absence, 30
  Without notice, 30
  Election board & jury duty, 30
  Leave of absence, 15
  Military leave, 16
Activities:
  Outside J-M, 35
  Within J-M, 13
Address change, 25
Advancement, 8
Asbestos, 5, 6, 39, 44

Benefits and services, 12
Building products, 39, 44
Bulletin boards, 12
Buying J-M materials, 23

Canada, 5, 6, 13, 15, 17, 20, 43
Canadian products, 44
Celite®, 6, 39, 44
Changes in records, 25, 26
Clubs:
  Outside J-M, 35
  Within J-M, 13
Continuity of service, 30
Contributions to charity, 35
Correspondence, 33
Credited service, 21
Customers of J-M, 39, 40
Customs in J-M, 25

Death, 18, 31
Deductions, 18, 19, 21, 27
Diatomite, 6, 44
Disability, 17, 18, 20, 21
Discharge, 31
Divisions of J-M, 44
Dutch brand, 44

Education, 8
Election board service, 30
Employment:
  Permanent, 10, 26
  Relatives, 34
  Temporary, 26
Equipment, 33

Financial report, 13
First aid, 13, 14
Friends recommended, 34

Gambling, 36
Garnishments, 36

Handbook, 12
Health, 13
  Medical services, 13, 14
History of J-M, 5, 6
Holidays, 15
Hospitalization, 16
Hours of work, 30
  Being on time, 30
  Record, 28

Income tax, 18, 19
Industrial products, 36, 39
Industrial relations, 12
Injury on the job, 14
Insurance:
  Accident & sickness, 17
  Federal Old Age & Survivors, 19
  Group life, 18
  Hospitalization, 16
  Major medical, 17
  Travel, 18
  Unemployment, 20
  Workmen's Compensation, 14
International division, 44

Jeffrey mine, 5
J-M clubs, 13
  Quarter Century Club, 20
J-M history, 5
J-M organization, 43
J-M products, 39
  Bought by employees, 23
  Literature, 13
Job analysis, 27
Johns, H. W., 5
Jury duty, 30

Lateness, 30
Layoff, 32
Leave of absence, 15

Mail:
  Company, 33
  Personal, 35
Major medical, 17
Manville family, 5
Meal allowance, 29
Medical services, 16
  First aid, 14
  Physical examinations, 13
  Workmen's Compensation, 14
Military:
  Duty, 16
  Leave, 16
Mines, 5, 6, 46

News at plants & offices, 12, 13
News pictorial, 12

Officers of J-M, 43
Offices, major sales, 46
Opportunities, 8
Organization of J-M, 43
Outside inquiries, 32
Overtime, 28
Owners of J-M, 6, 43

Pay, 26, 27
  Advances, 29
  Attachments, 36
  Before vacation, 14, 15
  Deductions, 18, 19, 21, 27
  Overtime, 28
  Pay day, 26
  Rates, 27
  Records, 27

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JM - 83

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Performance appraisal, 29
Personal checks, 22
Personnel:
  Administration, 12
  Records, 25
Physical examinations, 13, 14
Plants, 46
Problems, 34
Products, 5, 23, 39
Progress:
  J-M, 5
  Yours, 8
Promotion, 8
Punctuality, 30

Quarter Century Club, 20
Quit, 31

Records & changes, 25
Relatives, 34
Release, 31
Relief from your job, 29
Report to employees, 13
Research, 6, 8, 46
Resignation, 31
Retirement, 16, 19, 20, 21, 22, 23, 26

Safety, 33, 34
Salary administration, 27
Sales:
  Customers, 39
  Major offices, 46
  Products, 23, 39
Savings, 23
Security, 10
Separation procedure, 31
  Death, 31
  Discharge, 31
  Interview, 31
  Layoff, release, 31, 32
  Outside inquiries, 32
  Resignation or quit, 31
Service in J-M, 8, 15, 20, 30
  Credited, 21
Service programs, 12
Sickness, 13, 14, 15
Smoking, 35
Social Security, 19
  Disability benefits, 20
  Number, 19
  Old Age & Survivors Benefits, 19
Stockholders of J-M, 6, 43
Supervisors, 29
Supplies, 33

Taxes:
  Income, 18, 25
  Social Security, 19
Telephoning, 32
Trademarks, 33
Training:
  On-the-job, 8
  Outside, 8
Transfer, 10

Unemployment insurance, 20

Vacation, 14
Visiting other J-M locations, 35
Visitors, 35

Wage attachments, 36
Workmen's Compensation, 14

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JM - 83

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