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KIMBERLY-CLARK COMPANY

1872~1922

FIFTIETH
ANNIVERSARY

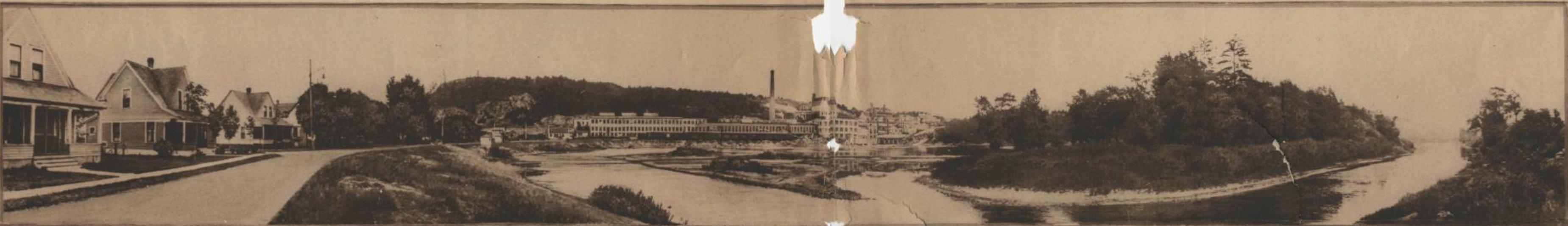


BASS LAKE • BONIFAS, MICHIGAN



IN June, 1920, the Annual Customers Convention of the Clark Company was held in the Village of Niagara where the people of the Mill and their arrangements and the thoroughness of their plan memory that lingers longest in the minds of those of us who wonderful dinner served in the Auditorium of the Club House of a perfect day in Niagara, the special train carrying the people of the Bonifas Lumber Company traveled further North into the timber of

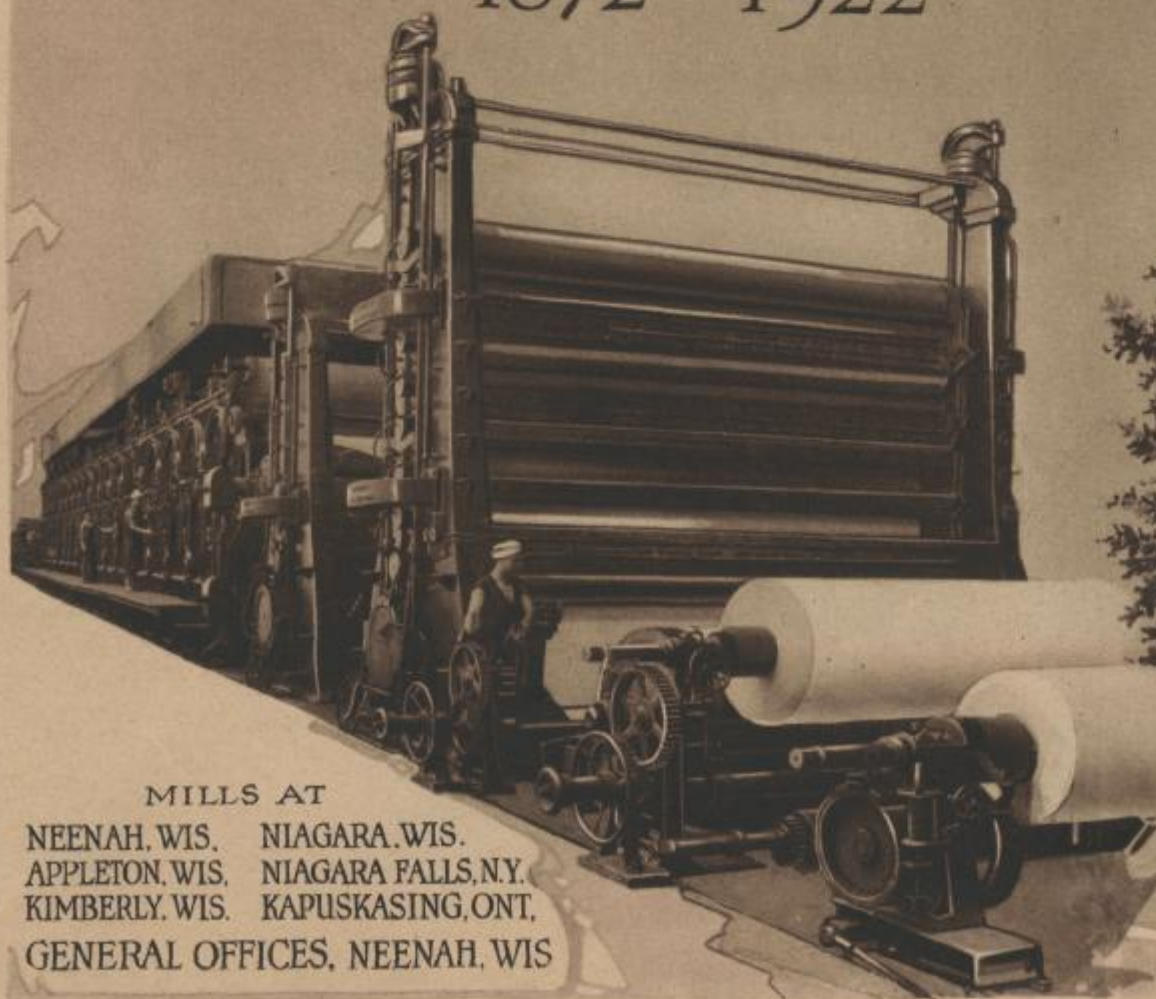
CUSTOMERS' CONVENTION



MILL AND WATER FRONT • NIAGARA, WISCONSIN

KIMBERLY-CLARK COMPANY

50th Anniversary
1872 ~ 1922



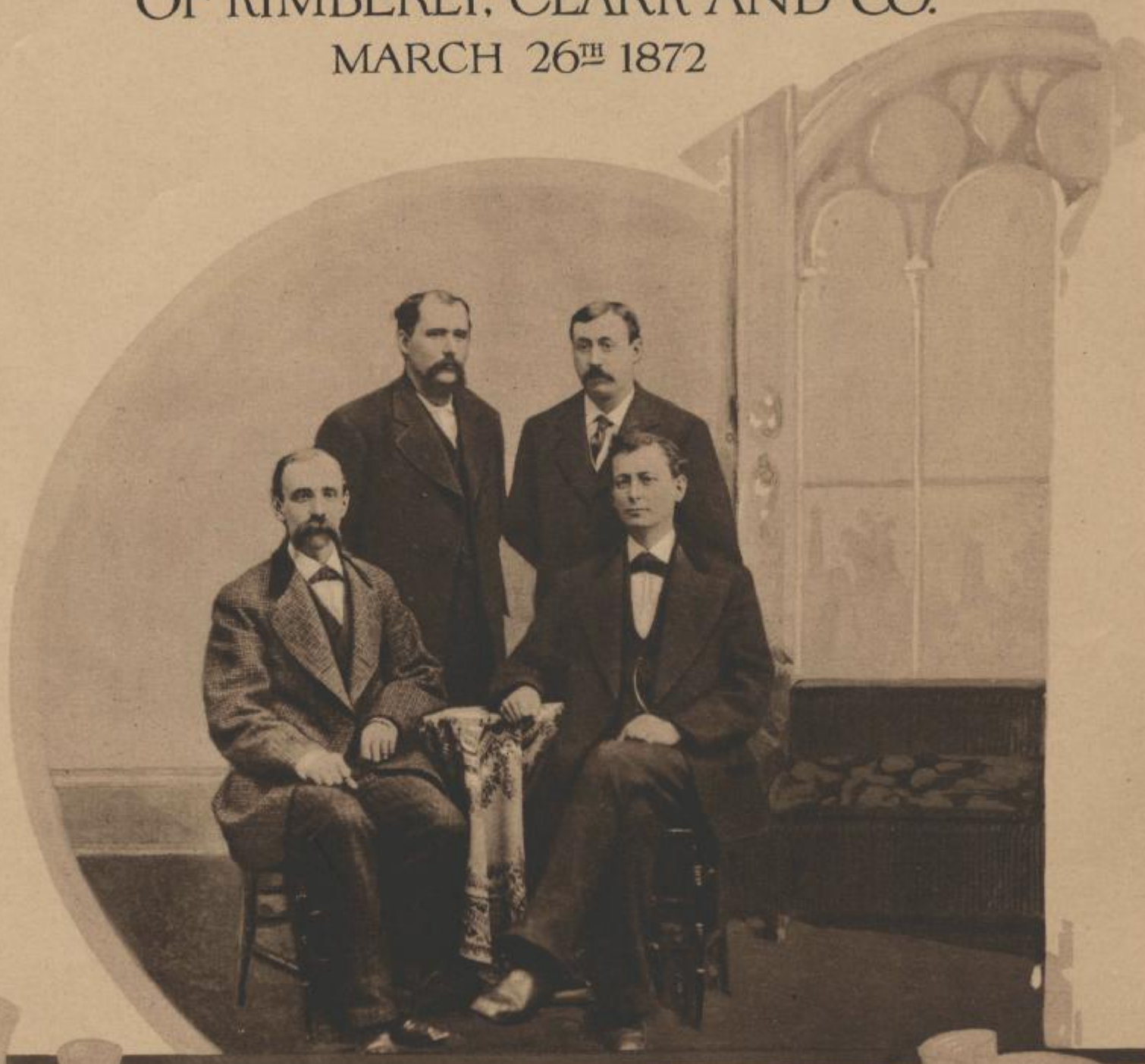
MILLS AT

NEENAH, WIS.	NIAGARA, WIS.
APPLETON, WIS.	NIAGARA FALLS, N.Y.
KIMBERLY, WIS.	KAPUSKASING, ONT.
GENERAL OFFICES, NEENAH, WIS	



ORGANIZERS OF THE ORIGINAL PARTNERSHIP
OF KIMBERLY, CLARK AND CO.

MARCH 26TH 1872



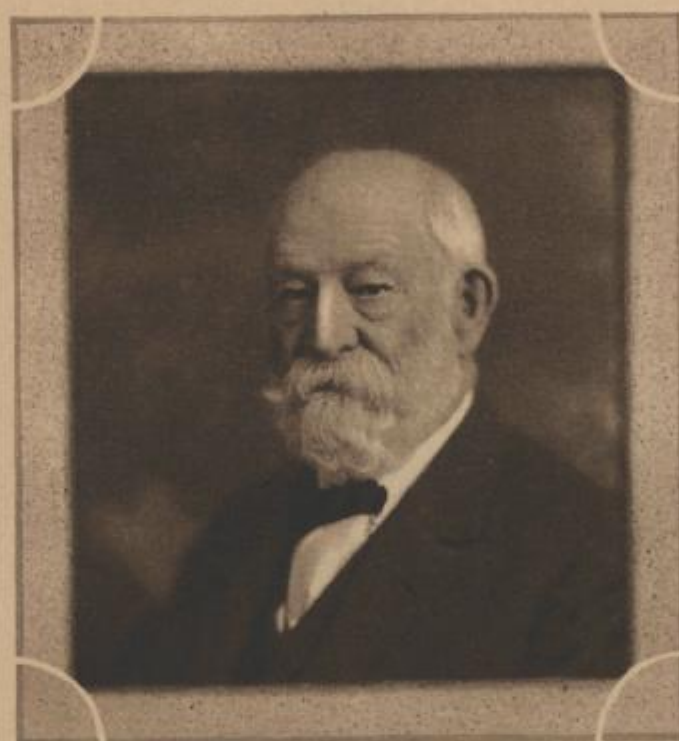
C. B. CLARK
J. A. KIMBERLY

F. C. SHATTUCK
H. BABCOCK

KIMBERLY ~ CLARK COMPANY



THE CONTINUOUS SERVICE WAGE



MOSES HOOPER

GENERAL ATTORNEY OF THE KIMBERLY-CLARK COMPANY
AND ITS PREDECESSORS FOR FIFTY YEARS. PRIOR TO THAT HE WAS THE ATTORNEY OF
THE INDIVIDUALS WHO IN 1872 ORGANIZED THE COMPANY

OF late there has developed in business, a larger appreciation of the value of persistency. The familiar trade expression that has grown up is the "Continuous Service Wage." Ordinarily this is applied to the service of so-called employees. But do not so-called employers earn the continuous service wage? Has not the Kimberly-Clark Company earned it? It has worked in harmony with its co-workers for fifty years in service of the public. During that time it has done the four things which the public may fairly require of its large corporations. It has made good goods. It has sought out new inventions in its line of work. It has sought the health and safety of its co-workers and put "Safety First." Finally, its quest has been, all along the line, to find means to bring about that its co-workers shall be more womanly women and more manly men. It is no trifling matter that it has persistently done these things for fifty years.

I feel a great satisfaction in having been a co-worker during the entire period. So far as I may have been of worth to Kimberly-Clark Company there has been the advantage to me of continuity in the service. It has given me, through most of my business life, a steady but varied line of work of dignified character, liberal compensation and unusual social and friendly comfort. It has never called for any questionable expedients—no wear and tear of conscience.

I have often wondered how variant from what my life has been, it would have been, if I had never had the confidence of that company. I count myself most fortunate in having retained that confidence, through success and defeat, so long. The employment has saved me from questionable business expedients, from the poor-house, from politics, be that well or ill, and I know not what else; for it is as true in mature life as in the nursery, that "Satan finds some mischief still for idle hands to do."

KIMBERLY ~ CLARK COMPANY



QUALITY, SERVICE AND FAIR DEALING



PRINCIPLES AND PRODUCTS

THE policies of the Kimberly-Clark Company from the date of its organization in 1872 down to the present have been founded on quality, service and fair dealing. These terms, often lightly used, have come down to the present management with the force and meaning imparted to them by the founders of the business.

Quality was the watchword back in the early days when the company's output consisted of two tons daily of Newsprint, made from rag stock and selling for 14c per pound. It remained the guiding principle as the business expanded until, at the opening of the World War in 1914, the company had manufactured practically every grade of standard papers from Straw and Manila Wrapping and Newsprint to High Grade Bond and Ledger papers.

Believing that war conditions would accelerate the movement

of business towards standardization and specialization, the management determined late in 1914 to commission its technical staff to develop a paper especially suited to Rotogravure printing, the printing of magazines, catalogs and numberless other books and commercial printing purposes. This research was entered upon with the idea that, should a satisfactory paper be evolved, the company would devote its entire manufacturing capacity, except that of several of its smaller machines making specialties, to the production of such paper.

The result of this research was the production of a Book Paper from Chemical Pulp and a Refined Bleached Mechanically Ground Pulp, which embodied not only all the qualities of papers then in use for the purposes above stated but, in addition, possessed, first, 18 to 20% more Opacity than other Book Papers of

K I M B E R L Y ~ C L A R K C O M P A N Y



equal weight; second, uniform printing surface and superior printing cushion resulting in decreased ink consumption; third, greater affinity for printing ink, therefore, permitting faster printing without risk of offsetting.

The company began producing this paper in 1915, steadily improving its quality and increasing its product until late in 1919 its entire output was of this one product, except a line of specialties made on several of its small machines, such as Cellucotton, Fancy Wall Papers, Colored Box Covers, etc.

Modesty forbids that I elaborate on the other two policies of the company, namely those built upon service and fair dealing, not only to its customers but to its employees. The fact that we have customers on our books who have been there continuously

for fifty years, the fact that during its entire existence the company has had but one serious difference with its employees and that many of its employees have been on the payrolls from ten to forty-one years, and the further fact that the daily output of the Kimberly-Clark Company has grown from two tons of paper daily to 425 tons of paper and 475 tons of Pulp daily must bear silent testimony to whether or not the management has steadfastly adhered to the principles laid down by its founders.

It is a noteworthy fact that, during its entire existence, the company has had the benefit of the strong guidance and wise counsel of its "Grand Old Man," J. A. Kimberly, and for such success as the organization has enjoyed, much credit is due him.



AN APPRECIATION

The dominant figure in the present management of Kimberly-Clark Company is Mr. F. J. Sensenbrenner. Entering the employ of the company thirty-four years ago as a "bookkeeper" handling the accounts of the Kimberly & Clark Company and the old Atlas & Telulah Paper Companies, his mind reached out until it surrounded in its constructive grasp every phase of the business of these companies which, in 1907, were brought together under the corporate name of Kimberly-Clark Company.

As a young man, his unusual insight, initiative, accuracy, and dependability won for him the confidence of the founders of the business. As they gradually relinquished the burdens of management, many of these responsibilities gravitated to Mr. Sensenbrenner who was the oldest in years and in service of the younger generation of men comprising the present official family.

Mr. Moses Hooper, general attorney of the company, in a letter written to the Kimberly-Clark Company in October, 1901, voices an impression that was then and is today typical. A verdict in an important court action had just been rendered. Mr. Hooper wrote informing the company of the favorable result of the trial, and among other things he said:

"I wish to thank you for your abundant aid and support in the trial of the case. Everything has been done on your part that I could ask to have done to support my part of the work, and I wish particularly to have you know that Mr. Sensenbrenner has met every emergency most promptly and effectively. In all my business I have never been better supported by my client."

Mr. Hooper in referring to the incident adds:

"This was my first acquaintance with Mr. Frank J. Sensenbrenner."

Mr. Sensenbrenner's position in the business world, and particularly in the paper industry is acknowledged. Already a director in a score or more of business enterprises, he was recently elected to the Board of Trustees of the Northwestern Mutual Life Insurance Company. For years he has been a guiding spirit in the affairs of the Wisconsin Manufacturers Association, serving as its treasurer.

Possibly less well known but none the less notable has been his public service. Surely, no Draft Board during the war had a more self-sacrificing or conscientious chairman. Appointed to the State Board of Education by Governor Philipp, he has given unsparingly of his time and talent in the cause of Public Education. The magnificent new hospital nearing completion in the City of Appleton owes its existence to his organizing and harmonizing ability. In his home town of Neenah, the movements out of which came the Public Library, the Theatre, and a modern hotel looked to Mr. Sensenbrenner for their leadership.

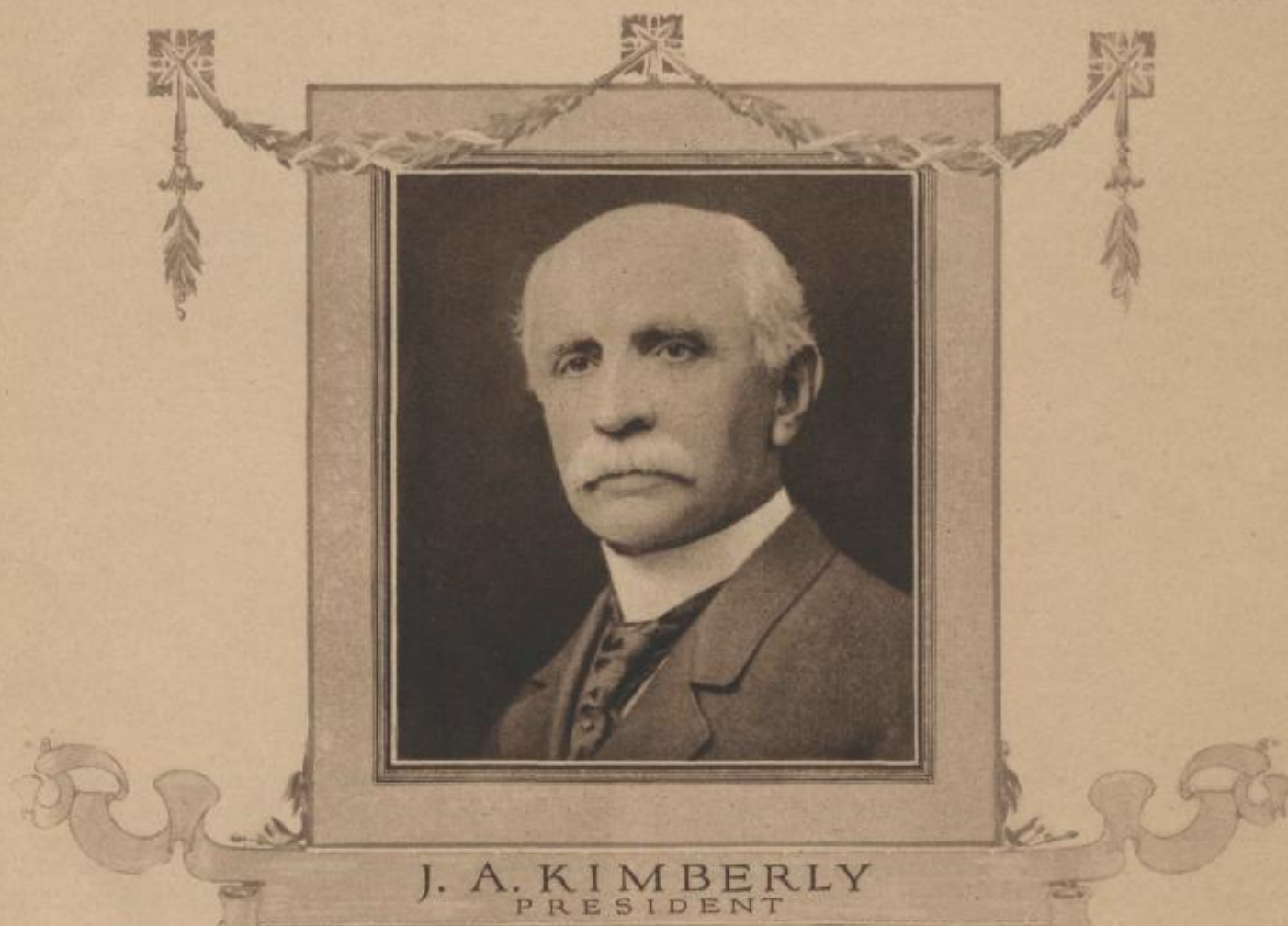
Reference has been made to the insight, initiative, accuracy and dependability which characterized his earlier years in the business. Added to these qualities are a tenacious memory and an infinite capacity for detail. Keen power of analysis is linked with prompt and firm decision. A true modesty, great patience and a broad spirit of tolerance blend with the sterner qualities of his personality to make him an unique leader of men and movements.

This brief reference to the personality of the man and his service to industry and humanity is placed in this book by the business associates of Mr. Sensenbrenner. Those who know him best, admire him most.

K I M B E R L Y ~ C L A R K C O M P A N Y



FIFTY YEARS WITH THE KIMBERLY-CLARK CO.



In 1897, when the Kimberly-Clark Company passed its twenty-five year mark, Mr. J. A. Kimberly, then, as now, President of the Company, sketched the history of the business up to that point. This brief history appeared in a special issue of the Paper Trade Journal, which also commemorated its Silver Anniversary in 1897. We reproduce at this time the article penned by Mr. J. A. Kimberly, twenty-five years ago and follow it with a sketch of the second quarter century, written by his son, Mr. J. C. Kimberly, who is one of the leading spirits in the present enlarged and growing organization.

THE FIRST TWENTY-FIVE YEARS ~ By J. A. Kimberly

AWAY back in the sixties a few paper mills were scattered over the State, making wrapping paper from straw, which a little later began making, as the demand was created, a rag print paper, and sold it direct to the weekly papers. But this crude sheet would not be recognized today as printing stock.

Such a mill was the Neenah Paper Mill, built in 1865 and started under the management of Colonel Haynes, one of the pioneer paper makers of Wisconsin. Later this was changed to a rag-print mill.

The first venture proving profitable, it attracted the attention of those parties who later formed the firm of Kimberly, Clark & Co., who in March, 1872 (twenty-five years ago), undertook what was then considered a wild venture, broke ground and erected

their Globe Mill—the first paper mill in the State fitted to make print and book papers entirely from rags. Colonel Haynes left the Neenah Paper Mill and became foreman of Kimberly, Clark & Co.'s mill, and was retained in this responsible position until his death, many years later. This mill was started on October 22, making its first sheet of rag print, and glorying in making about two tons of paper a day on a 72-inch single-cylinder machine. This mill has run continuously since, being now equipped with a Fourdrinier machine and has a daily run of eight tons.

A market was found in Chicago and Milwaukee for the product, and as the demand increased, Kimberly, Clark & Co. (in 1874) purchased the Neenah Paper Mill and ran both mills in one interest. This Neenah Paper Mill was in 1885 torn down and the present two-machine book mill was built on the site.

K I M B E R L Y ~ C L A R K C O M P A N Y



First Ground-Wood Paper in Wisconsin

From this pioneer beginning this firm reached out to Appleton and built, in 1879, the large three-machine manila mill of the Atlas Paper Company, combining with it a large ground-wood mill. Here the first paper made largely from ground or mechanical pulp in the State was made. Here commenced the war to demonstrate to the consumer that wood manila could take the place of jute papers, so largely used, and furnished entirely from Ohio. This mill was burned in 1888, and in five months started up anew and has been a continuous producer up to this time.

Here, too, were made the initial experiments to demonstrate the value of de-oxidized bronze as a metal to use, unlined, for the manufacture of sulphite fiber and the Atlas company set up and ran the first digester made from this metal. From the first it was successful and one of the digesters is still running, making its regular output of fibre. Later the brick and lead lining proving cheaper it displaced the unlined digesters, and they are a thing of the past, yet should not be forgotten, as they played an important part in the development of the great and important industry of sulphite making in the States.

Following this the Vulcan Mill was built, the first strictly book mill fitted to make the super-calendered book grades. This mill was built at Appleton, adjoining the Atlas property, and later the Tioga Mill was added, making three machines on super book. These are now the old mills of the valley, having changed but little during their busy life.

In 1884 the Badger Mill was built at Neenah for running high-grade manila and No. 1 rag print. Later (in 1887) the Telulah Mill was built at Appleton and fitted for specialties in book and colors. Its two machines have been the busiest in the city.

Kimberly and De Pere

In 1889 a departure was made by the firm purchasing all the power at what is now the village of Kimberly (three miles from Appleton) and putting into the hands of A. B. Tower, of Holyoke, the planning of a large three-machine print mill, with fully equipped ground-wood and sulphite departments. Under the immediate supervision of this "prince of paper-mill architects" a modern plant was erected, and few, if any, in the States can compare with it, complete as it is with its three large machines, twelve grinders and 30-ton sulphite department.

Last, but by no means least, of our ventures was the building, again from Mr. Tower's plan, at De Pere, of the finest and largest paper mill in the West fitted to make high-grade, loft-dried writing paper. Built in 1891, it only got into the market when the '93 panic made the work of introducing new grades a heavy burden. So far its work has been very satisfactory, and it has been successful in gaining a reputation second to none in the land. It has never shut down a week for want of orders, demonstrating that fine writing can be made as well and as good in the Western as in the Eastern states. This mill was called the Shattuck & Babcock Company, after two of the officers of the Kimberly & Clark Company.

These mills have to a great extent been handled in one common interest, and are a record of the work and growth of twenty-five years of paper making by this one firm. Don't imagine while I have dwelt only on the building of the Kimberly & Clark Company's mills (inasmuch as this, too, is their silver anniversary year) that others who have come in have not kept pace and built and run large paper-mill plants as well.

The growth with the Kimberly & Clark Company from the Globe Mill with its 2-ton daily product, to its present fourteen mills and daily product of 150 tons, demonstrates the healthy growth and increased consumption of paper all within the twenty-five years from 1872 to 1897, and is of itself the history of the paper industry in Wisconsin and is not to be overlooked. It also is an object lesson of the rapid growth of the Great West.

Tribute to Contemporaries

While this is the work of one firm only, the names of the Davises, with their Winnebago and Dells paper mills; of Frank Russell and J. A. Kimberly, Jr., running the Neenah Paper Company; Gilberts, of Menasha, with their large book mill; Geo. A. Whiting and his associates, handling their mills at Menasha and their newer plants at Stevens Point and Plover; Fox River Paper Company, with their three mills at Appleton, running on machine writings and book papers; Mr. Patten and Mr. McNaughton, who are among the pioneers, with their mills at Appleton and Kaukauna and their interests on the Wisconsin; Van Nortwicks, with their interests at Combined Locks and Kaukauna; Col. H. A. Frambach, with others, owning the Badger Paper Company, of Kaukauna, and the Quinnesec properties; Mr. Thilmany of Kaukauna; the large mills of the Marinette and Menominee Paper Company, with the Falls Manufacturing Company, of Oconto, finish the long list of the older mills, while the magnificent water power recently developed on the Wisconsin River has added the Nekoosa-Centralia, Grand Rapids, John Edwards, and Tomahawk paper companies, which with the Park Falls Pulp and Paper Company, closes the list of the mills built and being operated at present in the valleys of the Fox and Wisconsin rivers.

The enterprise of such firms and men as operate these fine properties is recognized all over the land.

From a financial standpoint, the history of our Wisconsin mills is fully as interesting as the development of the paper industry. The old Globe we built in 1872 was equipped for about \$30,000, and now it can readily be shown that hard on to \$20,000,000 is represented in paper, fibre and pulp-mill industries in our State—a creditable showing for a quarter century's work. I can point to fewer financial reverses among the paper makers than in any other one of our varied manufacturing industries.



So much for a history of Wisconsin in the paper industry only from a mechanical and financial standpoint. When one stops to think of the influence of the intelligence that has gone out to the world printed on the output of all these mills, one can never fathom it. It is very much like the Great Eternity.



P. R. THOM

Whose services with the Kimberly-Clark Co. covered thirty-one years. For many years prior to retirement he held the position of General Superintendent.

KIMBERLY - CLARK COMPANY



FIFTY YEARS WITH THE KIMBERLY-CLARK CO.



"The second quarter century of Kimberly-Clark Company history opened in the wake of the panic of 1893. At this time the Company was manufacturing all grades of S. & S. C., M. F. Book, Writings and Mimeograph, various grades of Manila and water-finish Wrappings, as well as News, Wall Paper and kindred grades. In 1915 the Company started the manufacture of its Bleached Refined Groundwood Papers, and so rapid was the increase in demand that the Company was forced to discontinue all other grades of book and writings and devote its entire product to the groundwood papers."

THE SECOND TWENTY-FIVE YEARS ~ By J. C. Kimberly

THE SECOND quarter century of Kimberly-Clark Company history opened in the wake of the panic of 1893.

Hardly had the effect of this disastrous period passed when, again, an extension was planned, which resulted in the plant located in what was then a wilderness but which now is transformed into the attractive village of Niagara, Wisconsin.

At this time the Company was manufacturing all grades of S. & S. C., M. F. Book, Writings and Mimeograph, various grades of Manila and water-finish Wrappings, as well as News, Wall Paper and kindred grades.

Feeling the necessity for a manufacturing unit nearer the raw material supply, there was purchased in 1898 from Colonel

Frambach, the mill which stood on the site then known as Quinnesec Falls. In 1899 we removed the original mill and constructed on this site a modern 60-ton Groundwood Mill, a 50-ton Sulphite Mill and a two-machine Paper Mill.

At that time, the paper machines, each 156 inches in width and built to run 400 feet per minute, were the largest in the country and this speed was then thought to be the limit of fast machines.

These machines were built to make Manila wrapping and water-finish fiber but, early in 1901, just as we were getting into the market, the three machines at Kimberly, making newsprint, were destroyed by fire and it became necessary to transfer the Kimberly contracts to Niagara and convert Niagara into a news mill.

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Kimberly Rebuilt

In 1903, after two years of idleness, the Kimberly paper mill was rebuilt to make S. & S. C. and M. F. book papers. Two machines were installed at that time and a bleaching department added to the sulphite mill.

With the coming of the wide, fast-running machines in book paper, the Vulcan and Tioga became non-competitive and, in 1908 and 1909, these old mills were dismantled and a modern hydro-electric power plant was erected in their place. This power is transmitted to Kimberly, where two more large paper machines were installed.

In 1914 the Atlas Mill, which had been making wrapping paper continuously for thirty-five years, was rebuilt, and equipped for making specialties of various kinds, some of which were made by no other mill in this country.

Entrance of Refined, Bleached Groundwood Papers

In 1915 the Company started the manufacture of its refined, bleached groundwood papers and so rapid was the increase in the demand that, in 1916, the Niagara Mill was again remodeled, this time for the manufacture of S. & S. C. and M. F. book of these grades.

This last alteration in the Niagara Mill marked the passage of the Kimberly-Clark Company from the manufacture of news-print paper, which the Company had been making continuously since its organization in 1872.

Progress During the War

During the period of the war no mills were built, but No. 5 machine was added to the Kimberly book mill and the sulphite plants at both Kimberly and Niagara were increased to a total capacity of 170 tons per day. In addition, a 30-ton groundwood mill was added to the Kimberly plant.

It was during this period that the demand for the refined bleached groundwood papers forced the company to discontinue all other grades of book and writings and devote its entire production to the groundwood papers.

It was also during the war that the Globe Mill (the original mill of the Company), which had been rebuilt shortly before for the making of tissue papers, was converted into a plant for the manufacture of Cellucotton, used so extensively overseas and in our American hospitals by the Red Cross and Army as a substitute for absorbent cotton. Since the war the absorbent properties of Cellucotton have found a new use in "Kotex," a nationally advertised sanitary product.

Kimberly-Clark Company Enters the East

In 1920 the Company found it necessary to locate a plant in the East to care for its growing trade in New York and other eastern centers. After mature consideration, it was decided to locate at Niagara Falls, New York, where we now have in operation a groundwood and paper mill unit.

In planning this new enterprise, the Company again became a pioneer in the installation of the largest paper machine in the world for the manufacture of book paper. A second machine, duplicating the first (196 inches in width), will be installed this summer and the groundwood mill will be doubled to give a capacity of 60 tons daily of refined groundwood.

Pulpwood Supply

Realizing that pulpwood supply is the backbone of the paper industry, the Company, in 1907, joined forces with William Bonifas in the organization of the William Bonifas Lumber Company of Watersmeet, Michigan, purchasing a large supply of hemlock and spruce timber.

A few years later, through the purchase of a controlling interest in the North Star Timber Company, a large tract of spruce timber in Minnesota was secured.

Coincident with the building of the new mill at Niagara Falls came the need of an assured supply of pulp and pulpwood for this plant and this need led to the purchase in 1920 of a controlling interest in the Spruce Falls Company of Kapuskasing, Ontario, Canada, carrying with it a concession of spruce timber on a tract of nearly 2,000 square miles.

In 1920 and 1921 the erection of a 100-ton sulphite mill at Kapuskasing was begun, which will be completed during the present year.

Reorganization in 1907

In 1907 the Company underwent a reorganization, three of the four original partners having passed away. Mr. C. B. Clark, Sr., an active, driving force in the early years of the Company, died in 1891. Mr. F. C. Shattuck, treasurer of the Company, died in 1901. Mr. H. Babcock passed on in 1905.

Mr. J. A. Kimberly, Sr., the only remaining member of the "Big Four" as they were called, with Mr. F. J. Sensenbrenner and the second generation of the Kimberly, Clark and Shattuck interests, took over the business and they, together with the younger men active in the business, have carried it on.

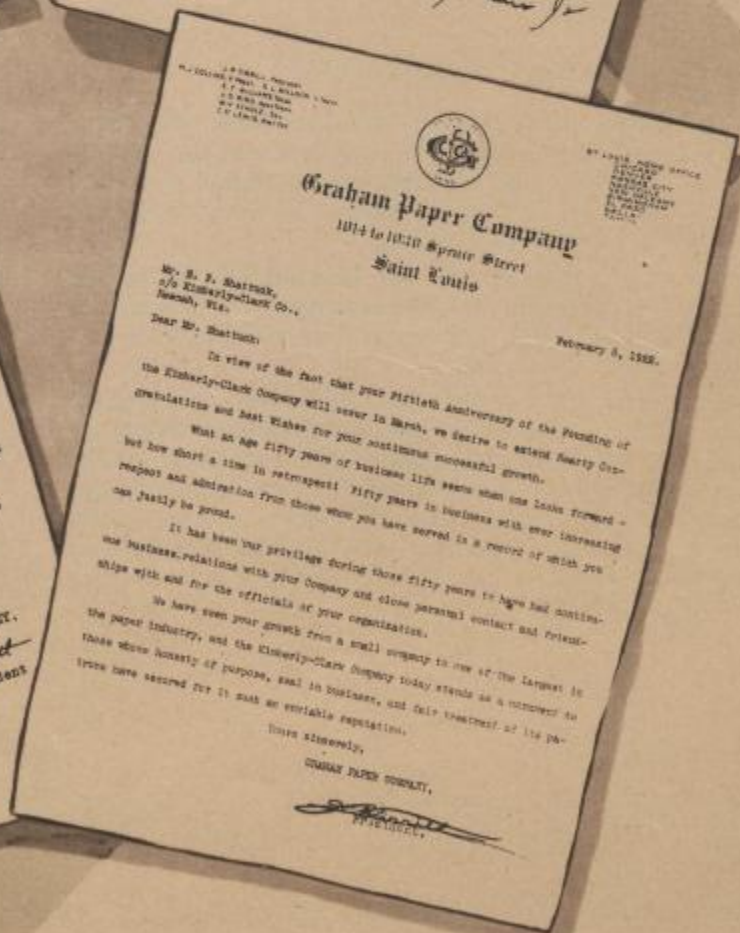
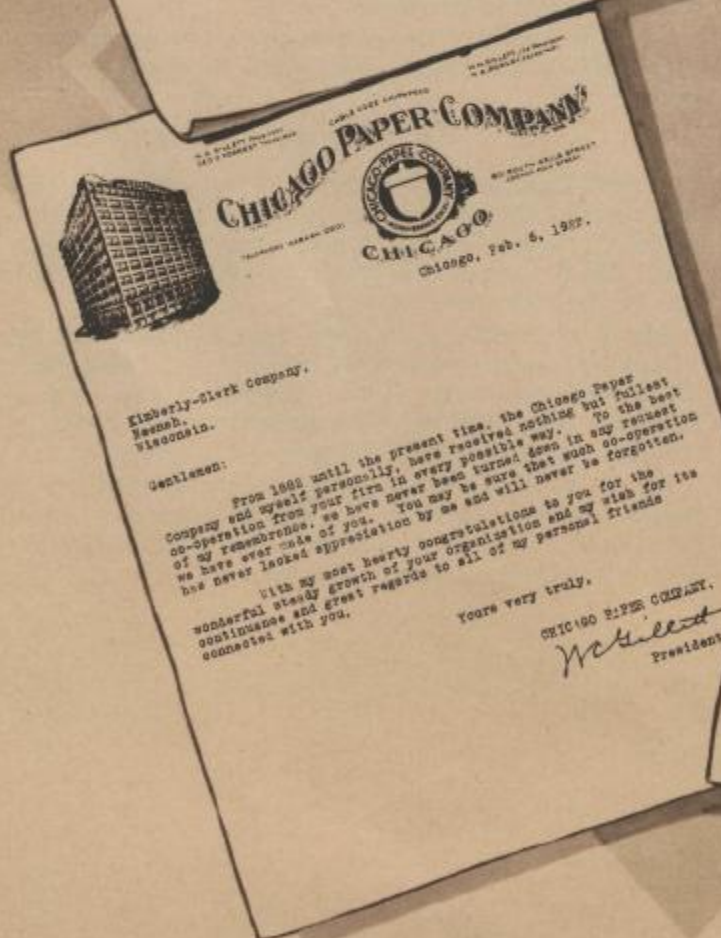
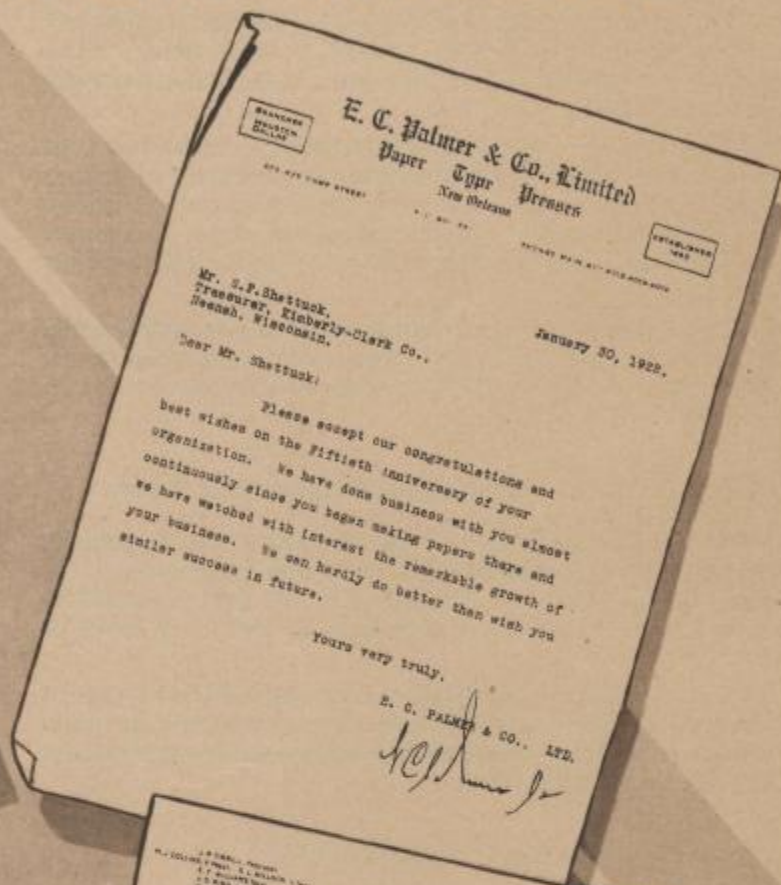
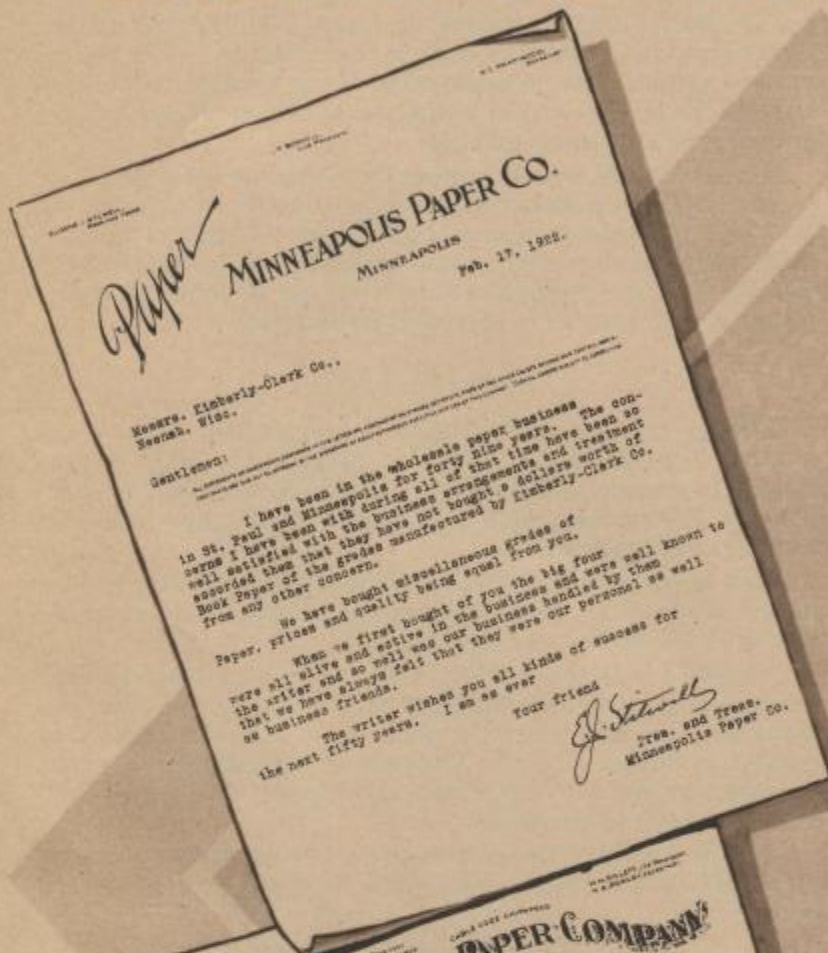
Mr. J. A. Kimberly, Sr., although having retired from active business several years ago, has remained president of the Company since its reorganization and, on March 26th, completed a successful business career of fifty years.



K I M B E R L Y ~ C L A R K C O M P A N Y



GREETINGS FROM OLD FRIENDS

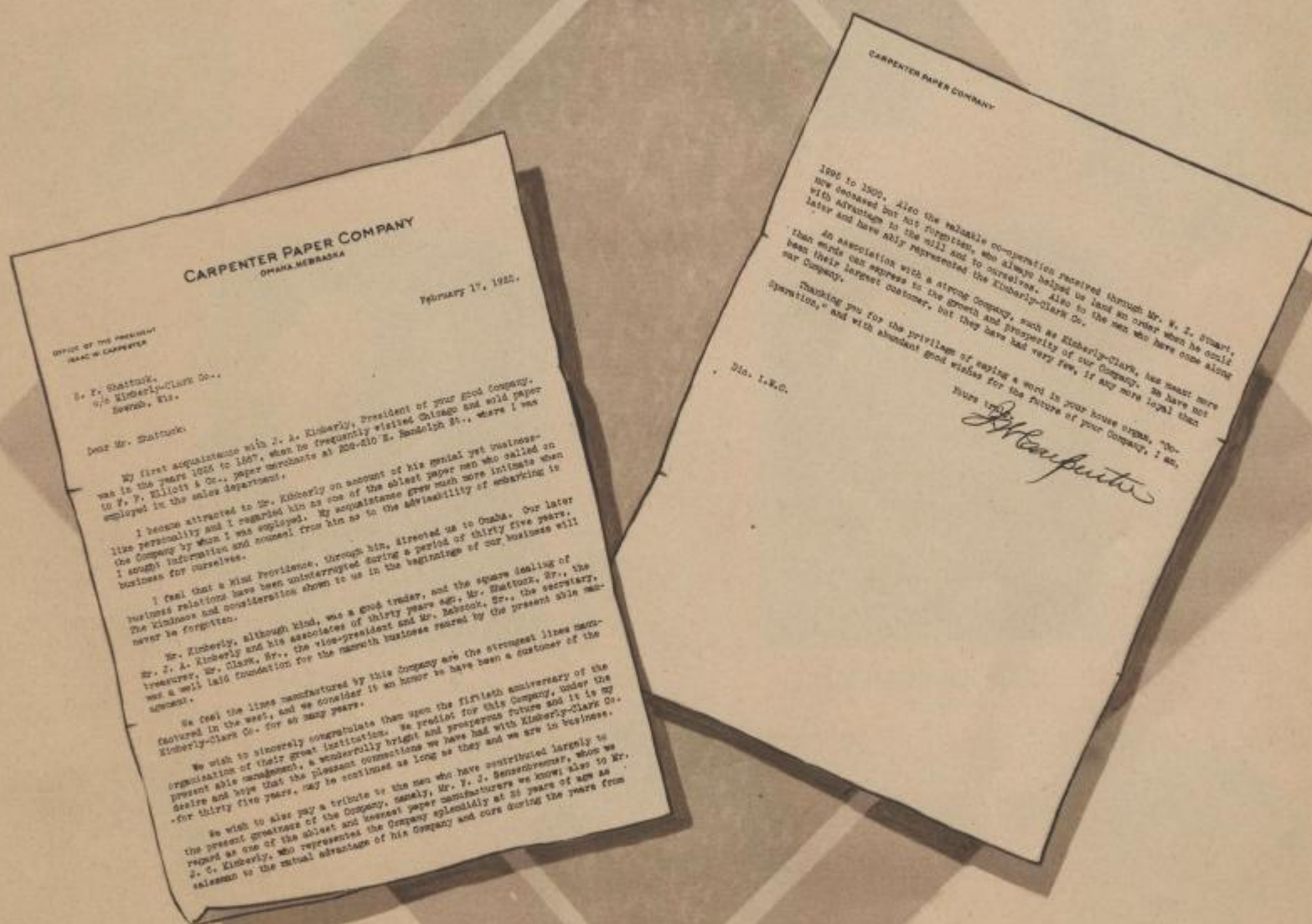


KIMBERLY-CLARK COMPANY



OF TWENTY-FIVE YEARS AND MORE

"Friends of 25 years, is a phrase that rolls easily from the tongue, but when the friends have been such as those whose greetings are reproduced on these pages—staunch and loyal alike through prosperity and adversity—then that phrase takes upon itself a fraternal tenderness like the grip of a comrade's hand. Great though the Kimberly-Clark Company has grown, it has not now forgotten, nor will it ever forget, those whose kindly confidence made possible whatever success it may have attained."



KIMBERLY ~ CLARK COMPANY



DIRECTORS AND OFFICERS

J. C. KIMBERLY
Second Vice-President



C. B. CLARK
Third Vice-President



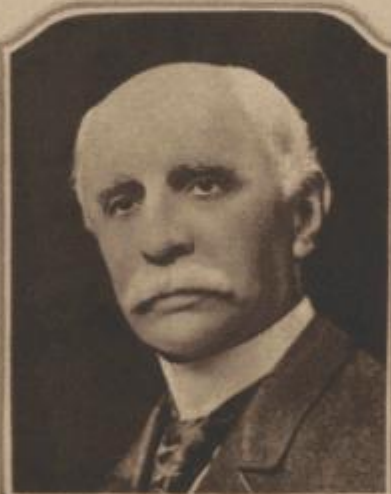
HARRY PRICE
Secretary



ERNST MAHLER
Fourth Vice-President
General Superintendent



J. A. KIMBERLY
President



F. J. SENSENBRENNER
First Vice-President and General Manager



WILLIAM BONIFAS
Woods Operations



S. F. SHATTUCK
Treasurer and Industrial Relations



J. S. SENSENBRENNER



KIMBERLY ~ CLARK COMPANY



DEPARTMENT HEADS



S. R. STILP
Manager Falls Division



F. G. WHEELER
Bleach Making Dept.



FRED KRANHOLD
Supt. Book Paper Mills



F. R. BROSIUS
Power Dept.



P. A. PAULSON
Sulphite Dept.



W. H. RYAN
Purchasing Dept.



C. A. SOMMERS
Accounting Dept.



C. L. HENDERSON
Engineering Dept.



F. E. SENSENBRENNER
Land Dept.



E. J. JONES
General Superintendent
Kapuskasing Mill



WM. K. KOLB
Resident Engineer
Kapuskasing Mill



C. G. BRIGHT
Chief Chemist



C. A. FOURNESS
Statistical Dept.



H. A. ROTHCHILD
Research Dept.



E. W. YOUNG
Warehouse Dept.

KIMBERLY - CLARK COMPANY



SALES DEPARTMENT

H. D. FRALICH

H. F. BADGLEY

R. C. HOLMES

E. R. McINTYRE

C. H. SAGE

RAYMOND KELLY
General Sales Manager

D. A. NICHOLSON

A. F. KRAUTKRAEMER

R. C. BROWN

F. A. MURPHY

E. H. BOWEN

H. S. HOWARD

KIMBERLY ~ CLARK COMPANY



SUPERINTENDENT'S COUNCILS



Kimberly heads of departments with one or more company officers may be found lunching together Wednesday of every week. Out of these friendly get-togethers come team work and co-operation.

Standing—Mahler, Ritten, Kranhold, Henderson, Young, Kettenhofen, Vandervelden, Sensenbrenner, Schmidt, Rothchild, Mehring.

Seated—Shattuck, Fourness, Miss Baker, Doerfler, Vandenheuvel.

Superintendents' Council at Niagara, Wis. This group with officers of the Company meets about the dinner table, each Thursday noon for social intercourse and the discussion of mutual problems.



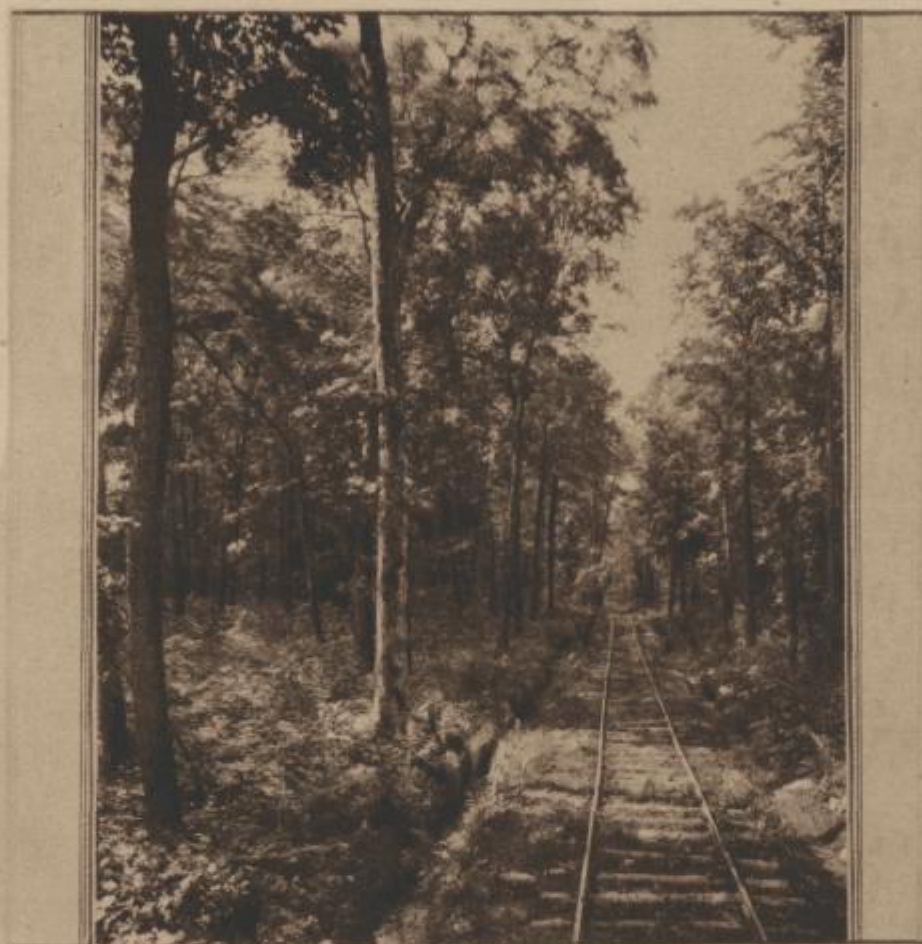
Kranhold, Girard, Mahler, Johnson, Krippene, Knickerbocker, Armstrong, Beeman, Fourness, Stridde, Haugerod, Hoffman, Vaughter.

KIMBERLY ~ CLARK COMPANY



WHERE THE PAPER MAKING PROCESS BEGINS

*The Forests
of Michigan, Minnesota
and the
Province of Ontario*



*A camp of the BONIFAS LUMBER COMPANY,
subsidiary of the KIMBERLY-CLARK COMPANY*

LOGGING RAILROADS lead out through Virgin timber to the main line of the C. & N. W. R. R. which brings the wood to the Wisconsin plants of the Company. The Niagara Falls plant draws its timber supply chiefly from Canada.

K I M B E R L Y ~ C L A R K C O M P A N Y



WHERE EXPERIENCE COUNTS



Experienced loggers produce the wood out of which paper such as this booklet is printed on is made



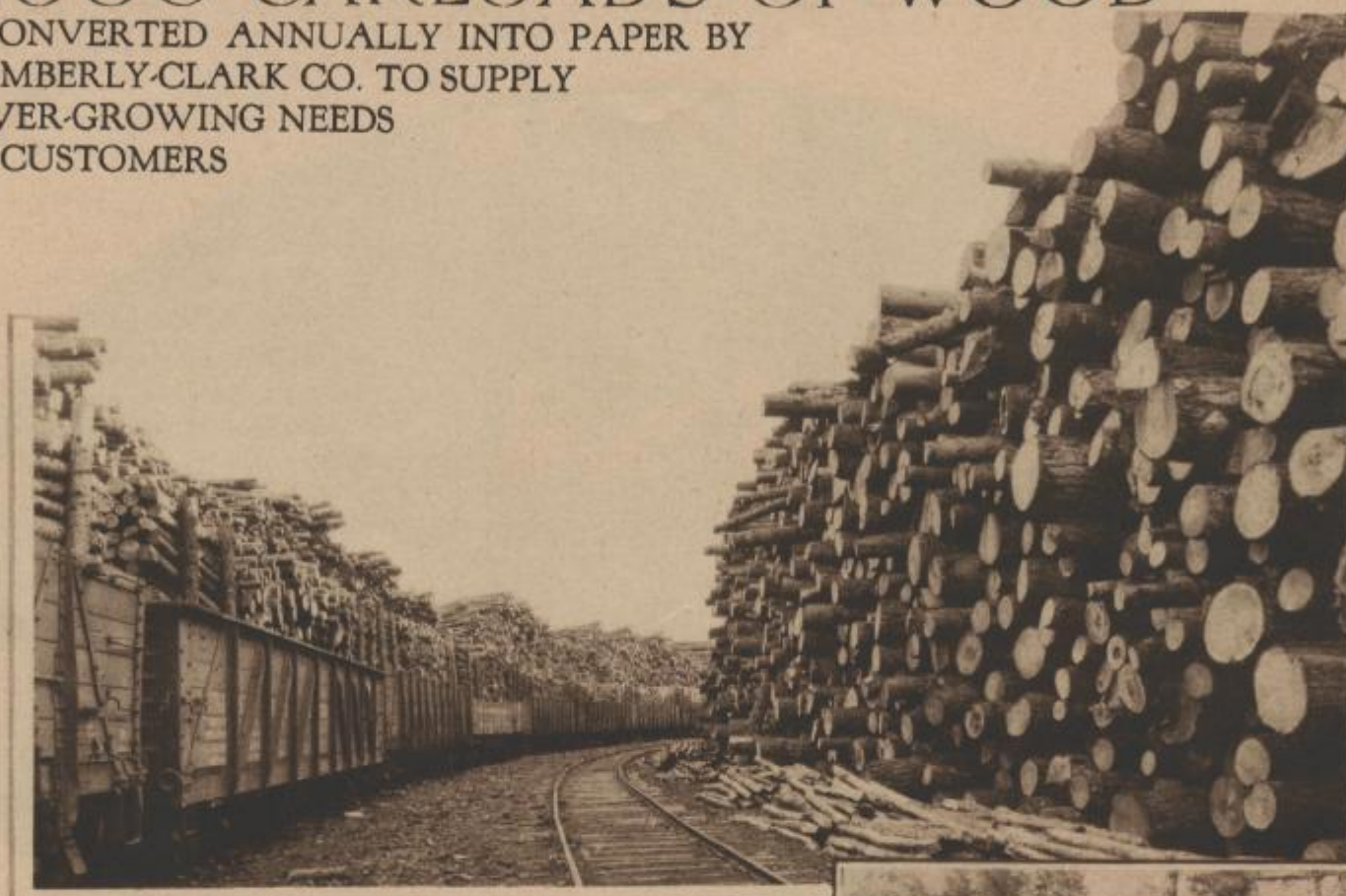
Trainload of Logs

KIMBERLY ~ CLARK COMPANY



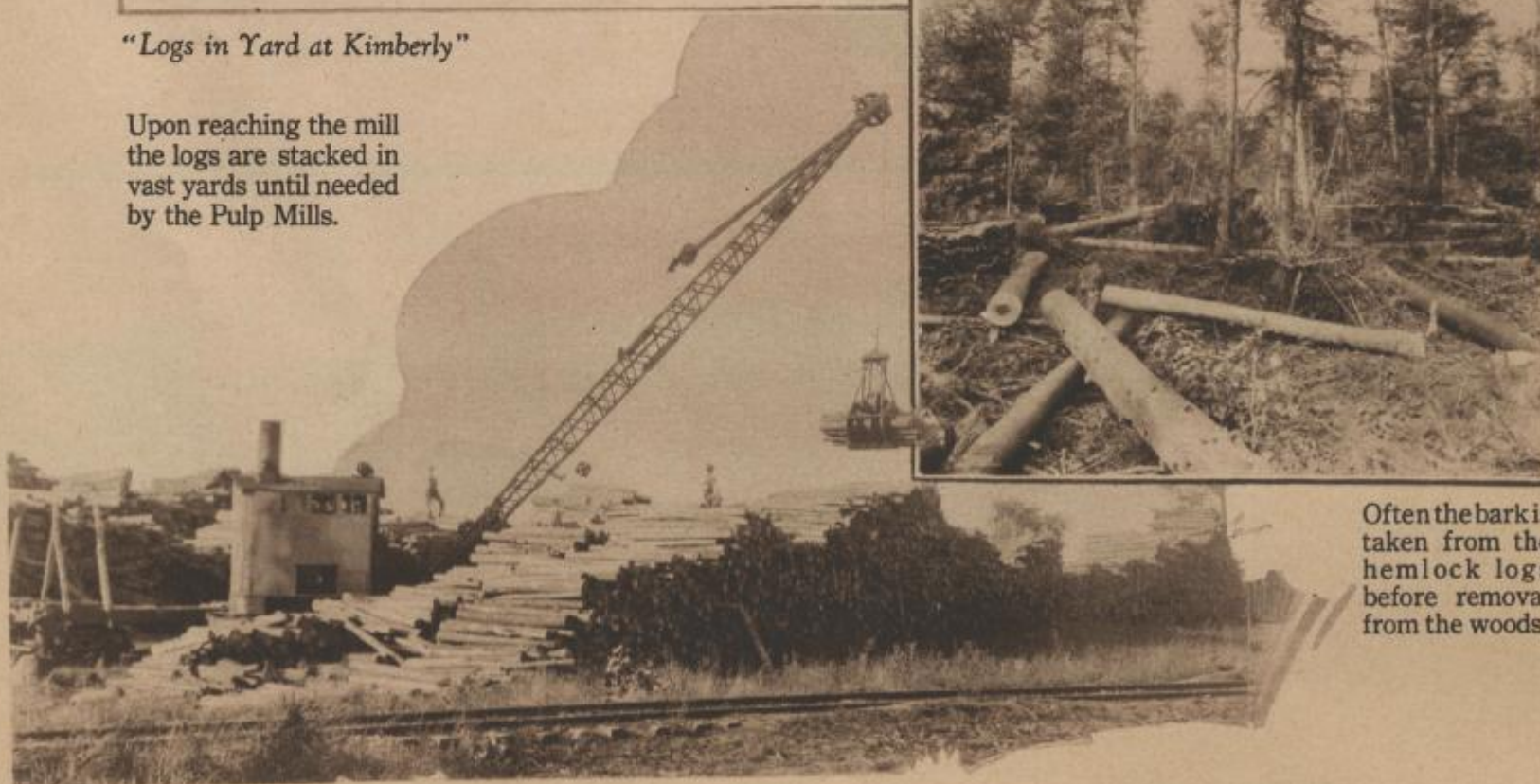
20,000 CARLOADS OF WOOD

ARE CONVERTED ANNUALLY INTO PAPER BY
THE KIMBERLY-CLARK CO. TO SUPPLY
THE EVER-GROWING NEEDS
OF ITS CUSTOMERS



"Logs in Yard at Kimberly"

Upon reaching the mill
the logs are stacked in
vast yards until needed
by the Pulp Mills.



Often the bark is
taken from the
hemlock logs
before removal
from the woods.

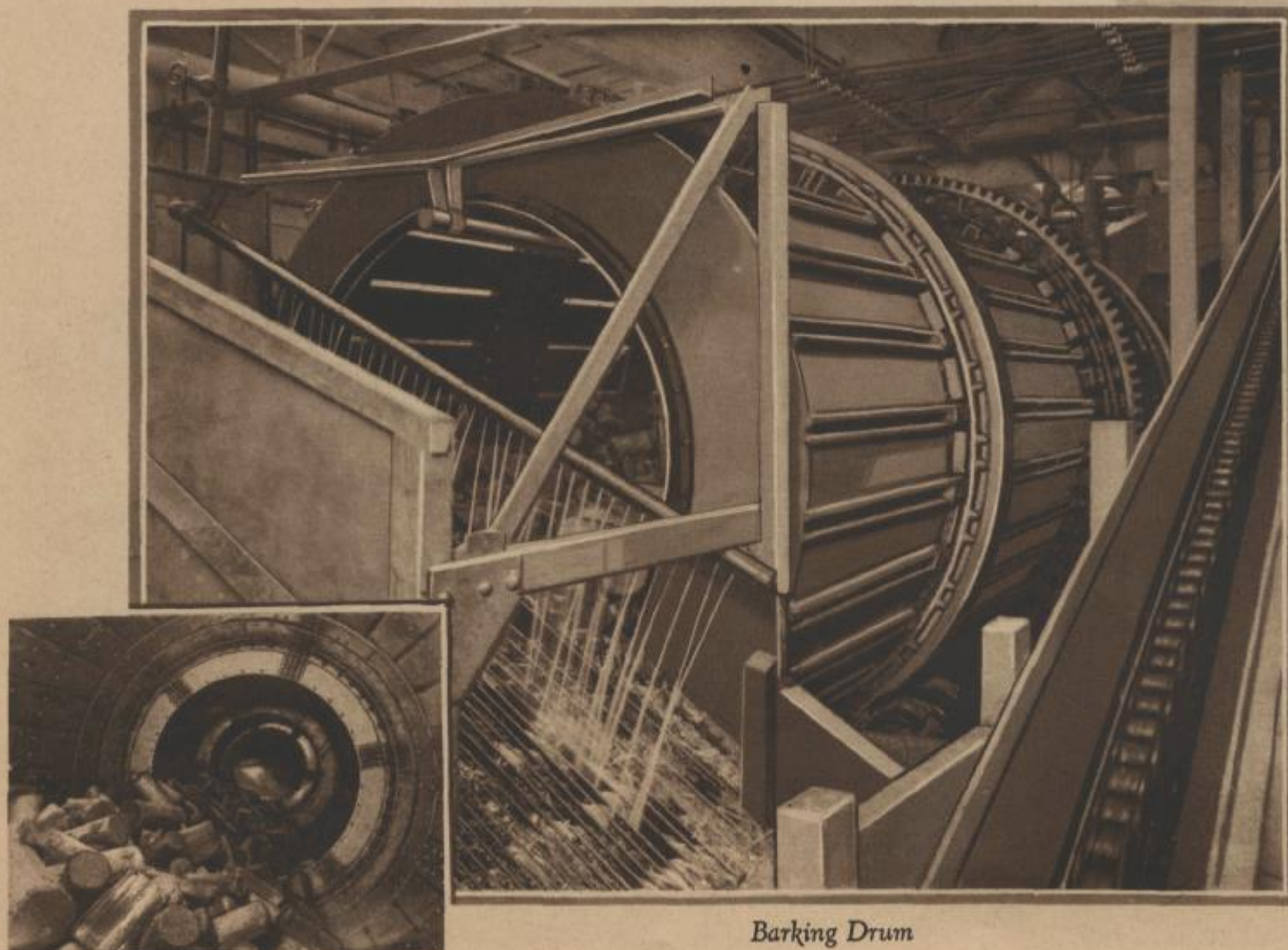
KIMBERLY - CLARK COMPANY



THE LOG HAUL AND BARKING DRUM



AN endless chain conveyor brings the logs to saw, thence to the Paulson revolving barking drum. The wood enters the upper end of the drum and the bark is tumbled off as it works down to the outlet—a striking contrast to the original hand method of bark removal.



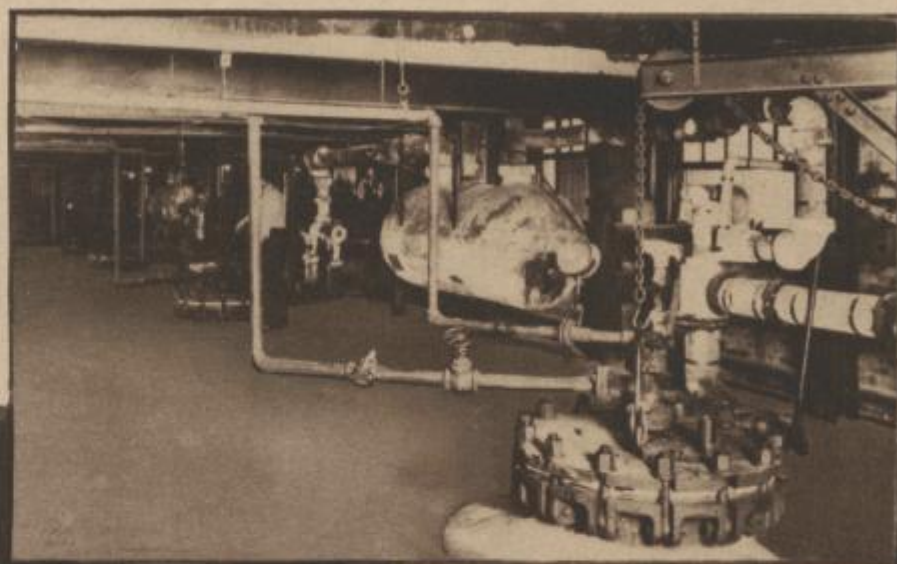
Barking Drum

KIMBERLY ~ CLARK COMPANY



DIGESTERS AT KIMBERLY MILL

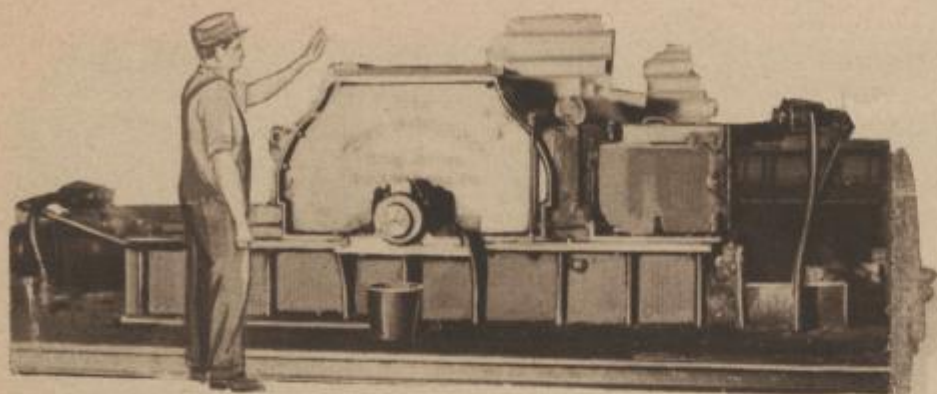
FOR the Sulphite process, the wood is chipped and the chips are conveyed to lofty bins, then spouted into huge digesters and cooked until the fibres are transformed into cellulose. After filling the digester, the head is bolted down and acid enters from above and steam below.



KIMBERLY ~ CLARK COMPANY

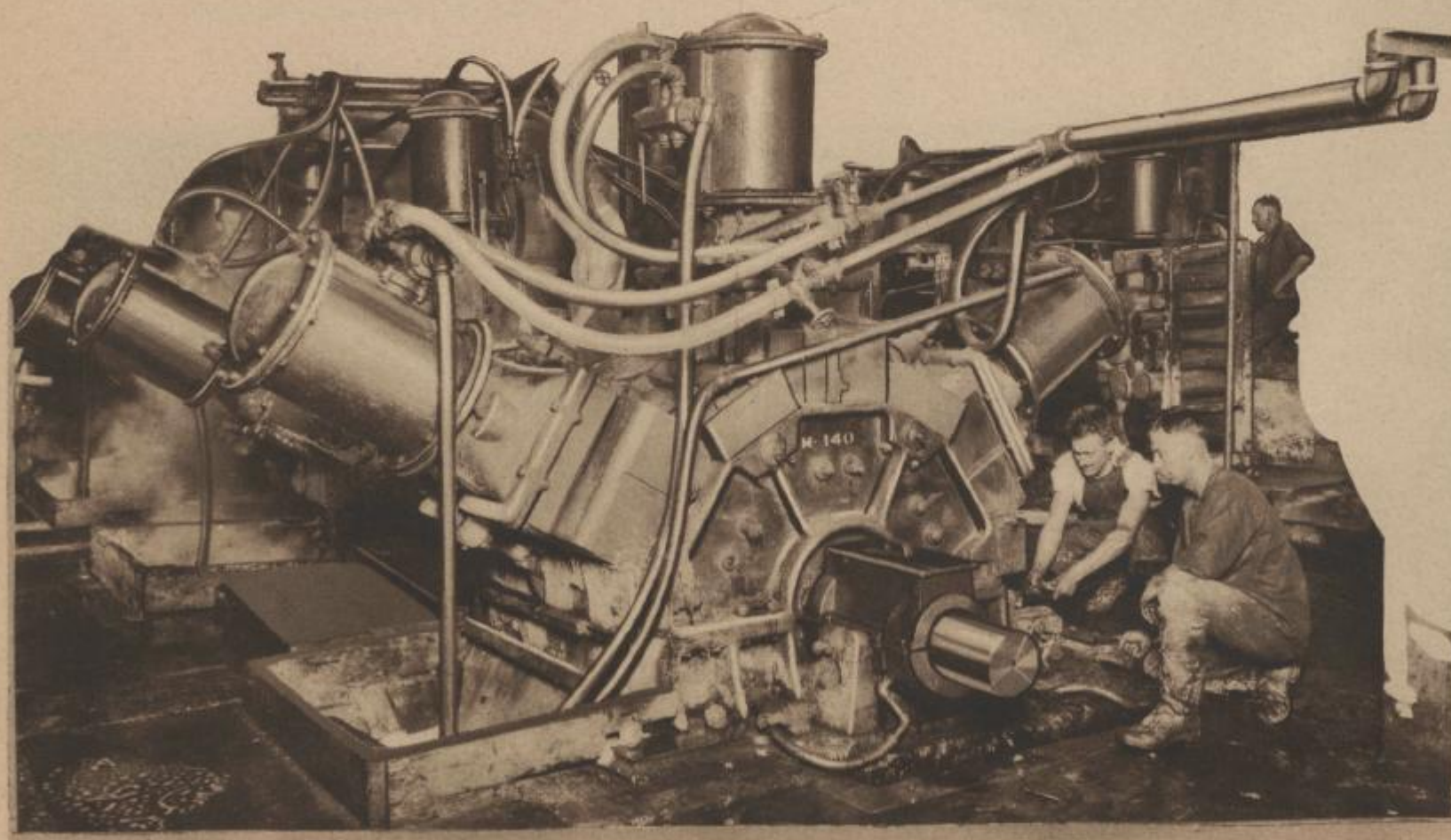


BLEACHED REFINED GROUND WOOD



A Grinder of the Olden Days

THE wood intended for Groundwood is fed into the pockets of powerful grinders. It is here, under skilled technical direction, that the stock is made which forms the base of *Bleached Refined Groundwood Papers* which are inseparably linked with the name of Kimberly-Clark Company.



KIMBERLY ~ CLARK COMPANY



WET MACHINES AND THE NIAGARA BEATER



From the cooking and grinding processes the pulp is slushed direct to the beating engines, or, as in this illustration is run out into bundles over wet machines for storage or shipment.

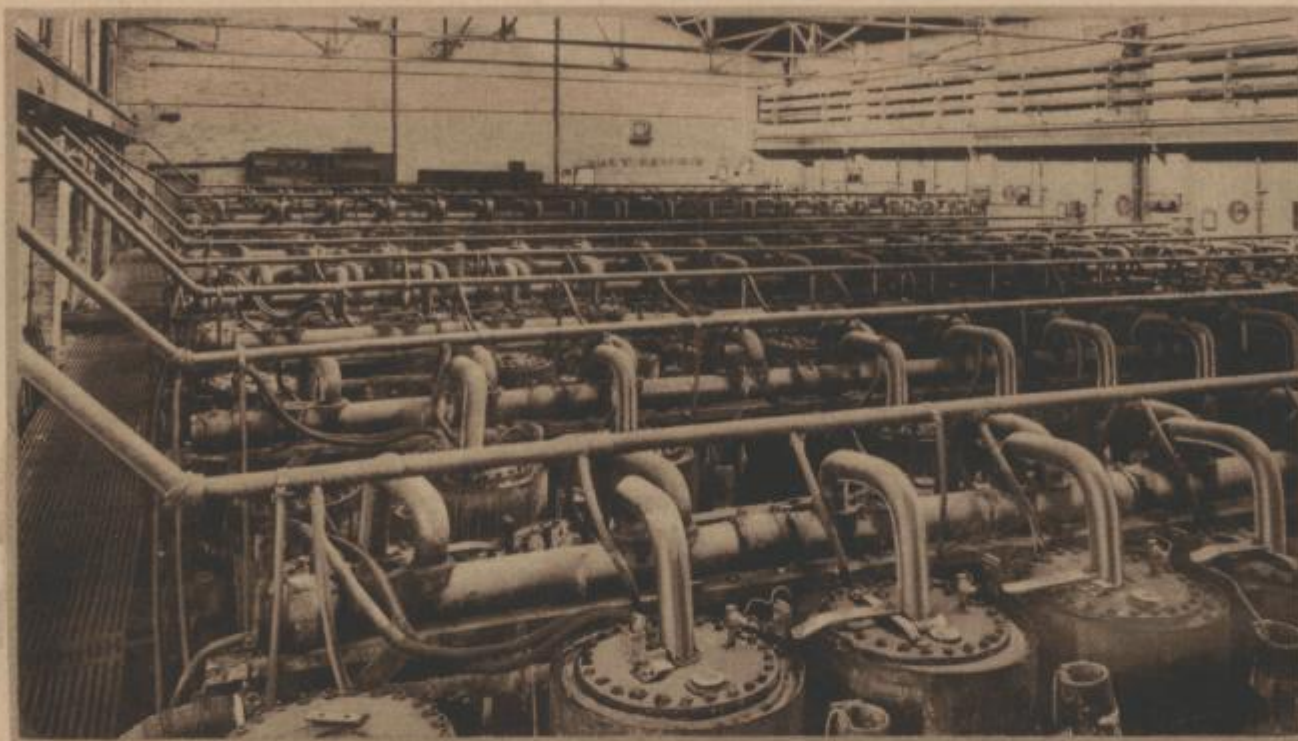


The last word in beating engines is the *Niagara Beater*, doing the work of four beaters of twenty-five years ago. The distinctive feature of the Niagara Beater is the sloping bottom which hastens the flow of the stock.

KIMBERLY ~ CLARK COMPANY



THE CHEMISTRY OF PAPER MAKING



Cell Room of Electrolytic Bleach Plant, Kimberly, Wis., F. G. Wheeler, Supt. From this plant, bleach is shipped to the pulp and paper mills of this Company.

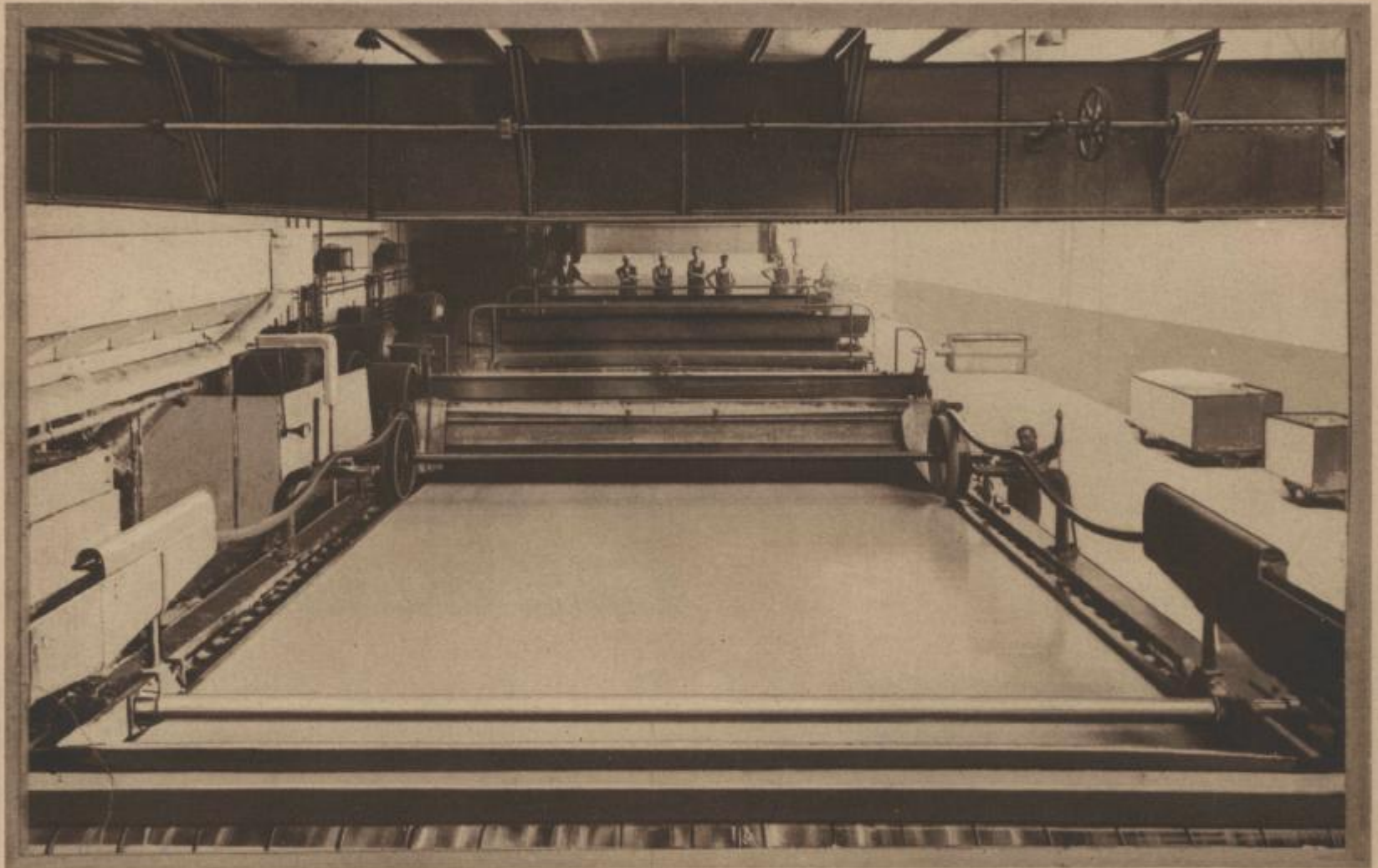


A corner of one of the laboratories showing miniature beater and color mixing apparatus. Predetermination of results is essential to successful manufacture. Raw materials, unfinished products in the different stages of manufacture, and the finished products are tested continuously in our numerous laboratories.

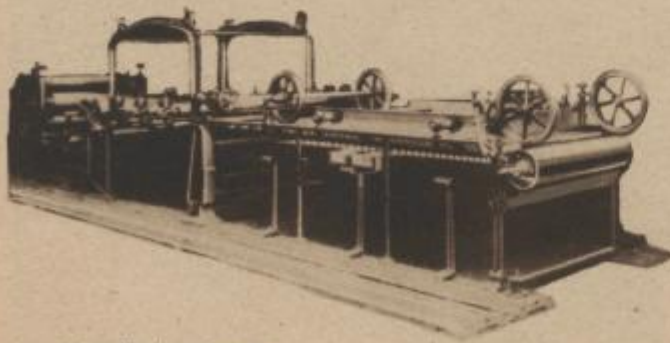
K I M B E R L Y ~ C L A R K C O M P A N Y



THE LARGEST BOOK PAPER MACHINE IN THE WORLD



Looking down the wire of the largest machine in the world making book paper (196-inch width) and capable of 75 tons per day of finished product. This machine is installed in the new Niagara Falls Mill of the Company. Another machine of equal width is now in process of erection and will begin to produce early in 1923.



A Fourdrinier part of fifty years ago. Three tons in twenty-four hours was a big run in those days.

1872—6,000 lbs. in 24 hours

1922—150,000 lbs. in 24 hours

Comparative output of the two machines

K I M B E R L Y ~ C L A R K C O M P A N Y



FIVE MACHINES AT KIMBERLY MAKE 150 TONS PER DAY

A Drier Section of forty
years ago. Total length
of drier section—24 feet.



Wet end of three of the five machines of the Kimberly
Mill. These five machines are capable of 150 tons
daily of Bleached Refined Groundwood Paper.



K I M B E R L Y ~ C L A R K C O M P A N Y



MANHOOD VALUED ABOVE MACHINERY



KIMBERLY-CLARK CO. TAKES PRIDE IN PRESENTING
THE MEN WHO PUT INTO OPERATION THE GIANT
MACHINE AT THEIR FALLS DIVISION MILLS.



H. G. BOON
Chief of Statistical Dept.



S. R. STILP
Manager



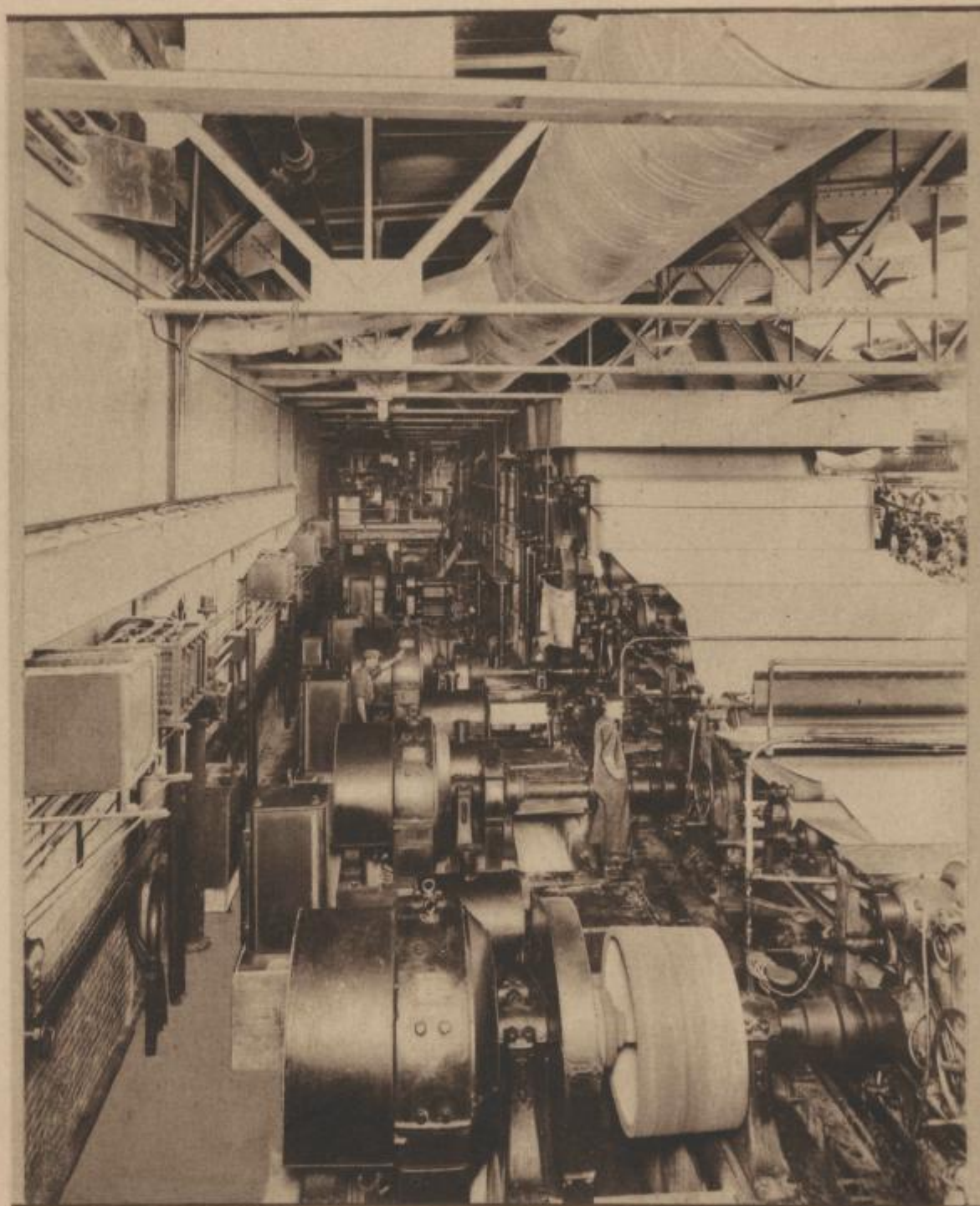
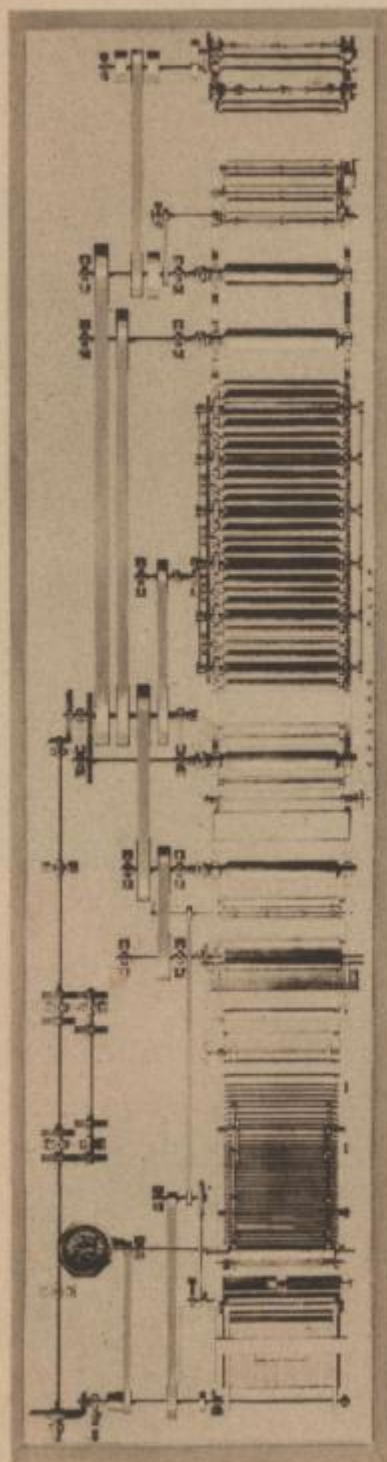
HERMAN KRENKEL
Superintendent

KIMBERLY - CLARK COMPANY



FROM BELTS TO MOTORS

THIS NEW INSTALLATION AT NIAGARA FALLS REPRESENTS THE HIGHEST DEVELOPMENT IN PAPER MAKING MOTIVE POWER.

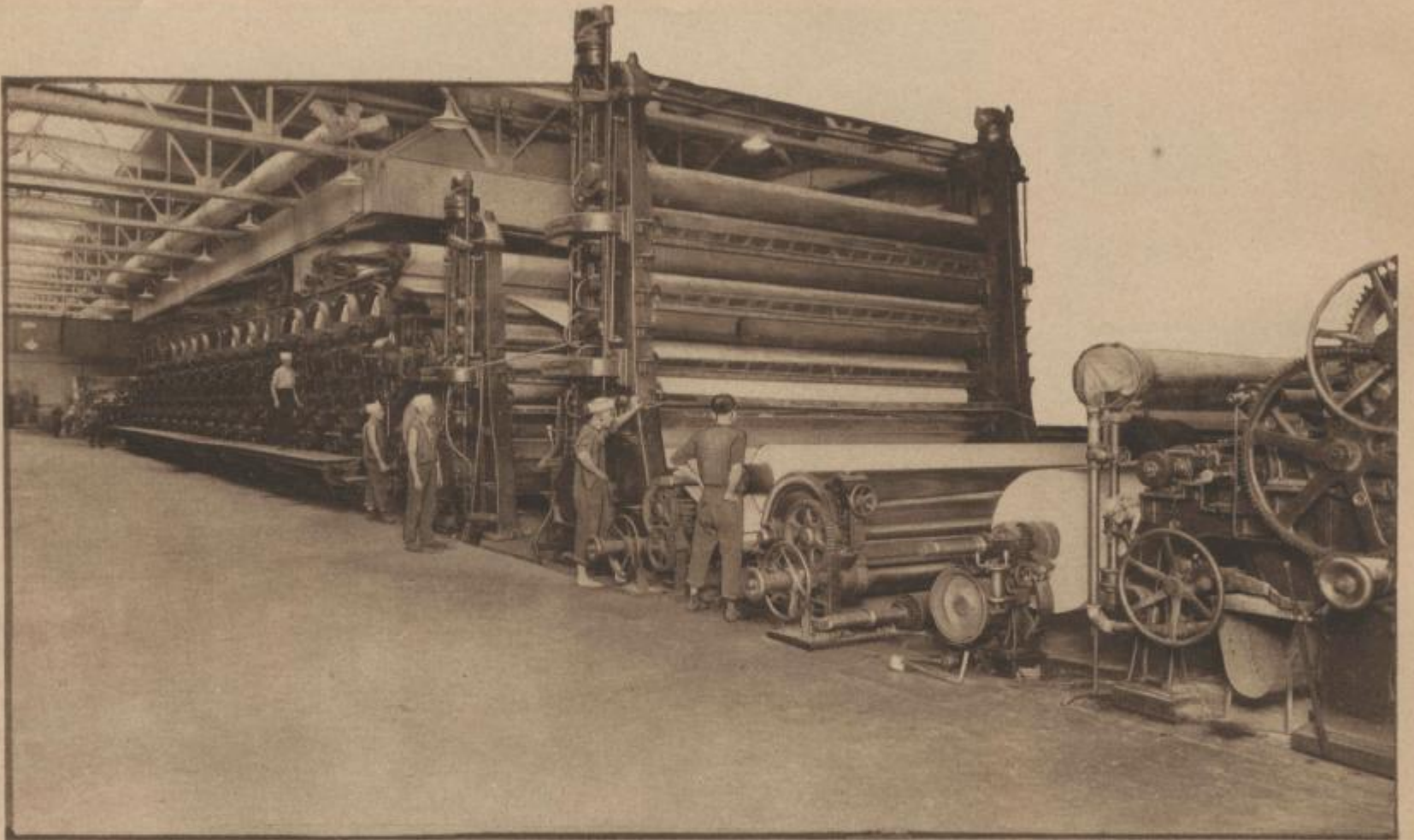


Probably no contrast in paper mill engineering is more striking than the advance from the longitudinal belt drive of fifty years ago to the individual motor drive of the modern paper machine. The old belt drive pictured at the left was before the days of the cone pulley. Speeds were changed by shifting gears on the shaft.

KIMBERLY ~ CLARK COMPANY



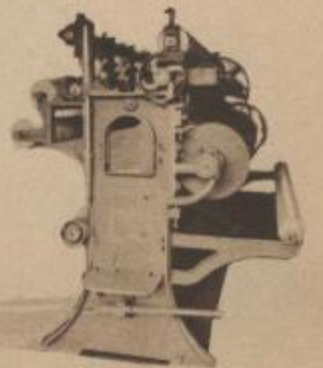
188 INCHES OF FINISHED BOOK-PAPER FROM A SINGLE MACHINE



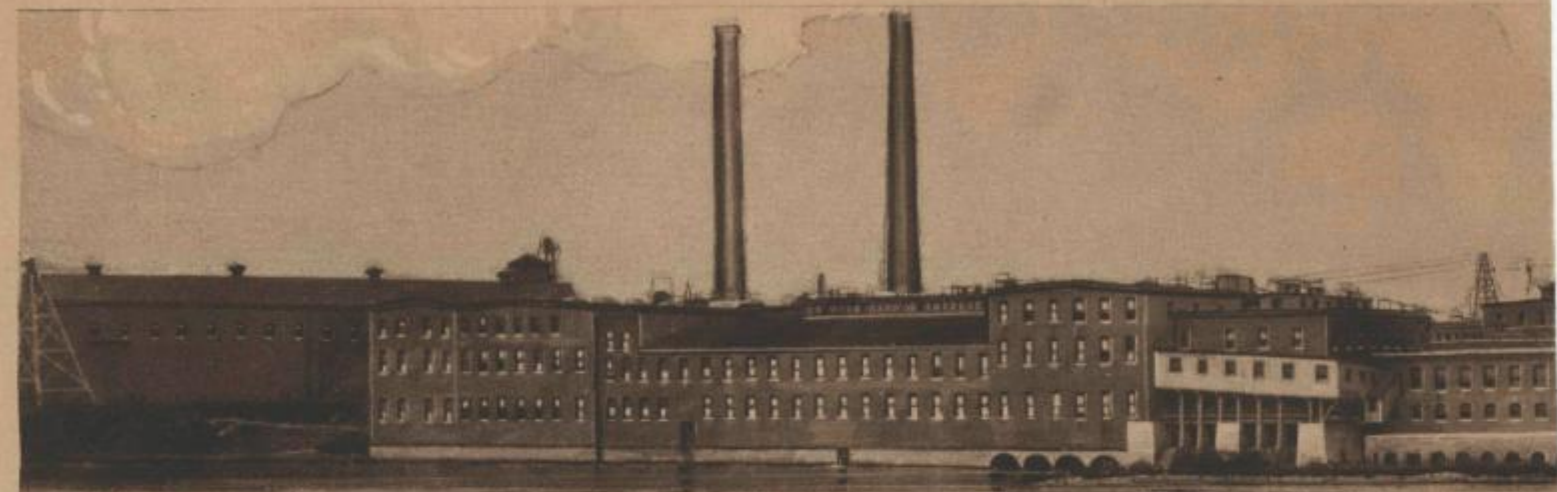
Calender stack, slitter frame and winder of the massive machine at the Falls Division



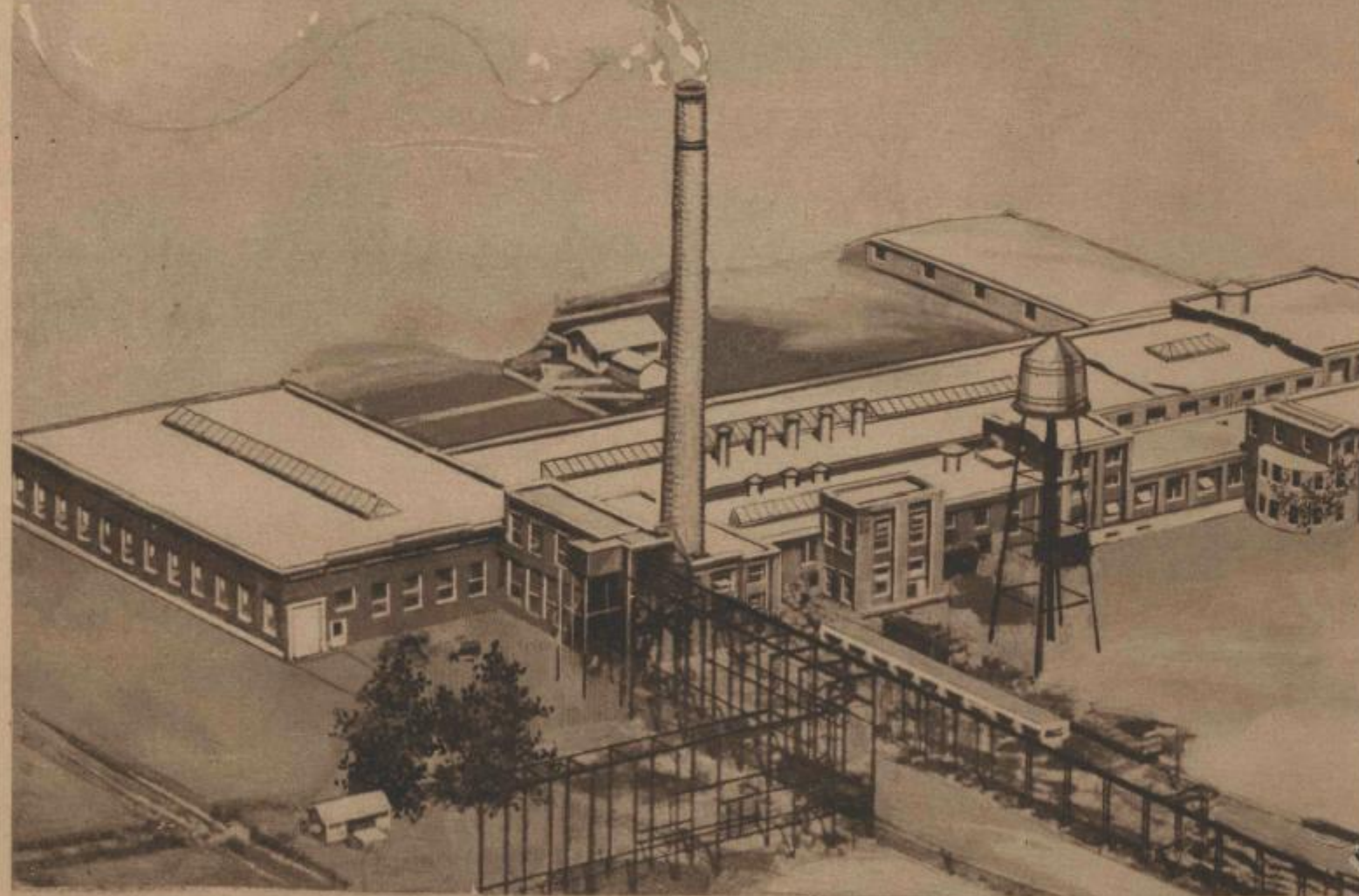
FIFTY YEARS AGO a big stack was nine feet high and a machine making 48 inches of finished paper was a big machine. In those days, too, slitters and winders of the type shown by these pictures were in vogue.



KIMBERLY ~ CLARK COMPANY



KIMBERLY MILL, KIMBERLY, WIS.
Built 1899—Rebuilt 1903
Daily Capacity 90 tons Bleached Sulphite Pulp and 150 tons
Bleached Refined Ground Wood Papers



NEW PLANT AT NIAGARA FALLS, N. Y.
Built 1920
Capacity doubled in 1921
Making 75 tons Bleached Refined Ground Wood daily and containing the two largest machines in the world running Book Paper
Capacity: 150 tons per day of finished paper.



ELECTROLYTIC BLEACH
MAKING PLANT
KIMBERLY, WIS.
Built 1915
24 tons of Bleach and 12 tons of
Caustic per day



VULCAN POWER HOUSE
APPLETON, WIS.
Built 1909
Developing 30,000 K. W. H. per day, most of which is
transmitted electrically to Kimberly

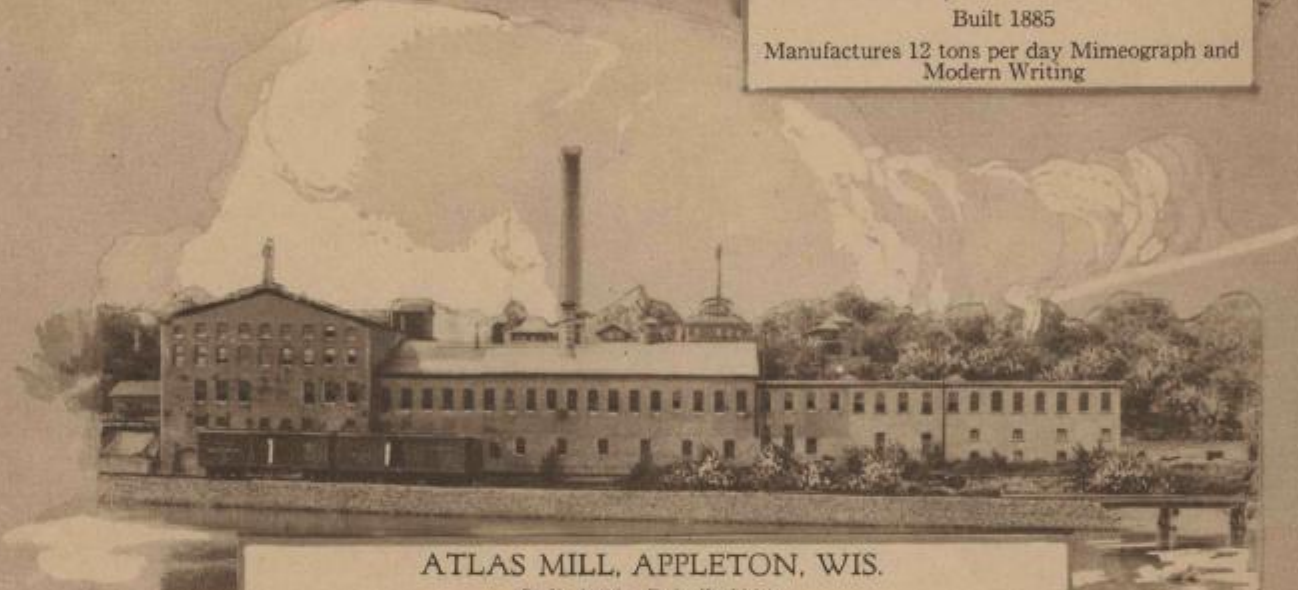
FIFTY YEARS OF PROGRESS 1872—1922



Original Mill
Still in operation



GLOBE
Kimberly-Clark Co.
Manufacturing Cellucotton



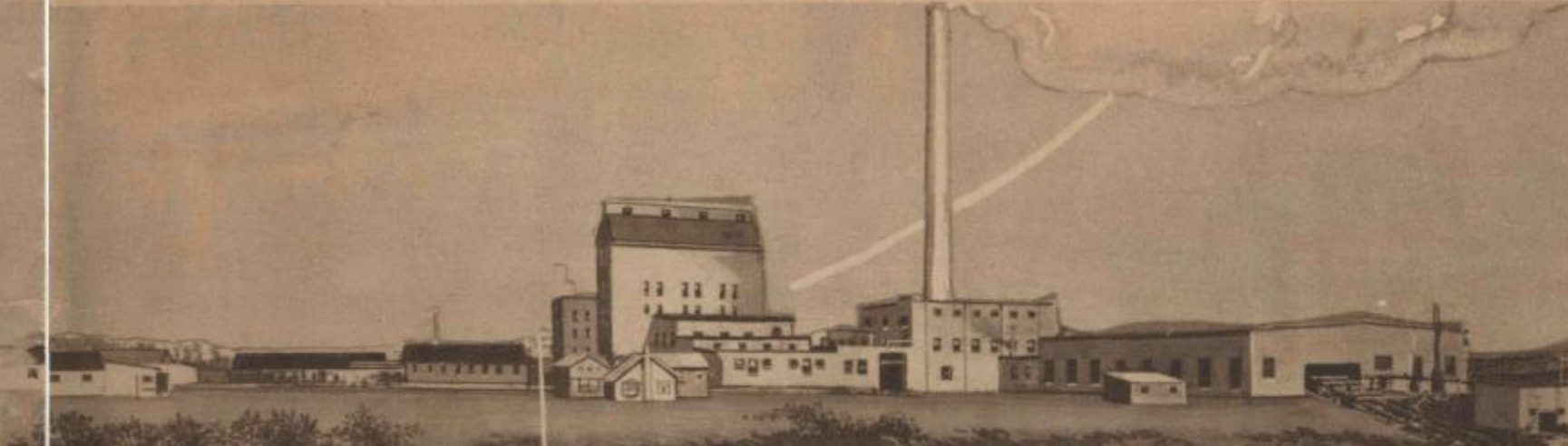
ATLAS MILL, APPLETON, WIS.
Built 1879—Rebuilt 1914
Manufacturing Specialties—Notably Wall Papers, Kindergarten and Art Papers
Capacity 22 tons per day



NEENAH MILL, NEENAH, WIS.
Built 1885
Manufactures 12 tons per day Mimeograph and
Modern Writing



NIAGARA MILL, NIAGARA, WIS.
Built 1899—Remodeled 1916
Daily Capacity
125 tons Bleached Refined Ground Wood, 90 tons Sulphite,
80 tons Rotoplate and Hyloplate



100 TON SULPHITE MILL OF THE
SPRUCE FALLS CO., LTD.
(Subsidiary of Kimberly-Clark Co.)
Kapuskasing, Ontario
Built 1921



BADGER MILL, NEENAH, WIS.
Built 1884
Producing 5,000 pounds per day of Cellucotton

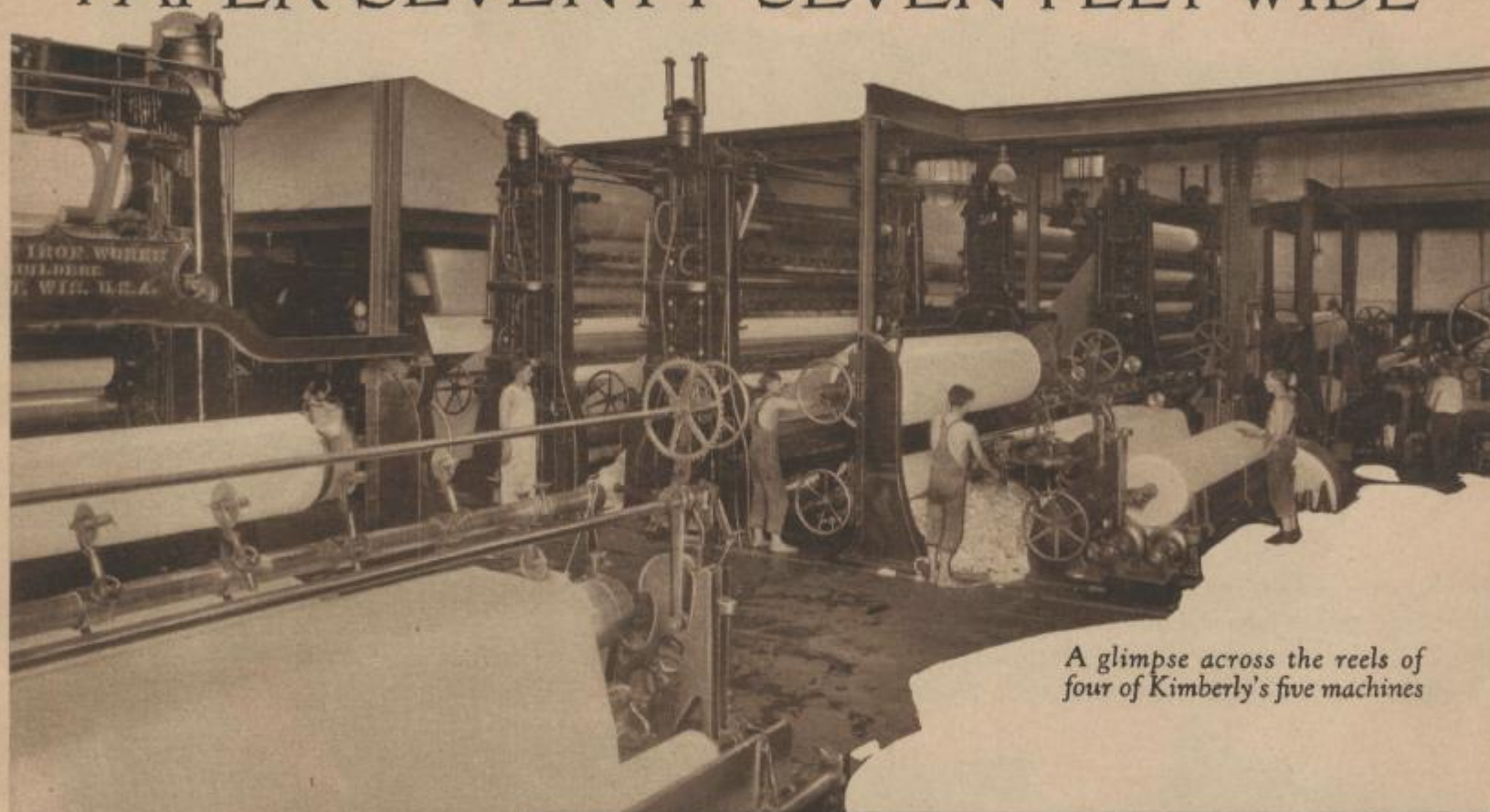


KIMBERLY-CLARK
COMPANY





CAPACITY OF THESE SEVEN MACHINES EQUAL TO A CONTINUOUS SHEET OF PAPER SEVENTY-SEVEN FEET WIDE



*A glimpse across the reels of
four of Kimberly's five machines*



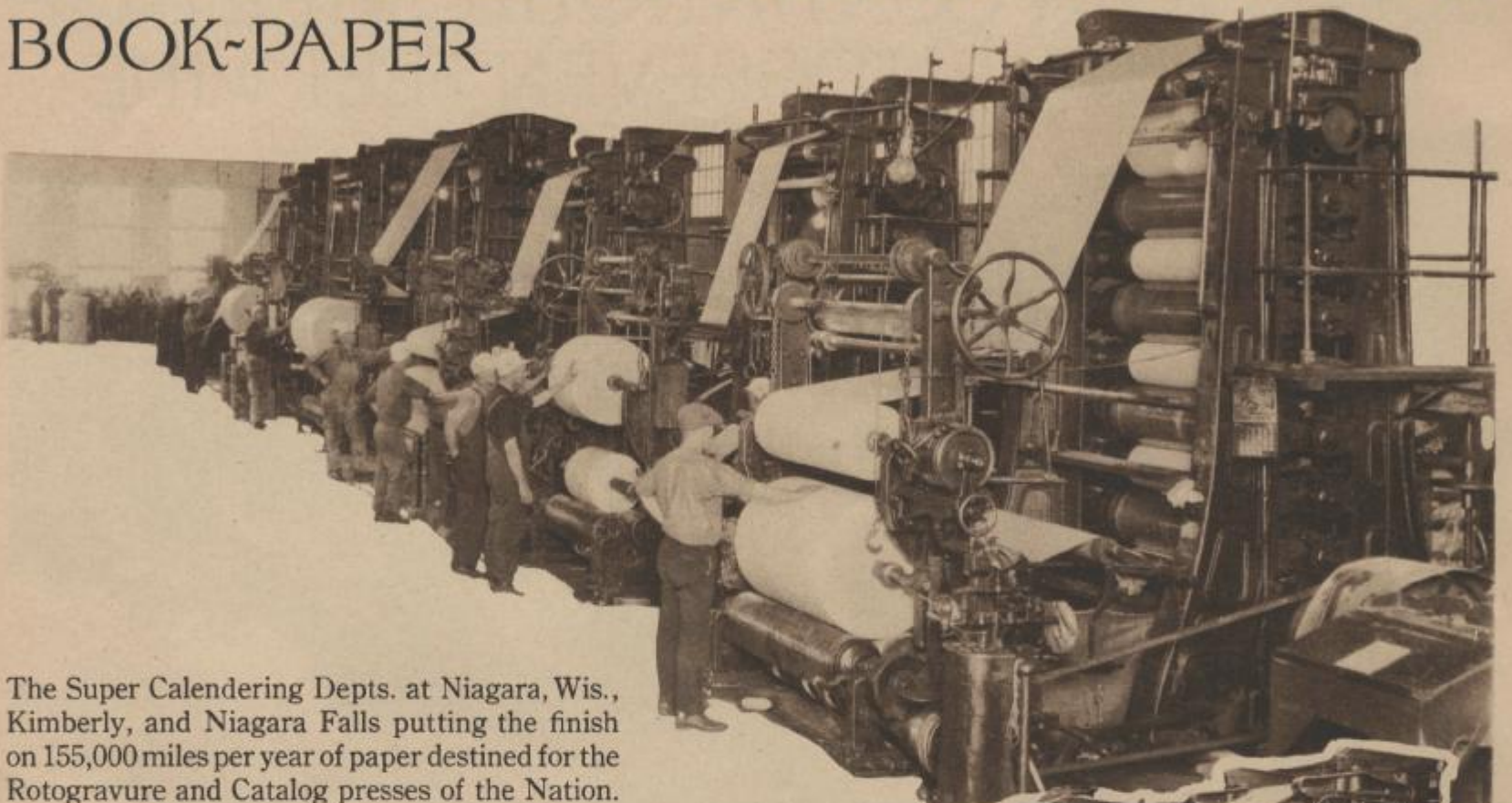
*The two 156-inch machines at
Niagara, Wis.*

*These seven machines reel
off a total width of 77 feet of
paper, day in and day out*

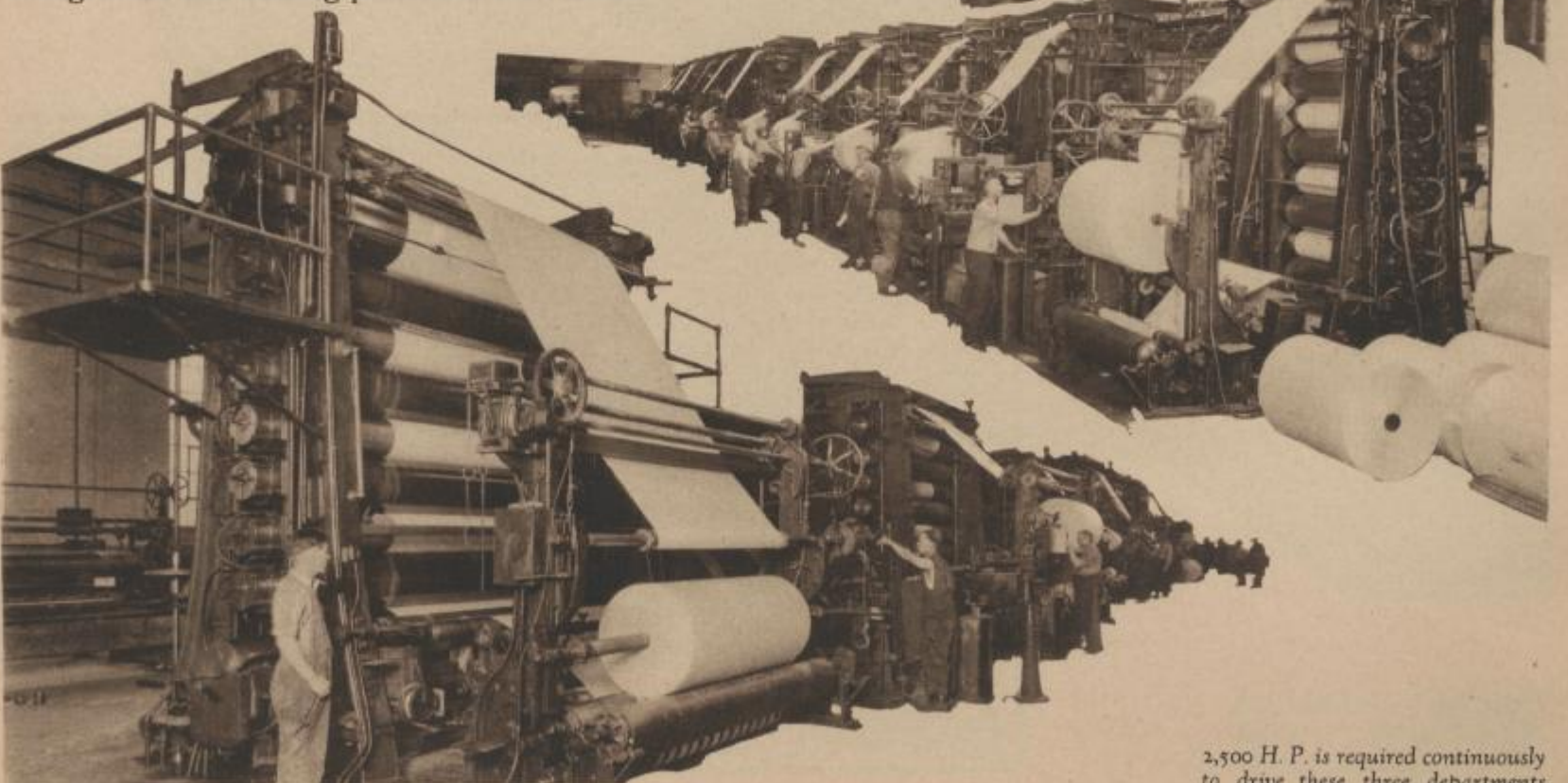
K I M B E R L Y ~ C L A R K C O M P A N Y



155,000 MILES OF SUPERCALENDERED BOOK-PAPER



The Super Calendering Depts. at Niagara, Wis., Kimberly, and Niagara Falls putting the finish on 155,000 miles per year of paper destined for the Rotogravure and Catalog presses of the Nation.



2,500 H. P. is required continuously to drive these three departments

KIMBERLY ~ CLARK COMPANY



THE FINAL TOUCHES



The Paper ordered in sheets is here cut to size, hand counted and wrapped.

Loading rolls at Niagara Falls for the Rotogravure supplements of great Newspapers.



KIMBERLY ~ CLARK COMPANY



TECHNICAL CONTROL OF THE PAPER-MAKING PROCESS

BY ERNST MAHLER, GENERAL SUPERINTENDENT

THE civilization of a country is measurable by its consumption of paper. History tells us that the art of making pulp and paper was known even back in the days of the Egyptian Empire, and that it is as old as the art of weaving fabrics. Nothing but manual skill entered into the making of paper for many centuries and it was not until the beginning of the nineteenth century that paper making emerged from a manual art into a mechanical process. The artisan who made each individual sheet of paper, taking hours and sometimes days to produce it, finding himself unable to supply the ever growing demand, began to devise machines to produce paper in ever increasing quantities, so that within the last hundred years paper has become an article of basic necessity, whereas before that time it was a luxury, obtainable only by a select few.

A Modern Science

The invention of the telegraph, the growth of the publishing business, and many other expressions of broadening civilization, demanded and are demanding increased production of paper and a standardization of quality. The progress of the last decade has produced problems more complex than any period preceding. Developments in the printing trade, such as the high speed newspaper press, the multi-color press, the rotogravure process and the use of very fine screen cuts have put problems up to the paper manufacturer which were entirely unforeseen ten years ago.

Records of past performance and past experience are the foundations of all progress in this world and this applies to paper and pulp manufacture just as it applies to medicine, to naval or aeroplane construction or to any of the scientific marvels of the day.

As in the other manual arts, the technique of paper making was handed down from father to son, without written records, and very little if anything in written form has been preserved to aid the modern paper maker in perfecting the paper making process. It is only within our generation that the new science has been developed through which we analyze and standardize the intricate processes entering into the making of pulp and paper.

The pioneers in this endeavor discovered that pulp and paper making is a combination of chemical and mechanical processes; therefore, it was found necessary to call in the chemist and the engineer to analyze these very intricate problems and to build up standards which insure the turning out of a uniform product

adapted to whatever process of printing may be applied to the paper. Paper and pulp making had to be made flexible to adapt themselves to the necessities of the consumer, and at the same time always produce the one desired standard.

Perfect Co-ordination Necessary

It is the duty of the Manufacturing Department to give the customer a uniform product of the greatest possible value, considering the purchase price, and it must be manufactured in the most economical way to allow the company to pay an honest wage and to show a fair return for the investment.

Our Manufacturing Department consists of four main groups: the Chemical, the Statistical, the Mechanical and the Mills that produce the product. A perfect co-ordination of these groups must be maintained at all times, because only through a complete understanding between them and of each other's duties can we attain the desired results.

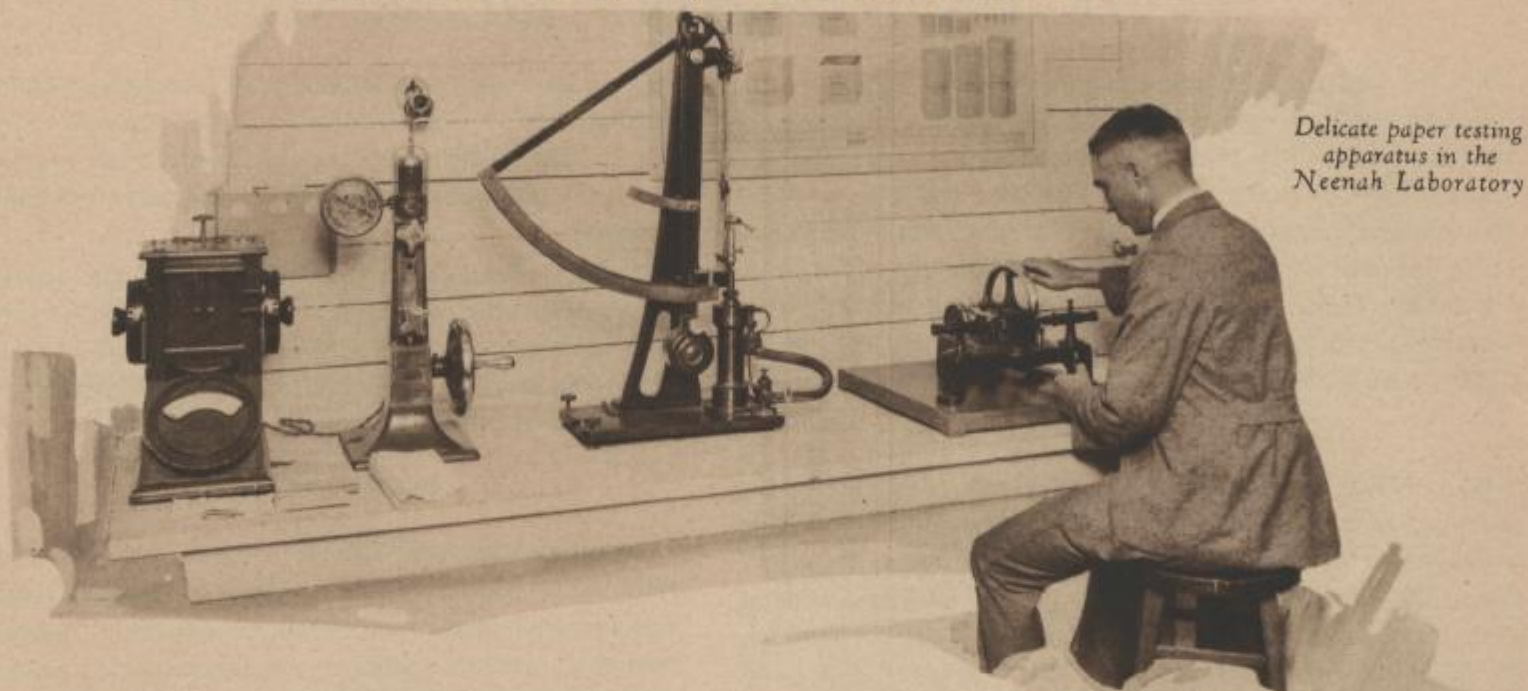
The duties of the laboratories are manifold. First of all, control of raw materials. Needless to say, it is necessary that all raw materials, which are purchased to standard specifications, are checked to see that they are up to the standard, such as coal, China clay, dye stuffs, alum, etc. The same applies to the pulps which are made in our own mill. They must be tested for color, strength and cleanliness.

To insure uniformity of our product it is vital that both pulp and paper be continuously tested while in the process of manufacture. For this purpose we have established laboratories known as Testing Stations in each department of the mill, which operate on a 24-hour day basis like the mill itself, and which make hourly tests to see that the work in the department is up to the well-known standards. If there is a deviation from the standard, the practical operator is immediately notified and it is his duty to take the necessary steps to bring his product back to the standard. For instance, the duties of the Testing Station in the paper mills are to test a sample from each roll of paper, for color, finish formation, moisture, strength, ash, basis weight, and cleanliness. An accurate record is kept of all these data. It is at this particular point that the Statistical Department starts to function. We have no other way of making progress or of effecting savings than by studying past performance, and therefore all these facts gathered in all these many Testing Stations must be carefully analyzed.

K I M B E R L Y ~ C L A R K C O M P A N Y

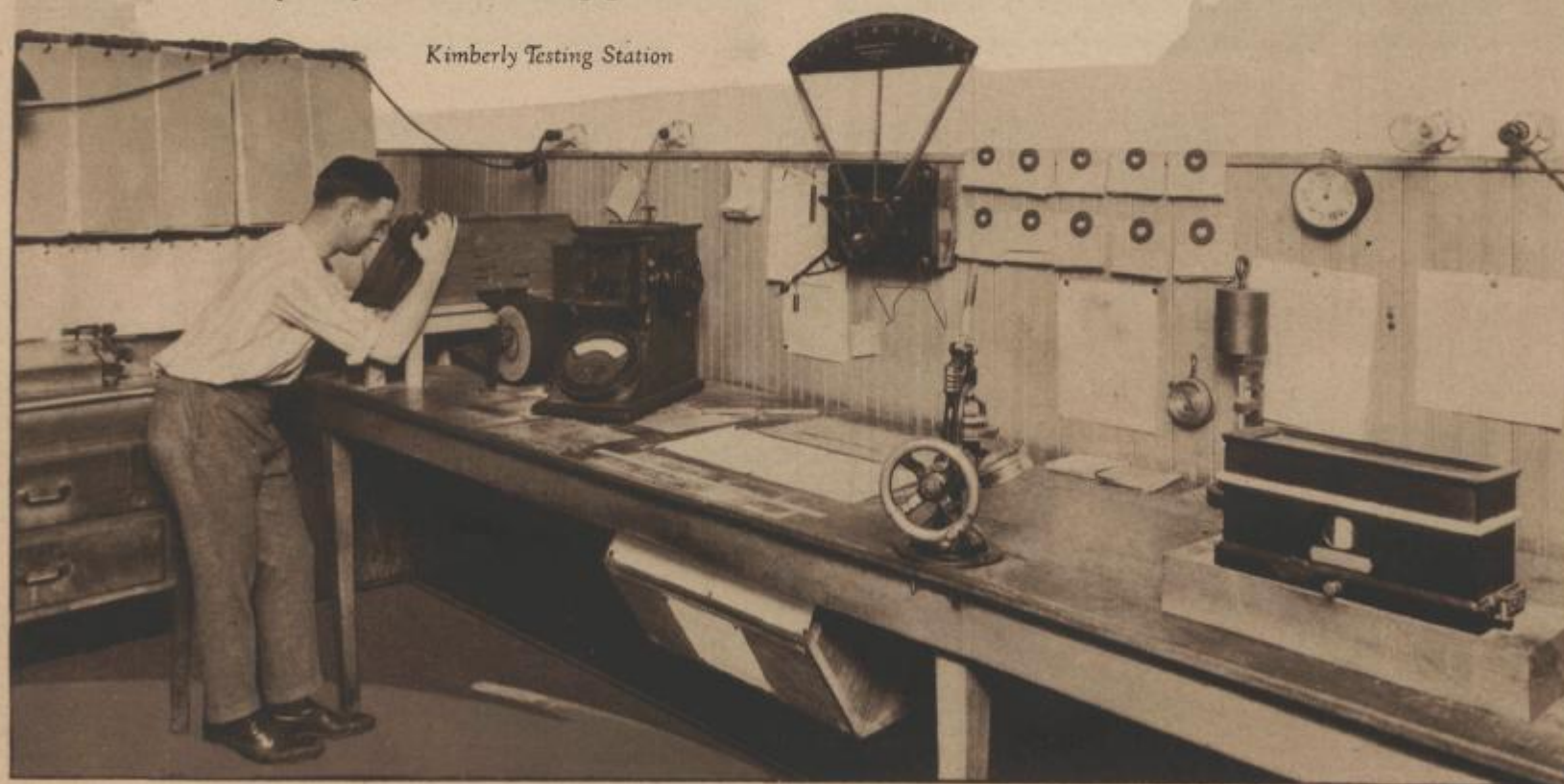


WHERE PAPER MAKING APPROXIMATES AN EXACT SCIENCE



*Delicate paper testing
apparatus in the
Neenah Laboratory*

A typical testing station. Similar testing stations are found in every department of all Kimberly-Clark Mills. These stations are operated twenty-four hours per day to insure complete control of every phase of the process. 125 specially trained men are engaged in this work.



Kimberly Testing Station

K I M B E R L Y ~ C L A R K C O M P A N Y



MORE EFFICIENT PRODUCTION METHODS ~ THE CONSTANT DEMAND

Then the Operating Department must draw its conclusion for further action from these records. At the same time these records are transformed into efficiency figures and are posted for the benefit of the operators, so they in turn are advised of how close they come to the desired standard. Every man who is interested in his own welfare is interested in the performance of his duty, and telling the man on the job what he has done the day before gives him the incentive, if he has his own welfare at heart, to try to better his performance records.

Technical Development Department

Naturally, from studying the statistics and from observing the practical operations, many new thoughts develop, and we have to judge which of the many suggestions that come to the attention of the operating department are worthy of further consideration. Problems of merit involving the improving of our product, shortcuts in the manufacture, or the development of new products, are turned over to "Technical Development" department. This department will first develop all the basic fundamentals for such a new problem, then it will make trials and tests on a semi-commercial scale. After this has been worked to a conclusion it will put the problem in question to practical test in the mill itself. Many important problems have been worked out

in this way, such as the making of bleached groundwood, the manufacture of Cellucotton, the surface sprayed cover papers, the Radium Blend wall papers, and many other products which mark the progress of this company and make it a leader in the industry.

Upward of one hundred and twenty-five men are engaged in the various technical activities touched upon in this article. Our mill operators are becoming increasingly aware of the fact that their own work is facilitated through co-ordination with the laboratory and the statistical departments.

Promotion From Within

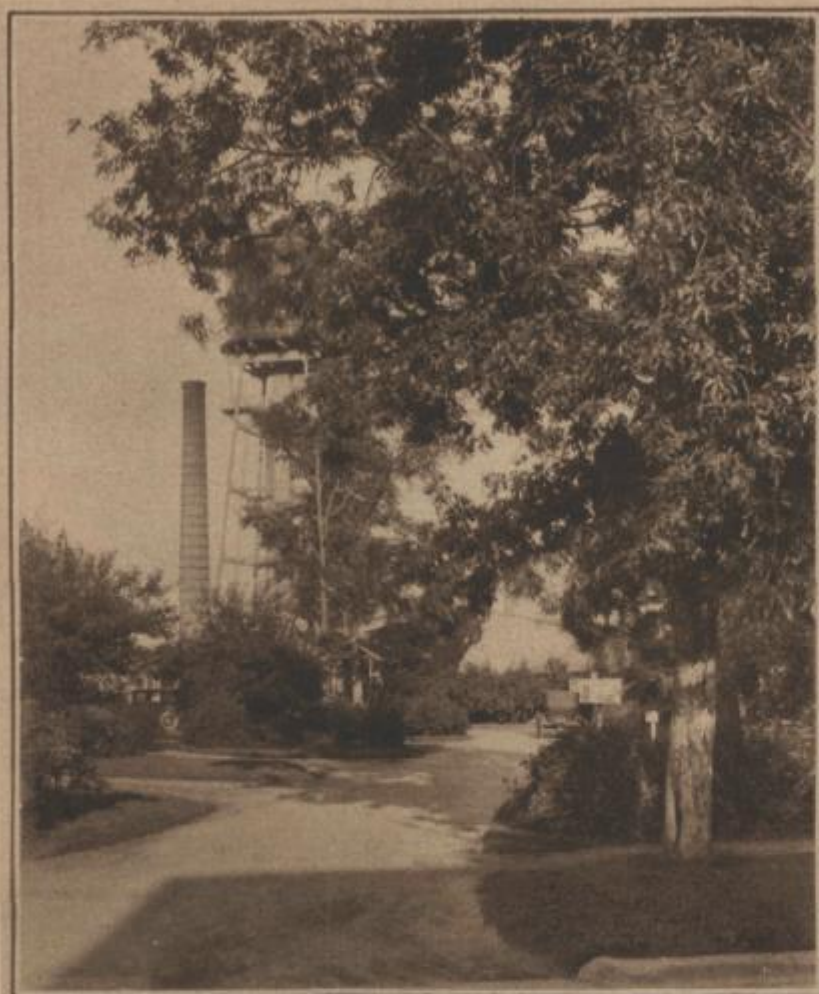
An expanding organization like ours is continuously confronted with the problem of providing men who can take responsibility and who have capacity for further development. Inasmuch as we keep such accurate control of our manufacturing process and of the performance of the individuals responsible for it, we are building up a service record for each man. Our men have the assurance that whenever there is an opportunity for advancement or an opening through expansion of our ever growing business those of them who have performed their duties faithfully and intelligently shall have the first call for the bigger and better job.



K I M B E R L Y ~ C L A R K C O M P A N Y



MORE AND BETTER PRODUCT WHERE FOLKS ARE HAPPY



IT is but recently that paper and pulp millers have given attention to the beautification of the grounds about their plants or to that vastly more important factor, viz.: The study of human relations to the end that the men and women who enter their organizations shall be correctly hired, properly placed, become happy in their work and be released with good will.

The management of Kimberly-Clark Company believes firmly in pleasant surroundings and happy relationships.



K I M B E R L Y ~ C L A R K C O M P A N Y



MODERN WAREHOUSING



IN the earlier days of the Company when the clay road and the horse drawn dray were with us, each mill was forced to carry its own complete stock of supplies. Now, thanks to the auto truck and cement road, mills within a reasonable radius may be served from a common stock, thus reducing capital tied up in inventories. Plants of the Company at Neenah and Appleton all look to the Kimberly Warehouse for service. Niagara, Wis., Kapuskasing and Niagara Falls each carries its own complete stock.



KIMBERLY ~ CLARK COMPANY



THE ATLAS MILL

THE ATLAS MILL, one of the oldest mills of the Company, was found about eight years ago to be entirely unable to compete with standard papers because of its small machines and the Company decided to put this mill in the specialty field. The old machines were retained, but were rebuilt to meet new conditions, and today the Atlas Mill is equipped with two 72-inch machines, carefully rebuilt to make specialty papers. Papers can be made in this mill ranging from 24 x 36—20 to 24 x 36—175.

The Atlas products, while covering a wide range of specialty papers for particular purposes, include the field of wallpapers, box cover papers, and highly colored construction and poster papers for use in Kindergartens and the lower grades of schools. The technical staff is constantly originating new ideas especially in wall and box covering papers, the most noteworthy success in this direction being a wallpaper known as "Polychrome," which is being put on the market for the first time this season. The total output of the Atlas Mill, of the products enumerated, is approximately twenty-two tons per day. As a result of our constant developing of new ideas in specialty papers, and managing thereby to keep a little in advance of the other fellow, the old Atlas Mill today ranks among the more profitable mills of the Company.



CHAS. HORNBECK
Superintendent



K I M B E R L Y ~ C L A R K C O M P A N Y



WHERE CELLUCOTTON IS MADE

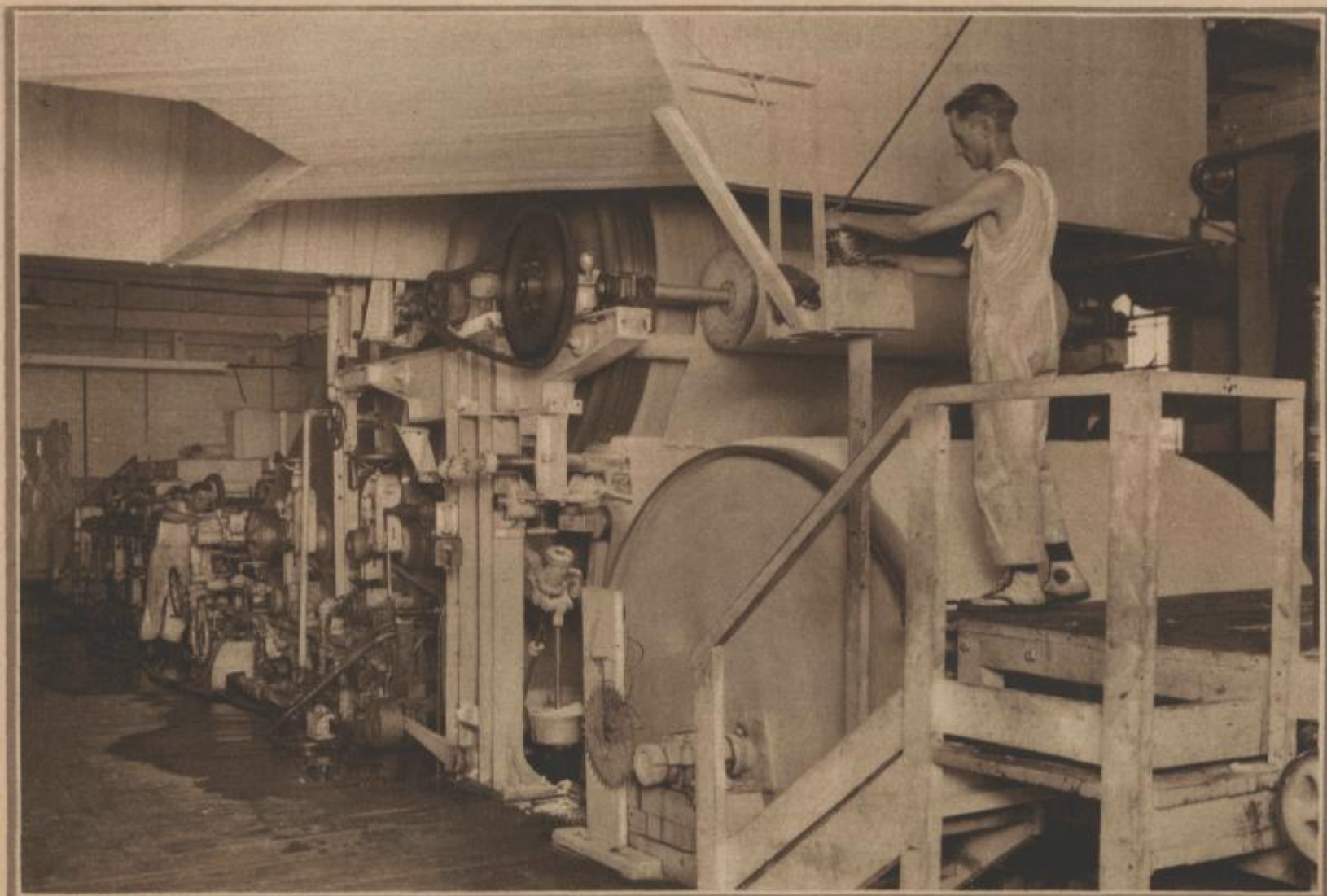


W. C. BAUER
Supt., Globe, Badger and Neenah Mills

DURING the year 1918 the Kimberly-Clark Company supplied the Army and the Red Cross with Cellucotton at the rate of two cars daily. Before these contracts were closed, the Bureau of Standards, Washington, D. C. made exhaustive tests, quotations from which are embodied in the following:

"The fibre from which Cellucotton is manufactured is radically different from that used in ordinary absorbent cotton. Although cotton in its natural state is the purest form of cellulose known, it is only subjected to very slight chemical treatment before its use and consequently contains from eight to ten percent of impurities. Wood on the other hand is subjected to such drastic treatment in the cooking processes that the end product or pulp used in Cellucotton contains less of non-cellulose material than cotton itself."

The present product is the result of several months of experimenting to determine the necessary manipulations of stock and set of machines to insure the best results. These conditions when once found were standardized and of course are rigidly adhered to in order to produce a standard and uniform product. Cellucotton now has a wide distribution among hospitals in the United States. Dr. John F. Golden has pronounced upon it as follows: "I find that it answers every requirement as a substitute for cotton in surgical wounds."



K I M B E R L Y ~ C L A R K C O M P A N Y



CELLUCOTTON PRODUCTS CO.

SUBSIDIARY OF KIMBERLY-CLARK CO.



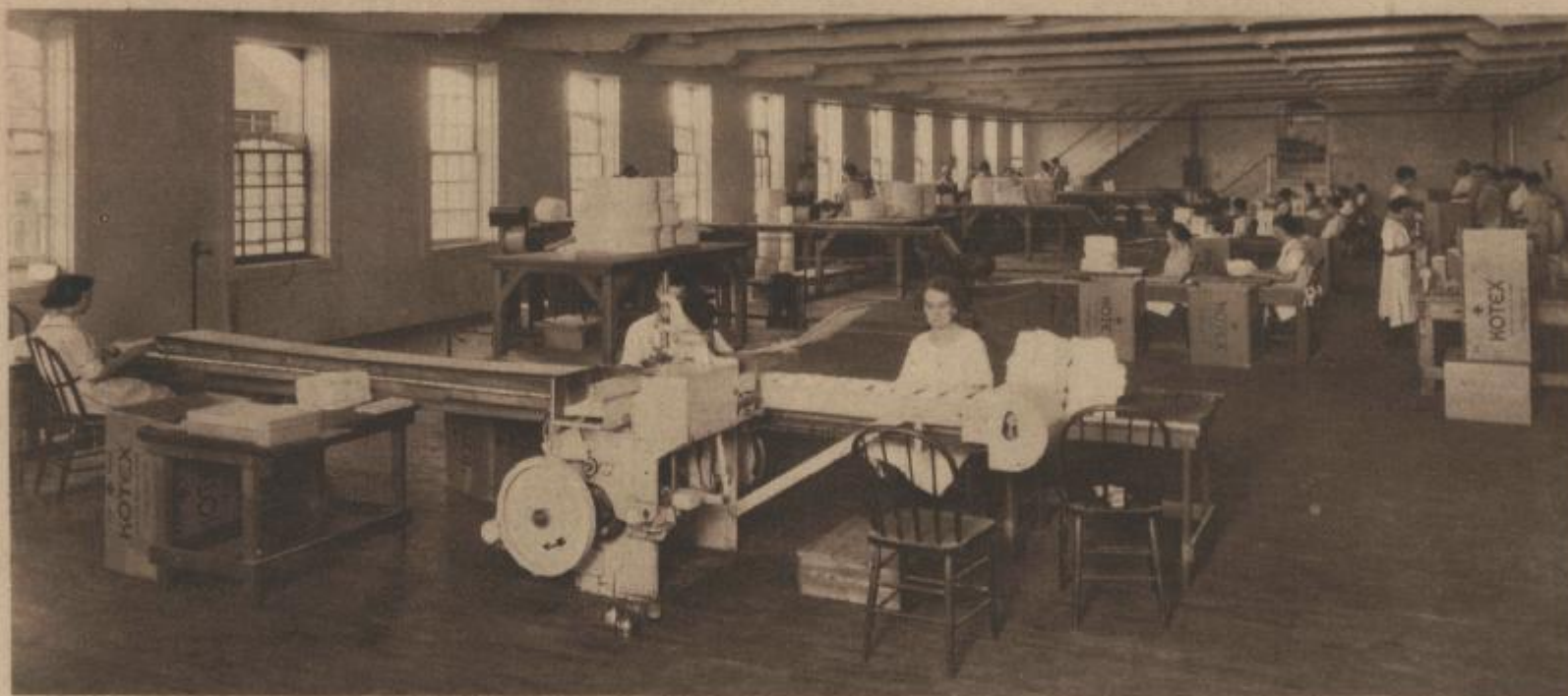
A sheet of Cellucotton as it comes from the machine. Note its transparency and lightness. This sheet measures 72 x 180 inches

16-lb. roll of Hospital Put-up Cellucotton. Note its bulk and lightness. Also the sanitary packing

KIMBERLY ~ CLARK COMPANY



KOTEX



DURING the war the Kimberly-Clark Company perfected Cellucotton, a remarkable sanitary absorbent, extensively used in army hospitals. When the war ended we were equipped to manufacture great quantities of this absorbent, but the principal customer had left the market, so to speak. A new market was soon found, however, among hospitals and other users of absorbent. But a still greater market suggested itself from the fact that nurses in France had used Cellucotton and gauze to make sanitary pads. An intensive period of study and experiment by this company's laboratory men, and two years of market investigations, resulted in the advent of Kotex, made from Cellucotton and fine gauze. Kotex, first offered to the drug, dry goods and notions trade in October of 1920, has achieved a nation-wide distribution.

Sales Conference
KOTEX DEVELOPMENT STAFF



L. E. MEYER W. W. LUECKE A. B. TAYLOR

K I M B E R L Y ~ C L A R K C O M P A N Y



KOTEX



Traveling or at home

"Kotex" is almost indispensable

"So far ahead of other sanitary pads—it seems odd now to think of birdseye and old fashioned make-shifts . . . No embarrassment buying them either—one need only say, 'A box of Kotex' . . . A great convenience, being so very easily disposed of . . . Cool in warm weather and comfortable at all times. They make it safe to wear the lightest summer frocks."

Druggists, drygoods and department stores everywhere sell Kotex by name. Just around the corner, downtown, and in vacation centers.

Kotex is cheap enough to throw away and easy to dispose of by following simple directions in every box.

The first box usually—the second box always—results in the discovery of a new comfort, a new convenience, a new economy, a new habit.

Keep Kotex always on hand—ask for it by name.

Cellucotton Products Co., 208 S. LaSalle St., Chicago
51 Chambers St., New York Factory: Neenah, Wis.



Regular size, 12 in box

Hospital-size, 6 in box

(Additional thickness)

If not yet familiar with this wonderful new sanitary pad that has won women's favor like a "best seller," let us send you a sample Kotex, in plain wrapper, for 10 cents, on request to Alice Wayne, care of the Chicago Office.



Kotex cabinet, are being installed in women's rest rooms everywhere—hotels, office buildings, restaurants, theaters and other places—from which may be obtained one Kotex with two safety pins, in plain wrapper, for 10 cents.

INEXPENSIVE. COMFORTABLE. HYGIENIC and SAFE — KOTEX



KIMBERLY ~ CLARK COMPANY



NIAGARA IN THE HEART OF THE HILLS



The Niagara Club, owned by the Company but operated by a local management, is the center of the social life of the village

THE thriving and attractive village of Niagara is nestled in the hills on the northern boundary line of Wisconsin. Its name has gone abroad for the public spirit of its citizens, the strength of its athletic teams, its splendid public school, and incidentally for the good paper its mill produces. The latest outcrop of Niagara spirit took shape in the construction of a concrete swimming pool, 40 x 80 feet, the company and the village furnishing the materials while the men of the Niagara Mill and village matched them with a gift of their services.

KIMBERLY ~ CLARK COMPANY



OUR CUSTOMERS LIKED NIAGARA



Hospital

IN June of 1920 our Annual Customers Convention was held in the village of Niagara, and the memory lingers. The local arrangements were the essence of perfection and the dinner served by the ladies in the Auditorium of the Club House will never be forgotten.

Among the institutions of Niagara is a hospital with modern equipment and a skilled surgeon in charge.

With improvements added during 1922, Dr. Hewson will be equipped to perform all ordinary operations without resort to neighboring hospitals.



Mill Street

KIMBERLY ~ CLARK COMPANY

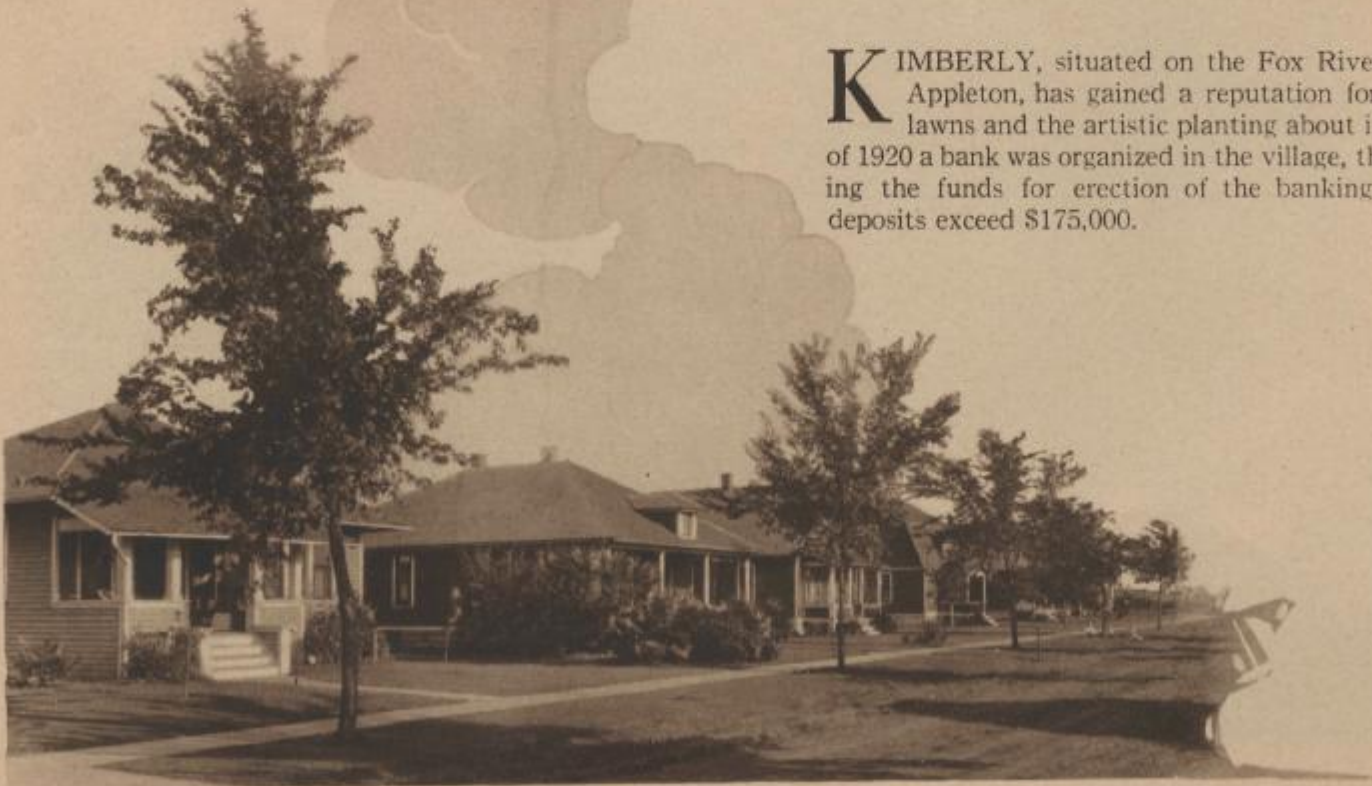


KIMBERLY~A MODERN INDUSTRIAL VILLAGE



Main Street

KIMBERLY, situated on the Fox River, four miles east of Appleton, has gained a reputation for the neatness of its lawns and the artistic planting about its homes. In the fall of 1920 a bank was organized in the village, the Company advancing the funds for erection of the banking house. Today the deposits exceed \$175,000.



KIMBERLY~CLARK COMPANY



COMFORTABLE HOMES AND ARTISTIC LANDSCAPING



WHEN the Kimberly-Clark Company came to Kimberly years ago, there was nothing but farms on the land now covered by the thriving village.

From the first the Company has pursued a farsighted home-building and home-selling policy, until today the majority of employees living in the village own their own homes or are purchasing homes from the Company on easy terms under land contracts.



K I M B E R L Y ~ C L A R K C O M P A N Y



THE FOREMAN~THE KEY MAN IN INDUSTRY



Above—The Foremen's Club of Niagara, Wis. The spirit and influence of this organization were manifested in the Mass Safety Meeting which they fostered last winter and in the movement for a Community Swimming-pool which they headed up in July.

Below—Foremen's Club at the Falls Division Mill, patterned after the successful club in Niagara, Wis.



KIMBERLY~CLARK COMPANY



"SAFETY FIRST" IS WHAT YOU MAKE IT

OUTSTANDING SAFETY RECORDS

The following departments have recently made the remarkable records of running one year or over without an accident:

NIAGARA MILL — Sulphite, Wood Yard, Steam and Electric, Construction and Maintenance, Laboratory, Warehouse, Beaters, Machines, Finishing.

KIMBERLY MILL — Wood Yard, Bleach Plant, Construction, Warehouse, Laboratory.
NIAGARA FALLS MILL — Wood Room, Laboratory, Warehouse.



M. G. HOYMAN
Safety Director

The Kimberly-Clark Company stands out among the firms which have maintained their Safety and Service work through the recent period of industrial readjustment. In many a firm, when the "Valley of Readjustment" was entered during 1920 and early 1921, the soft pedal was put upon these activities. Not so with the Kimberly-Clark Company. The two larger plants of the company at Kimberly and Niagara, Wisconsin, maintained a reasonable running schedule over 1921 in spite of the depression. Mr. M. G. Hoyman, Safety Director, has given out the safety experience for that period. It should be borne in mind that these two plants are complete units, comprising the entire operation of paper-making from wood yard to finished paper.

At the Niagara plant with an employed force of 700 men and handling in and out during 1921 approximately 2000 carloads of wood, the Safety Record is marred by only twelve minor accidents, causing 371 days of lost time. During that year this entire working force went through one stretch of 69 consecutive working days without a scratch. This record comes out into clear relief when placed against the record of former years. Taking 1915 for instance, with the same number of employees, there were 123 accidents causing 1757 days of lost time. Possibly the most outstanding department is their wood yard which in the year 1915 had 37 accidents, and 487 days of lost time. This same department in 1921 handling the same cordage of wood, came through the entire twelve months without a single working day lost on account of accident.

The other large plant, at Kimberly, employing 800 men, spurred on by the unusual record of its rival plant, Niagara, took the challenge on October 12th, and came straight through for over two and one-half months to the end of the year with a clear record for safety. Again a background is needed to give such a record proper setting, and you have it in the year 1916 when, for the same period, October 12th to January 1st, 46 accidents were piled up with 1123 days' lost time.

What brought about this change? First, the company carries its own liability insurance, and thus has every incentive to bring down its annual insurance cost. Second, all safety records are kept in terms of the individual foreman, and these records are posted weekly in every department, with a copy laid upon the desk of every company officer. These records employ the positive psychology of consecutive safe days which each foreman has to his credit, with the result that any normal human being must take a pride in seeing his number of consecutive days mount up in comparison with the record of every other foreman in the plant.

The safety movement was started some years ago as a humanitarian effort, but there emerges out of an experience like this an economic factor of no mean importance. True, there is the direct saving due to the elimination of accident and consequent compensation cost, but there is a further and more far reaching result, viz.: the morale and "team" spirit which, while reaching its safety objective, permeates at the same time the whole manufacturing process. No organization of men can conduct a hazardous operation *safely* without at the same time conducting it *efficiently*. Thus, safety morale loses itself in manufacturing morale and, "morale is what won the war."

KIMBERLY ~ CLARK COMPANY



THE MILL COUNCIL GETS ALL KNEES UNDER THE SAME TABLE



NEENAH-APPLETON COUNCIL

A referendum vote in all mills of the Company ushered in the Mill Council Plan in February of 1920. Each Council is composed of elected representatives below the rank of foreman and an equal number appointed by the management.



COUNCIL AT THE FALLS DIVISION

KIMBERLY ~ CLARK COMPANY



WHERE WE LEARN TO KNOW THE OTHER FELLOW



KIMBERLY COUNCIL

These bodies deal with everything relating to working conditions, health, housing, safety, hours of labor, wages, recreation and other matters of mutual interest.



COUNCIL AT NIAGARA, WISCONSIN

KIMBERLY ~ CLARK COMPANY



HARD FIGHTERS AND GOOD MUSICIANS



Kimberly-Clark Company Fire Department are trained by Chief George McGillan of Appleton. Each plant of the Company has its organized fire company on each of the three shifts ready to respond instantly.

One of the best bands of the Fox River Valley is found in the Village of Kimberly, composed largely of Kimberly-Clark men.



K I M B E R L Y ~ C L A R K C O M P A N Y



ATHLETICS



CHAMPION NIAGARA BASKETBALL TEAM OF 1921

ATHLETICS and other recreational activities have for a number of years had a normal growth within the Company, and the management has come to look upon such activities, when properly supervised, with much favor. The annual basketball and baseball contests between the ancient rivals, Kimberly and Niagara, are looked forward to with keen interest, and this year the interest was increased by a challenge which resulted in the meeting of the Kimberly and

Niagara superintendents at volley ball. Some of the teams of recent years, notably basketball, have compared favorably with the best in this section of the country.

During the past winter, approximately 200 men and women of the Company have been brought together in inter-department bowling leagues, and during the summer, the noon hour soft ball leagues have combined to foster good feeling and a fraternal spirit.



FALLS DIVISION BALL TEAM

Paul Torre, Ray Daoust, Lester LaLiberte, Elie Sauve, Hank Miller, Ossie O'Donald, Hank Boon, Tom Burns, Dave Goodwin, Alex Stephen, John Teresinski, Herbert Stark

KIMBERLY ~ CLARK COMPANY



MUTUAL BENEFIT ASSOCIATION

IN 1910 there was formed within the Company a Mutual Benefit Association which has rendered service, unbroken, during the twelve years of its existence. Its governing board consists of sixteen men; nine elected by the membership of the Association, and seven appointed by the management of the Company. The Company provides office space and furnishes free of charge to the Association the clerical and managerial help necessary to carry on its operation.

Membership in the Association is voluntary. At present the membership is approximately 1,600. A combined statement of the twelve years of operation has been prepared, showing a direct payment to members in benefits over the twelve years of \$198,106.21.

Among the novel features of this Association is Clause 68, under which any member of the Association, regardless of class, may have 90 per cent of his or her hospital or doctors' bills paid in case of emergency up to a total of \$150.00. The total payment of over \$32,000.00 on this account is indication enough of the good purpose to which this money has been put. Another unusual feature in benefit associations is the dental clause, under which any member may have one-half of his or her annual dental bills paid by the Association up to an amount of \$25.00. We feel sure that this clause, although it has not been in existence over six years, has been one of the most useful features of the M. B. A. Certain it is that much dentistry has been accomplished because of this feature that otherwise would have been neglected.

Statement

Kimberly-Clark Company Mutual Benefit Association

April 15, 1910 (Date of Organization) to April 1, 1922

INCOME

MEMBERS	\$206,026.11
Kimberly-Clark Co. Contributions	30,365.94
Kimberly-Clark Quarterly Interest	8,713.90
Neenah Paper Co. Contributions	1,555.25
Miscellaneous	15.70
	<u>\$246,676.90</u>

DISBURSEMENTS

Sickness Benefits	\$ 70,833.03
Accident Benefits	34,443.65
Medical and Hospital	11,470.58
Medical Examiners' Fees	17,364.10
Special Accidents (Loss of limbs, etc.)	4,987.00
Natural Death Benefits (61 cases)	16,524.47
Accidental Death Benefits (14 cases)	9,087.50
Clause No. 68 (Operations, etc.)	32,293.87
Clause No. 69 (Dental refunds)	17,720.11
War Fund Appropriation expenditure	800.00
Telulah Mill Surplus Distribution	799.93
Stationery and Printing	2,060.66
Miscellaneous (Express, Livery, etc.)	239.22
Salary, Bookkeeper, first year operation	626.85
	<u>\$219,250.97</u>

April 1st, 1922, Balance \$ 27,425.93

ESTIMATED LIABILITIES:

Sickness Benefits (25 cases)	\$ 2,500.00
Accident Benefits (9 cases)	700.00
Clause No. 68	600.00
Clause No. 69	600.00
	<u>\$ 4,400.00</u>

April 1st, 1922, Estimated Net Resources \$ 23,025.93



KIMBERLY - CLARK COMPANY



PENSION SYSTEM

At the present time the pension roll contains the names of twenty-five loyal men and women who have given the best of their lives in the Company's service. We take pride in presenting their names.

AARON OLSEN

ALBERT GRINDERMAN

WM. GEISBERS

JAMES McIVER

ALBERT KRUEGER

ANTON HABERMAN

JOHN HUMMEL

MIKE CONWAY

FRED RABE

ED. DeTHIER

LOUIS JACKSON

JOS. COX

FRED GROVE

LAMBERT TREPANIER

HANS RASMUSSEN

NIC MARKS

CHAS. DAHLMAN

MISS JOSEPHINE TRACY

MATT. DALY

JOHN WILLIAMS

THOS. PRICE

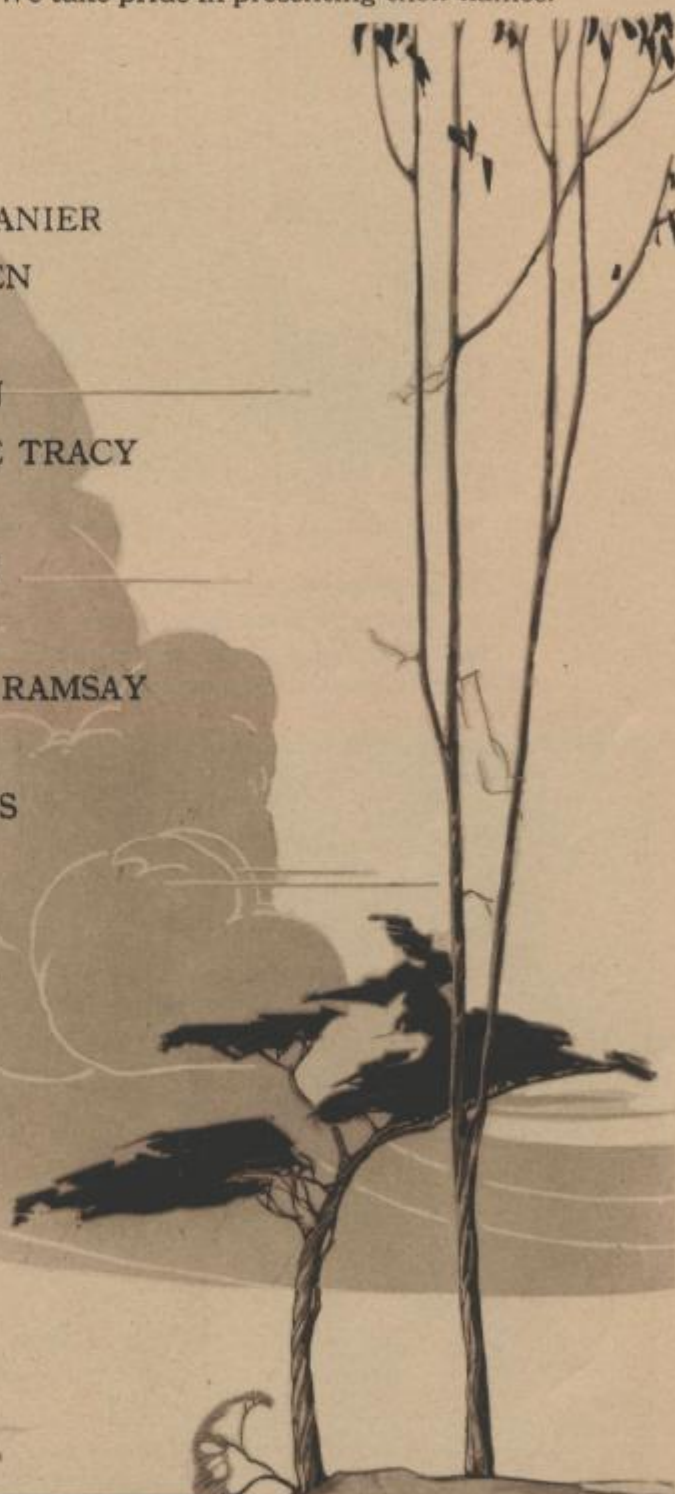
MISS MARGRET RAMSAY

JOHN BELL

JAMES GERRITTS

MRS. LOUISE MOSER

The pension system of the Company was instituted in 1915. To qualify, a man must have served 25 years and be 65 years of age. Women may retire on pension at age of 60 with twenty years of service. Should a long-service employee become incapacitated he may be granted a pension even though his age and years of service be less than those stipulated above.



KIMBERLY ~ CLARK COMPANY



AMERICANIZATION



Where conditions require, the Company has entered the Americanization field and this service is much appreciated by men who find themselves in need of a friendly hand. The aim of this work has been not

only to teach the facts necessary for citizenship papers but to bring men from foreign shores into a normal American social life. The upper view shows a session of the International Social Club at Kimberly.



KIMBERLY ~ CLARK COMPANY

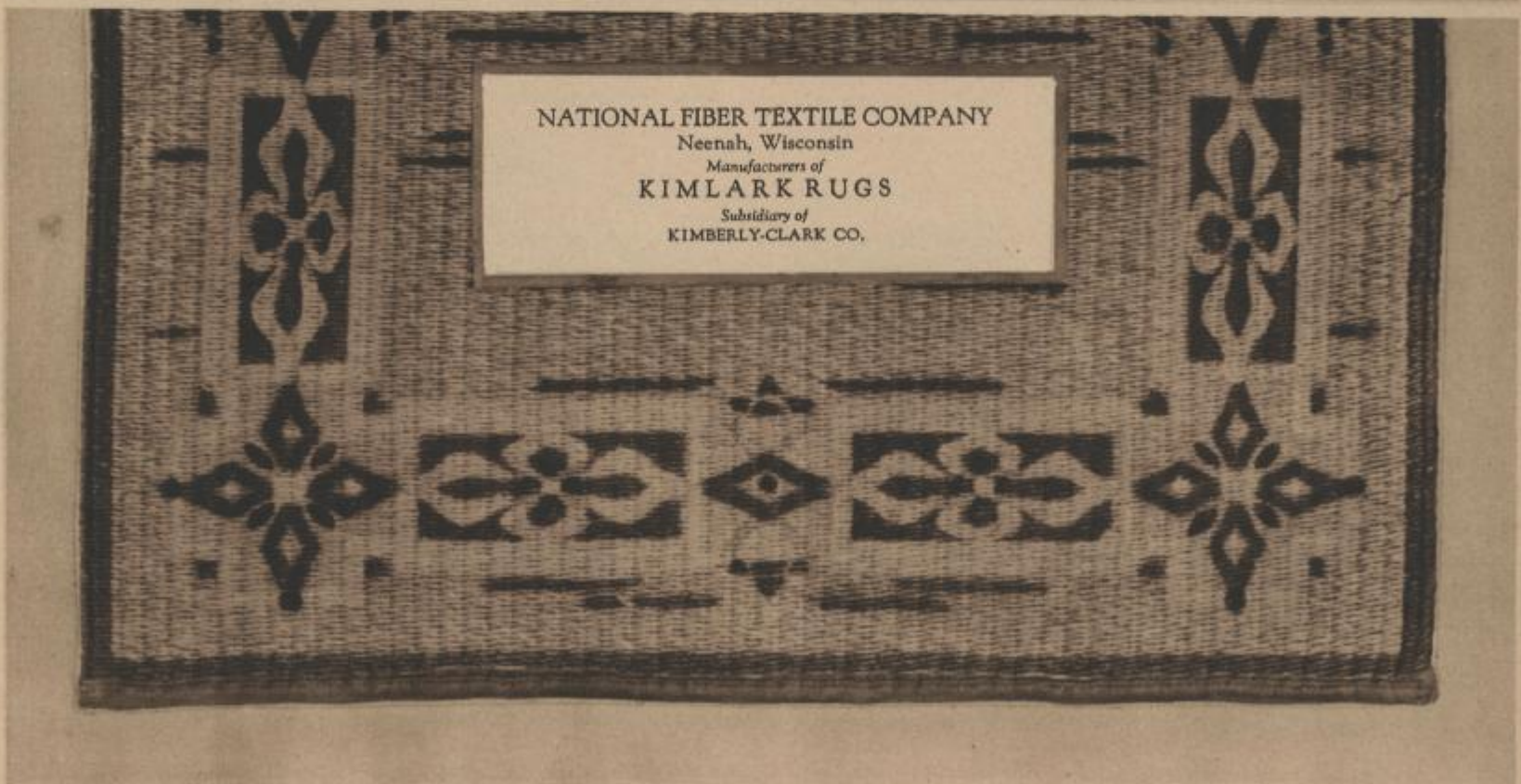
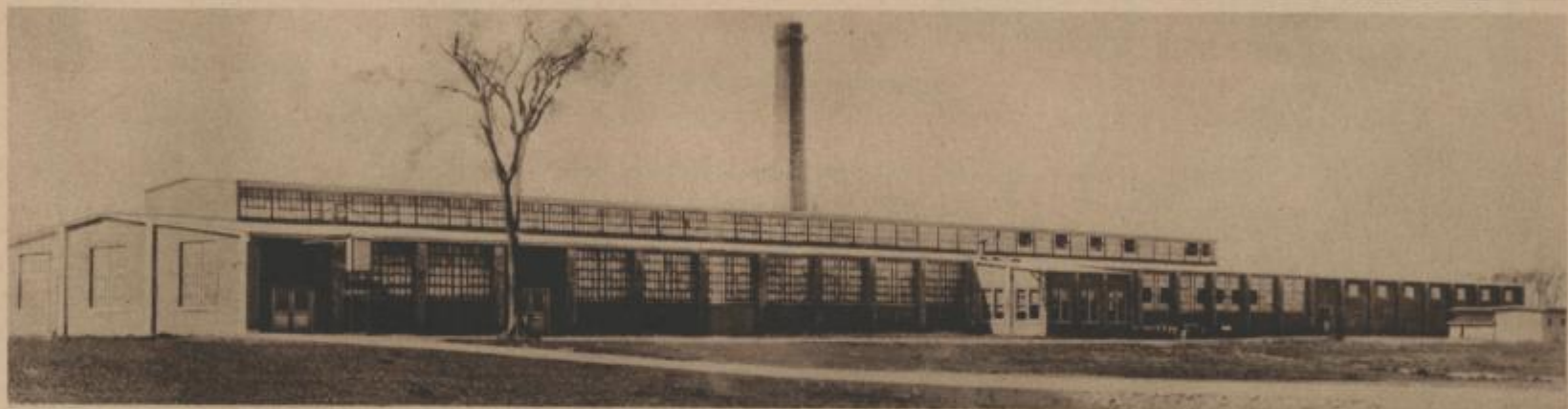
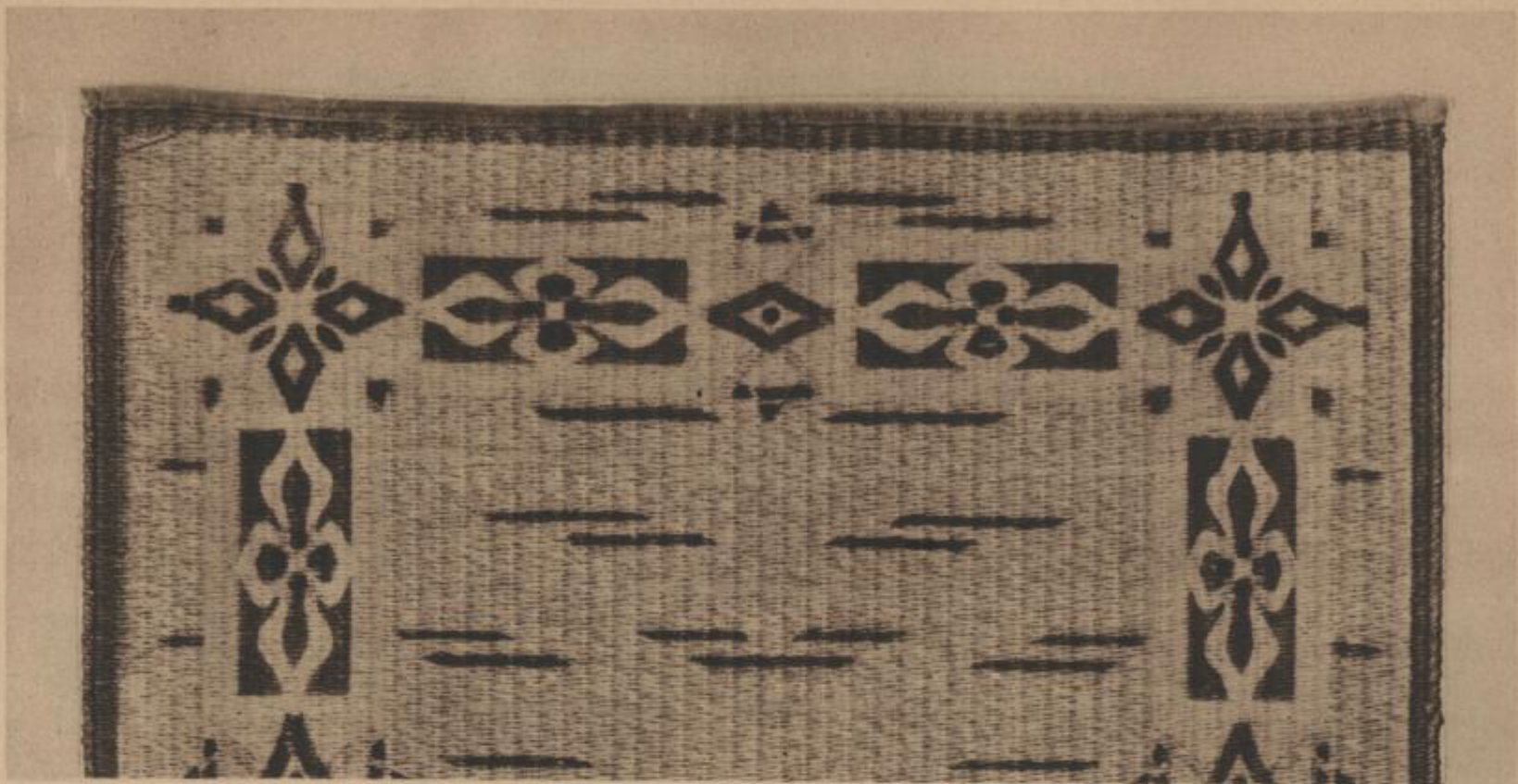


CO-OPERATION



FOR five years we have published a monthly "Internal house organ" called "Co-operation." The name is significant of the spirit and purpose of the magazine. It has come to be a real medium of expression and of acquaintance between the several mills and offices of the Company. Material for its pages is provided by a staff drawn from all corners of the organization.

KIMBERLY ~ CLARK COMPANY



NATIONAL FIBER TEXTILE COMPANY
 Neenah, Wisconsin
Manufacturers of
KIMLARK RUGS
Subsidiary of
 KIMBERLY-CLARK CO.

VETERANS IN SERVICE

25 TO 50 YEAR MEN



J. A. Kimberly
50 Years



Moses Hooper
50 Years



Ed Schulz
41 Years



Joe Lausman
40 Years



Charles Kranzusch
39 Years



John Hanson
38 Years



W. C. Bauer
37 Years



Charles Hornbeck
34 Years



F. J. Sensenbrenner
34 Years



Wm. Nabbefeld
34 Years



Theo. J. Neuman
34 Years



Fred Gerritts
33 Years



Theo. Paeth
33 Years



Wm. Tracy
33 Years



Larry Morrissey
33 Years



John Stuyvenberg
33 Years



Anton Boss
32 Years



S. R. Stip
32 Years



Fred Kroenke
32 Years



J. C. Kimberly
31 Years



Wm. Stuyvenberg
31 Years



Jacob Look
31 Years



Albert Kressin
30 Years



Fred Kranhold
30 Years



Barney Heitpas
30 Years



Joe Lamensky
30 Years



Herman Krenkel
30 Years



Joe Van Roy
30 Years



John Barta
30 Years



Chris Vandervelden
30 Years



Al Gosha
30 Years



Walter Wildenberg
29 Years



Albert Verhagen
29 Years



Albert Belling
29 Years



Wm. Kralean
29 Years



Pat Murphy
28 Years



John Fenske
28 Years



Frank Barta
27 Years



John Ritten
27 Years



Wenzel Sinkule
27 Years



Ernest Johnson
27 Years



Charles Jansen
27 Years



Herman Heitpas
27 Years



Al Doran
27 Years



Pete Wonders
26 Years



John Wachter
26 Years



Martin Vandervelden
26 Years



Chas. Duval
26 Years



August Sauer
26 Years



Rudolph Forster
26 Years



Mike Kerrigan
25 Years



Martin Boerner
25 Years



John Van Dinter
25 Years



Adolph Paulson
25 Years



John Hove
25 Years



Tom Burns
25 Years