Jantzen

Diversifies for Volume and Stability

1937 SALES
2,978,824

1946 SALES
9,122,978

TO 1937
1938
1940
1942
1946

PRESIDENT'S REPORT TO SHAREHOLDERS AND EMPLOYEES
JANTZEN KNITTING MILLS....FISCAL YEAR ENDING AUGUST 31, 1946
FISCAL YEAR ENDED AUGUST 31, 1946
The fiscal year ended August 31, 1946 was a challenging one. Beginning as it did in the month following war’s end, it put our long-prepared reconversion plans to a real test.

Our goal for 1946 was to maintain the upward sales trend of the war years. That this goal was reached, despite the withdrawal of war contracts which in 1945 totalled $1,694,511, is due in large measure to our decision in 1938 to begin extending Jantzen styling and quality to other sportswear lines besides swim suits.

Reference to the six-year sales chart on opposite page will show that the new all-time-high sales total of $9,122,978 for year ended August 31, 1946 exceeded the 1945 figure by over half a million dollars. The outstanding fact about the year’s operation, however, is the jump in civilian sales from $6,898,385 in 1945 to $9,100,229 in 1946—an increase of approximately one-third.

This increase came about almost entirely from sales of allied lines of merchandise added before, during and after the war. Manufacture of sweaters in our Portland plant was undertaken in 1938 to help stabilize our production. In 1940 we added foundation garments, which further utilized our experience and reputation gained in making form-fit apparel. Addition of various Jantzen sportswear items has further balanced our line of active sportswear and offered a more well-rounded merchandising proposition for stores carrying the Jantzen brand. Jan Sun Tan Lotion, useful to all who engage in outdoor sports, is another Jantzen product.
The sales chart on this page shows at a glance how our expansion program has increased sales. Of the $3,485,484 in sales in 1941, only about 30% was in lines other than knit swim suits. In 1946, on the other hand, nearly 70% of the sales total was made up of lines other than knit swim suits. Although the latter product again led in individual sales, indications are that some of the newer lines may soon reach greater sales volume than the company’s original product. Plans are now ready to expand sales of knitted swimming suits as soon as Lastex yarns are again available in sufficient quantities.

Our diversification program reached the peak during the year under review, when four additional lines of Jantzen sportswear were introduced to the public. To thus replace a large volume of war contracts with civilian business, and to achieve a substantial increase in addition, was accomplished not without some difficulty and some additional cost. The production of new merchandise is always costly until sustained volume is reached and the early production difficulties are eliminated.

It is not surprising, therefore, that earnings before taxes and reserves for 1946 are appreciably reduced. Net earnings after taxes, on the other hand, have increased. For an analysis of Profit and Loss for the year, see “Comments on Financial Statements” on next page.
As mentioned earlier, sales for the year under review reached an all time high of $9,122,978, an increase of $530,082 over 1945. Except for war materiel sales of $22,749, the 1946 sales total came from civilian merchandise.

Net profits for the year, before income taxes and reserves, amounted to $614,549, as compared with $1,051,851, for the previous year. Several factors were responsible for the reduction. Among these were expenses incurred in pioneering four new products. Another was the fact that such reconversion as was necessary, was accomplished without using any part of the reserve for postwar contingencies of $200,000, which had been created out of the profits of the four preceding years. In this way, we were able to transfer the $200,000 reserve to surplus. Still another deterring factor was OPA's determination to “hold the line” on finished goods prices, even though labor and material costs mounted.
Net profit transferred to surplus rose to $291,573, or 3.2% of sales, as compared with $216,551, or 2.5% of sales for the 1945 fiscal year. This increase was due largely to repeal of the excess profits tax, effective January 1, 1946. Federal and State income taxes were $322,975. Taxes of all kinds totalled $435,342, which is 4.8% of sales or $2.18 per share of Common stock.

The quarterly dividend rate on Common stock was increased to 15c a share for the quarter ended May 31, 1946. Total amount paid to Common shareholders for the year was $100,000, which was at the rate of 50c a share. Preferred shareholders received quarterly payments of $1.25 a share on the cumulative Preferred stock or a total of $47,500 for the fiscal year.

To finance our expansion program, more capital was required. In December, 1945, we sold an additional $300,000 of Preferred stock so that, at August 31, 1946, our combined capital and surplus totalled $3,549,954. The book value per share of Common stock was $12.50.
The page opposite shows the division of the company’s 1946 Sales Dollar. As will be seen there, $5,708,821 or 62.6% of the Sales Dollar was paid out for necessary expenses of operating the business such as materials, depreciation, taxes and other expenses.

The amount remaining after these bills were paid was divided three ways: between employees, shareholders and reinvestment in the business. This amount, known as the Available Income, totaled $3,511,988 and was divided this way:
EXPLANATORY PROFIT AND LOSS STATEMENT
for the fiscal year ended August 31, 1946

INCOME:

We received income from the sale of our products of ......... $ 9,122,978
We received other income, such as interest, discounts, dividends and royalties, of ................. ................. 97,831

Which gave us a total income of ............................................. $ 9,220,809

OUTGO:

For materials and supplies used in our own manufacturing, and for finished merchandise including Foundation Garments, Sun Clothes and Jan Lotion .................. $ 3,984,558
For taxes, including Old Age Benefits, Unemployment Insurance, local Government and income taxes ................. 435,342
For depreciation, representing an allowance which has been laid aside to replace buildings and equipment as those things wear out ........ 61,933

For expenses (other than wages, salaries, and sales commissions) including factory, warehouse and shipping, selling and administration expenses ............................. 1,226,988

$ 5,708,821

THIS LEFT AVAILABLE FOR EMPLOYEES, SHAREHOLDERS AND FUTURE NEEDS ............................................. $ 3,511,988

Which was divided as follows:

For wages, salaries and sales commissions .................. $ 3,220,415
For dividends to shareholders ................................. 147,500
Retained in the business for future needs ........................ 144,073
EXPLANATORY BA

Listing what we own, what we owe, and what we were wo

ASSETS... What We Own

Cash we own, which is used to purchase raw materials for the manufacture of our products and to pay salaries, wages, taxes and other operating expenses $ 504,276

Cash Surrender Value of Life Insurance: The Company is the beneficiary of $1,163,375 of Life Insurance carried on the officers and principal executives of the Company. If the policies were cancelled, the cash returned to us would be 234,722

Customers’ Receivables: Amounts owed to us by our customers for merchandise, most of which were not due at this date, less an estimated reserve for some which we may not be able to collect 949,554

Other Debtors: Amounts owed to us by our manufacturers and others, for material furnished (not merchandise) 43,018

Inventories: This is the value of raw materials, garments in work and finished merchandise on hand at the close of the year 2,641,361

Miscellaneous Receivables: Due us from our associated companies in foreign countries and from others who owe us small sums but who are not customers 28,475

Investments in Subsidiary Companies: We have used this amount to build and operate factories in England, Australia and Argentina 556,094

Second Mortgage Loan: This is the balance due on an advance for the purchase of a building for use by our manufacturers in Philadelphia and is secured by a mortgage on the building 40,000

Stocks and Bonds: Small investments in Canadian and Domestic stocks and bonds, less an allowance for possible loss, is represented by this amount 23,207

Plant and Equipment—Depreciated Cost: This is the amount we paid for our land, buildings, machinery and equipment, including building now under construction, less an estimated allowance for loss in value because they are gradually wearing out and becoming obsolete 1,059,121

Deferred Charges: In the operation of a business many services and supplies are purchased in advance for use later. This amount will be used during the succeeding years 123,385

Patents and Trade Marks which we own cost more than $1.00 but the costs have been gradually charged off until they are now carried on the books at that figure 1

$ 6,203,214
# BALANCE SHEET

worth at the close of our fiscal year, August 31, 1946

## LIABILITIES . . . What We Owe

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Notes Payable Banks:</strong> This represents money borrowed from banks for the purpose of carrying on our operations</td>
<td>$1,300,000</td>
</tr>
<tr>
<td><strong>Trade Accounts Payable:</strong> This represents what we owe for the purchase of manufacturing materials, supplies and services</td>
<td>295,402</td>
</tr>
<tr>
<td><strong>Construction Accounts Payable:</strong> This represents money we owe for the construction of new buildings not yet completed</td>
<td>95,430</td>
</tr>
<tr>
<td><strong>Salesmen's Balances:</strong> Commissions earned but not yet paid at the date of this statement</td>
<td>45,220</td>
</tr>
<tr>
<td><strong>Wages, Payroll Taxes, etc.,</strong> representing the wages and salaries earned but not yet paid at August 31, 1946. The taxes on those wages and the local state and county taxes not due at this date are also included</td>
<td>198,333</td>
</tr>
<tr>
<td><strong>Federal and State Income Taxes:</strong> This amount represents the federal and state income and excess profits taxes on past year's earnings</td>
<td>325,382</td>
</tr>
<tr>
<td><strong>Other Obligations:</strong> This covers small amounts due customers for credit balances on their accounts, War Bonds due employees which had not yet been paid in full, as well as other small items</td>
<td>20,705</td>
</tr>
<tr>
<td><strong>Excess Profits Tax:</strong> This represents the amount set aside for payment of taxes and interest for prior years, which amounts have been deferred pending settlement of claims filed by us against the government as authorized by law</td>
<td>372,787</td>
</tr>
<tr>
<td><strong>Capital and Surplus:</strong> This represents the investment in the business by 1508 owners</td>
<td>3,549,955</td>
</tr>
</tbody>
</table>

$ 6,203,214
Credit for the increased sales mentioned earlier in this report must largely go to our production organization. Throughout the year sales of practically all lines manufactured and marketed by the company were limited by the ability to produce. Early in the year there was the necessary quick change-over from war production to civilian production. Then there was the difficult problem of procurement of scarce materials. In addition, we were hampered by the delayed delivery of badly needed new machinery and equipment.

Many adjustment and training problems were faced in connection with the manufacture of new styles and the addition of new lines. All of these factors tended to make the problems of production complex and difficult. It is a pleasure here to give credit to those who helped surmount these difficulties.

A new warehouse building was completed during the fiscal year, and additional premises for dyeing, spinning, and other manufacturing purposes are nearing completion as this is written.

Our sales have continued to make a very sound and steady growth during the past year. While the demand for goods bearing the internationally famous Red Diving Girl was far in excess of our ability to produce, we were able to make a very satisfactory increase.

The so-called “seller’s market” of the last few years is definitely past. All merchandising propositions are again being evaluated on the basis of the intrinsic value that they represent to the consumer; in other words, those goods that have the consumer acceptance are the ones being given the first consideration by the merchants.

In the “buyer’s market” ahead, we hold a preferred position, as we enjoy a name which is second to none in the apparel industry. The trend of today’s merchandising is toward established nationally advertised brands; names which have the full confidence of the consumer. It continues to be our basic policy to offer real quality and value.

The merchandise produced in all our 6 Divisions is adequately advertised to the public. Our consistent promotional efforts, carried on during the past few years when there was a feeling that advertising was not necessary, have paid substantial returns in further entrenched the name “Jantzen” in the public’s mind.
Throughout the years one of our primary objectives has been to make Jantzen Knitting Mills a good place to work. We have always looked upon the people who work here as members of an organization in which they have their own rights and privileges. Where possible, earnings are based on an incentive system so that each worker may be paid in accordance with the effort he puts forth. To provide greatest security, we have a group insurance plan purchased 20 years ago which includes benefits not otherwise available now, such as total and permanent disability coverage. We also have a Company pension plan which supplements Social Security, plus a group hospitalization plan to which employees and their families may belong.

It is our objective to provide work-rooms for our people which are as attractive and comfortable as possible. Because of congestion resulting from our rapid expansion it has sometimes been difficult to make things as comfortable as we would have liked, but steady progress in that direction is being made. As this is written, plans for the enlargement and modernization of the employee cafeteria, and for improved ventilation of several departments, are under way.

A great deal of thought has been given to the development of improved techniques, so that new operations will be learned more quickly and the workers’ earnings improved. A large number of employees have turned in constructive ideas through our Suggestion System. Many of these have resulted in substantial savings in production costs or in greater convenience or comfort. Suggesters are rewarded according to the merit of their ideas.

All but 6 of our men who have been discharged from U. S. military service have returned to their old jobs or to better jobs in the Jantzen organization. This, we believe, speaks well for our relations with employees. Most of our service women have come back to us, too—the main exceptions being those who were married soon after leaving military service. Opportunity has also been provided for a number of service men and women who have not formerly worked here.
Jantzen business abroad is gradually recovering from the effects of the war. Export volume from Portland is on the upgrade, though the necessity of limiting sales is retarding normal development.

Jantzen Knitting Mills, Ltd. in England moved back to its old location at Brentford in February, after 4 1/2 years’ operation in the buildings of another manufacturer. A large part of the business is currently directed to export markets, many of which are opening up again in Europe. New styles in sportswear are featured in their latest showings, backed by a well-planned advertising campaign.

Jantzen (Australia) Ltd. is an important part of our international organization. Additional capital is being brought in to finance increased sales potential. Their current production is the largest in history. Increased emphasis in the future will be on Sun Clothes and dressmaker type garments.

Future developments for Jantzen in Argentina appear very promising. Jantzen S. A. Textil, our factory connection there, is expanding its manufacturing capacity as fast as the availability of raw materials and machinery permits. The income from our investment in this operation continues to be very satisfactory.

The Canadian licensed plant, Jantzen Knitting Mills of Canada, Ltd., again shows an increase in sales over all previous years. This has been brought about despite the critical shortage of many raw materials, and restrictions set up through price regulations.

We are pleased to announce that the licensed factories in Spain, Italy and France are again in production, though on a limited schedule. Plans for the future include additional licensed factories in territories where sales potential warrants. Some action has already been taken to bring this about.
The management of the Company was recently strengthened by the election of three additional members to our Board of Directors. They are: Edward C. Klindworth, Personnel Director and former Managing Director of Jantzen (Australia) Ltd., Ronald M. McCreight, General Sales Manager, and Mayer G. Monroe, Director of Style Development and Research. All three of these men have been associated with the company a good many years. They bring a wealth of Jantzen experience to the Board which we feel will be extremely valuable in formulating policies for the administration of the business.

In a number of other cases, the Company’s management organization has been augmented by the promotion of proven men from within the ranks of the business.

we recognize that the results reported here have come about through the combined effort of many individuals working as a team. This gives us confidence that, as the unpredictable future unfolds, this team will apply its experience and initiative to the solving of our problems as it has in the past.

For the Directors

President

December 27, 1946
# Balance Sheet—August 31, 1946

**JANTZEN KNITTING MILLS**  
*(An Oregon Corporation)*

**ASSSETS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Cash on deposit and on hand</td>
<td>$ 504,275.51</td>
</tr>
<tr>
<td>Cash surrender value of life insurance</td>
<td>234,721.79</td>
</tr>
<tr>
<td>Customers' receivables—less reserves</td>
<td>949,553.74</td>
</tr>
<tr>
<td>Other debtors</td>
<td>43,018.39</td>
</tr>
<tr>
<td>Inventories—(lower of cost or market; wool and mohair top, last-in—first-out)</td>
<td>2,641,361.14</td>
</tr>
<tr>
<td><strong>TOTAL—CURRENT ASSETS</strong></td>
<td>$ 4,372,930.87</td>
</tr>
<tr>
<td><strong>MISCELLANEOUS RECEIVABLES</strong></td>
<td>28,175.00</td>
</tr>
<tr>
<td><strong>INVESTMENTS IN SUBSIDIARY COMPANIES—cost:</strong></td>
<td></td>
</tr>
<tr>
<td>Jantzen Knitting Mills Ltd., London</td>
<td>$ 438,962.60</td>
</tr>
<tr>
<td>Jantzen (Australia) Ltd.</td>
<td>83,949.79</td>
</tr>
<tr>
<td>Jantzen Soc. An. Textil, Buenos Aires</td>
<td>33,181.52</td>
</tr>
<tr>
<td><strong>SECOND MORTGAGE LOAN—Philadelphia</strong></td>
<td>40,000.00</td>
</tr>
<tr>
<td><strong>STOCKS AND BONDS</strong></td>
<td>23,207.70</td>
</tr>
<tr>
<td><strong>PLANT AND EQUIPMENT—depreciated cost</strong></td>
<td>619,301.61</td>
</tr>
<tr>
<td><strong>CONSTRUCTION IN PROGRESS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>DEFERRED CHARGES</strong></td>
<td>123,384.74</td>
</tr>
<tr>
<td><strong>PATENTS AND TRADEMARKS</strong></td>
<td>1.00</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td>$ 6,203,214.24</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES:</strong></td>
<td></td>
</tr>
<tr>
<td>Notes payable—banks</td>
<td>$ 1,300,000.00</td>
</tr>
<tr>
<td>Trade accounts payable</td>
<td>295,402.09</td>
</tr>
<tr>
<td>Construction accounts payable</td>
<td>95,429.83</td>
</tr>
<tr>
<td>Salesmen's balances</td>
<td>45,220.05</td>
</tr>
<tr>
<td>Wages, payroll taxes, etc.</td>
<td>198,332.91</td>
</tr>
<tr>
<td>Federal and state income tax, current—est.</td>
<td>325,382.53</td>
</tr>
<tr>
<td>Other obligations</td>
<td>20,704.82</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>$ 2,280,172.23</td>
</tr>
<tr>
<td><strong>EXCESS PROFITS TAX AND INTEREST (deferred, claim pending under Sec. 722)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>372,878.10</td>
</tr>
<tr>
<td><strong>CAPITAL AND SURPLUS:</strong></td>
<td></td>
</tr>
<tr>
<td>Preferred stock 5% cumulative—$100 par.</td>
<td></td>
</tr>
<tr>
<td>Authorized 15,000 shares; issued 10,500 shares</td>
<td>1,050,000.00</td>
</tr>
<tr>
<td>Common stock—$1 par.</td>
<td></td>
</tr>
<tr>
<td>Authorized 300,000 shares; issued 200,000 shares</td>
<td>200,000.00</td>
</tr>
<tr>
<td>Surplus: Capital</td>
<td>609,848.86</td>
</tr>
<tr>
<td>Earned</td>
<td>1,690,110.05</td>
</tr>
<tr>
<td><strong>TOTAL CAPITAL AND SURPLUS</strong></td>
<td>3,519,954.91</td>
</tr>
<tr>
<td><strong>CONTINGENT ASSETS:</strong></td>
<td></td>
</tr>
<tr>
<td>(a) foreign royalties and dividends not yet collected; (b) claims for refund of excess profits tax; (c) other values indicated in certificate.</td>
<td></td>
</tr>
<tr>
<td><strong>CONTINGENT AND OTHER LIABILITIES:</strong></td>
<td></td>
</tr>
<tr>
<td>(a) additional income taxes if any; (b) completion cost of construction in progress estimated at $255,000.</td>
<td></td>
</tr>
</tbody>
</table>
Comparative Statement of Profit and Loss and Surplus for years ended August 31, 1946 and 1945

<table>
<thead>
<tr>
<th></th>
<th>1946</th>
<th>1945</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SALES</strong></td>
<td>$9,122,978.53</td>
<td>$8,592,896.27</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>5,938,016.60</td>
<td>5,604,558.24</td>
</tr>
<tr>
<td><strong>GROSS PROFIT ON SALES</strong></td>
<td>3,184,962.53</td>
<td>2,988,338.03</td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td>2,578,262.85</td>
<td>1,918,804.30</td>
</tr>
<tr>
<td><strong>OPERATING PROFIT, before depreciation</strong></td>
<td>606,699.68</td>
<td>1,069,533.73</td>
</tr>
</tbody>
</table>

**OTHER INCOME:**
- Interest, dividends, discounts, etc.—net: $81,809.51 $60,360.84
- Foreign royalties: 16,021.49 11,096.63
- **Total other income:** 704,536.68 1,110,991.20

**Less:**
- Interest expense: $31,648.15 $28,730.74
- Depreciation: 61,933.47 56,167.14
- Federal and State income and excess profits taxes: 322,975.61 783,300.00
- Reserves—sundry: (3,008.00) (4,242.06)
- Reserve for post-war contingencies: 50,000.00 50,000.00
- **Total deductions:** 412,957.23 924,439.94

**BALANCE OF NET PROFIT—TRANSFERRED TO SURPLUS**
- $291,573.45 $216,551.26

**SURPLUS—beginning of year**
- 1,965,998.05 1,844,626.81

**Add:**
- Reserve for post-war contingencies eliminated (adjusts profit of prior years): 200,000.00
- Reserve eliminated re investments: 2,500.00 7,956.00
- Adjustment, prior income taxes: (3,616.59) 14,363.98
- **Less:**
  - Dividends on preferred stock: (47,500.00) (37,500.00)
  - Dividends on common stock: (100,000.00) (80,000.00)
  - Expenses re stock issue: (9,000.00) (9,000.00)
- **Total additions:** 2,999,954.91 $1,965,998.05

(Net earnings for fiscal year 1945-6, $1.22 per share common stock)

To the Board of Directors
Jantzen Knitting Mills
Portland, Oregon

We have examined the balance sheet of the Jantzen Knitting Mills, Portland, Oregon, as of August 31, 1946, and the statement of profit and loss and surplus for the fiscal year then ended. In this connection, we have reviewed the system of internal control and the accounting procedures of the company, and, without making a detailed audit of all transactions, have examined or made a limited test of the accounting records of the company and other supporting evidence, by methods and to the extent we deemed reasonably appropriate. Our examination was made in accordance with generally accepted auditing standards applicable in the circumstances and included all procedures which we considered necessary.

The increase in receivables, inventories and payables arise primarily from expanded sweater production and sales for ensuing seasons.

For this report, again, the figures of Jantzen Knitting Mills, Ltd. of London, England, a wholly owned subsidiary, have not been consolidated with those of Portland, Oregon, but the figures herein are as shown by the books of the Portland company alone. Financial statements certified by our London correspondents, disclose a net worth of $496,500 for such company at August 31, 1946, converted at the then rate of exchange; add a net operating profit for the year then ended of $22,150, converted at the average rate of exchange for such year.

A statement of financial condition at March 31, 1946, of Jantzen (Australia) Ltd., certified by our Australian correspondents, disclosed a book value of the parent company's holdings (approximately 47% of the ordinary shares) at rate of exchange prevailing at August 31, 1946, of $125,500, and an equity of $61,700, in the general reserve. The statement of Jantzen Soc. An. Textil, Buenos Aires, at March 31, 1946, disclosed a book value of about $96,500 for parent company's holdings (21%) at rate of exchange prevailing at August 31, 1946.

Substantial claims for tax relief under Section 722 of the Internal Revenue Code pertaining to excess profits tax have been filed for five years to date and another pending, such claims being not presently listed as assets. The amount allowable is unknown. In the meantime, the liability for excess profits tax, deferred under the law pending adjudication of the claims, is now treated as a non-current item.

In our opinion, subject to the above comments, the accompanying balance sheet and related statement of profit and loss and surplus present fairly the position of the Jantzen Knitting Mills at August 31, 1946, and the result of its operations for the fiscal year, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year, except that cash surrender value of life insurance is now shown as a current asset.

Portland, Oregon
October 14, 1946

Whitfield, Stratford & Co.
Certified Public Accountants
JANTZEN KNITTING MILLS

Directors

JOHN A. ZEHNTBAUER, Chairman
C. ROY ZEHNTBAUER
JOHN R. DODSON
ALFRED J. CORMACK
MITCHELL HEINEMANN
MAYER G. MONROE

HENRY L. GERMAN
PAUL M. DEKONING
EDNA M. BEAMER
EDWARD C. KLINDWORTH
RONALD M. McCREIGHT

Officers

JOHN A. ZEHNTBAUER . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . President
C. ROY ZEHNTBAUER . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . First Vice-president
JOHN R. DODSON . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Vice-president and Treasurer
MITCHELL HEINEMANN . . . . . . . . . . . . . . . . . . . . . . . . . . Vice-president in Charge of Sales
PAUL M. DEKONING . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Vice-president and General Manager
HENRY L. GERMAN . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Vice-president
ALFRED J. CORMACK . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Secretary and Assistant Treasurer
EDWARD C. KLINDWORTH . . . . . . . . . . . . . . . . . . . . . . . . . . Assistant Treasurer
EDNA M. BEAMER . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Assistant Secretary
G. ROBERT DODSON . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Assistant Secretary
JAMES E. CORMACK . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . Assistant Treasurer

FOR BOTH PREFERRED AND COMMON STOCK

Transfer Agents: JANTZEN KNITTING MILLS
Janzen Center
Portland, Oregon

Registrars: THE UNITED STATES NATIONAL BANK
Broadway and Sixth at Stark
Portland, Oregon

The information herein is intended solely as a report for the shareholders and employees to whom this report has been addressed and is not a representation, prospectus or circular in respect to any stock or note of any corporation and is not transmitted in connection with any sale or offer to sell or any negotiation for the sale of any stock or note.
Jantzen