

Our Company



Our Company



CHRONOLOGICAL GROWTH OF KVP

1909

Kalamazoo Vegetable Parchment Company
Parchment, Kalamazoo, Michigan
Parchment Division

1910

Waxed Paper Division

1918

No 1 Paper Mill

1923

No. 2 Paper Mill

1938

No. 3 Paper Mill

KVP Company of Texas
Houston, Texas

1939

Kalamazoo Vegetable Parchment Company
Philadelphia — Devon — Pennsylvania

1943

Harvey Paper Products Company
Sturgis, Michigan

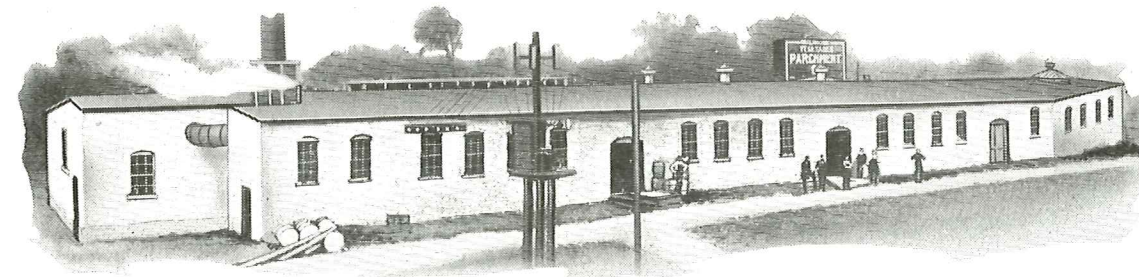
1945

Appleford Paper Products Limited
Hamilton, Ontario — Montreal, Quebec

Aridor Limited
Hamilton, Ontario

1946

The KVP Company Limited
Espanola, Ontario



Original plant at Parchment, as it looked in 1910

The Kalamazoo Vegetable Parchment Company

A BRIEF HISTORY

In the fall of 1909 a young man by the name of Jacob Kindleberger came to Kalamazoo with the idea of organizing a converting plant to make genuine vegetable parchment. For a number of years he had been a highly successful salesman of this type of paper.

Kalamazoo was already world famous as a papermaking center, and was well situated as to markets. He knew that there was money available and men who understood papermaking. He had great faith that the enterprise would be successful.

By the end of October, \$50,000 had been raised and on October 27, 1909, the company was officially formed.

The only available building in the area was the ruins of an abandoned sugar beet factory located on the bank of the Kalamazoo River three miles north of the center of Kalamazoo. In this broken down old building, with machinery and equipment almost equally ancient and in need of repair, the little company began to convert rag waterleaf, purchased from various paper mills, into parchment.

The first order was filled on April 8, 1910. From that day to this, the mill has never been down a single day for lack of orders, nor has there ever been a day when blueprints for expansion and growth were not on the planning board.

Parchment is a most interesting and unusual paper. Its most distinctive property is this: it is insoluble in water and will not go to pieces when wet. It is also very greaseproof.

The country was then just beginning to become conscious of the part proper packaging plays in the safe and economical protection of foods. Consequently, the chief market for parch-

ment was to be found in the rapidly expanding dairy and meat packing industries whose products are in particular need of this type of protection. Those industries have remained the major outlet for the company's products to this day.

In the fall of 1910, a printing press, still in use, was purchased, and became the foundation of a huge printing department, now numbering 43 presses. These produce high grade printing on many types of paper by letterpress, offset and gravure methods. To make the service increasingly dependable, plate making and ink making departments were gradually added. These, with the help of an art department to make the original sketches and drawings, now comprise the largest self-contained graphic arts department in the industry.

The superb protection of waxed paper was just beginning to be understood and to be used by the industries we were already selling. It was therefore logical that a waxing machine should be added so that customers could get both papers from the same source of supply. This machine was installed in the fall of 1910, and like the printing press, became the forerunner of a mammoth waxing department. Today, the company is probably the largest producer of waxed papers in the world. It made some of the first waxed bread wrappers ever sold, and the baking industry thereby became the third great industry to look to KVP as its source of supply for this highly necessary wrapper.

The first world war greatly increased the use of all kinds of paper, food protection papers in particular, and the company soon felt the need of a more dependable source of supply for its raw stock. This same need was to be felt during the second world war, when pulp instead of paper was the critical requirement.

In 1918, the first paper mill was built. It had two machines and included a rag room, for parchment was still being made from rag stock. These machines made the base paper for parchment and waxing stock. One was a 116-inch Horne Harper, the other a 163-inch Pusey & Jones. Both are still in service though considerably improved over the original installation.

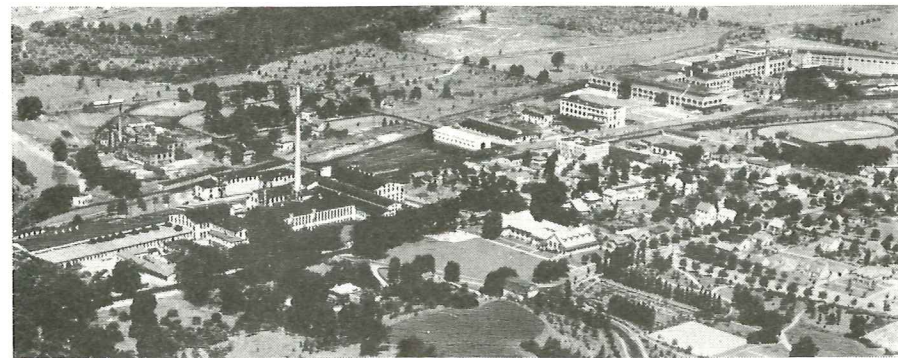
The business continued to prosper. It was founded on quality products. It was studying the needs of its customers and helping them improve their markets. It was following the principle of the Golden Rule in its dealings with its employees, its customers, and its stockholders. It has not departed from those practices, and will not do so. They have been proven, and found good.

By 1923, additional converting and paper-making capacity was needed. This led to the construction of a second paper mill, which included a large power plant and a 165-inch Bagley & Sewell machine. Numerous new printing presses, waxing machines, and finishing room equipment were likewise added. Everything was so advanced in design, so clean and so modern, that the mill became known as "The World's Model Paper Mill" and it has retained that rating through the years.

The new paper machine was designed to run faster than any machine had ever before run on similar grades of paper. It took a great deal of costly effort to make it live up to its promised speed and perfection, but the problems were finally whipped, and a new standard of paper machine performance was set.

In 1928 a 167-inch Beloit machine was added, and the company was now producing considerable quantities of bond and offset papers for business uses, including school tablet and writing papers.

Then years later, to supply the demand for better printing of waxed papers, a fifth paper machine came into production. It is a 139-inch Bagley & Sewell with a Yankee drier. In 1943 a second Yankee was added, this one a 138-inch Beloit.



Aerial view parent office and mills at Parchment

These six fast machines make a wide variety of papers, ranging from 7½-lb. manifold to 120-lb. wrapping. The varieties include waterleaf for parchment, waxing stock for the many types of waxed papers, a broad range of food wrapping papers, a wide line of fine papers (bond, writing, offset, mimeograph, etc.) and numerous paper specialties such as shelf paper and dusting paper.

The number of employees has increased in direct ratio with the physical expansion of the mill, and the parent plant employs about 1700 men and women.

Many of these live in Parchment, now an incorporated city, that has grown up about the mill. It, likewise, is known as a model community. Its school, church and recreational opportunities are of the highest order and as a place to live, it is the envy of all who visit it.

Sales offices are established in the major markets of the country. They include Boston, New York, Philadelphia, Baltimore, Detroit, Chicago, Minneapolis, San Francisco, and Houston. In addition to the men that work out of these offices, other salesmen live in the middle of sales territories, so that the entire country is covered by some 40 sales representatives. Export sales are handled by the home office, with the assistance of the New York office and specified export agencies.

The corporate growth and the increase in sales and employees will be found graphically portrayed on the following pages. So too will the addition of associate companies, all a part of the management's plan to provide greater opportunity and job security for the employees.

DEVON, PENNSYLVANIA

In 1939, a converting plant was placed in Philadelphia in order to give improved service on waxed papers to the company's Eastern customers. Its usefulness was immediately apparent and in a short time it outgrew its quarters.

In 1943 it was removed to Devon, just outside Philadelphia, where room for further expansion is available. It employs about 25 people.

Its Products

The variety of KVP papers and their uses has been briefly suggested on the previous page. They fall into four major groups, each with several subdivisions serving particular industries.

No. 1: THE FOOD PROTECTION PAPERS

These consist for the most part of genuine vegetable parchment, waxed papers, grease-proof, and special treated papers. They serve many major industries.

a. The meat and poultry packing industry.

Typical uses are the wrapping of smoked meats such as hams and bacon; covers and liners for barrels and boxes and tins; wrappers for lard, sausage, margarine, tamales; individual head and body wrappers for all manner of poultry; and for many miscellaneous uses. It likewise includes a wide variety of papers for the retail meat markets and for the frozen food locker plants. The company enjoys a commanding position in this great industry and was of particular service to it during the war. Nearly every meat packer in the United States buys one or more KVP papers.

b. The dairy industry.

Chiefly parchment for wrapping of butter and lining boxes and tubs. Also waxed papers. Other uses include milk bottle hoods and can gaskets, and wrappers and liners for ice cream and many forms of cheese.

c. The fishing industry.

Parchment and waxed for fresh and frozen fish; can liners.

d. The cereal industry.

Wrappers, liners, layer sheets for crackers, dry cereals, corn flakes, etc. Bread wrappers and bands. Most of these are waxed papers.

e. The vegetable and fruit industries.

Wrappers, crate and box liners for celery, broccoli, asparagus, lettuce, carrots, apples, tomatoes, etc. Frost protection covers for row crops.

No. 2: THE HOUSEHOLD PAPERS

Heavy waxed, cookery parchment, pie tapes, shelf papers, dusting papers, washcloths, etc. sold through retail stores for home consumption. Nationally advertised.

No. 3: THE FINE or PRINTING PAPERS

Not made during the war, but may possibly be resumed. Bond, offset, mimeograph, writings, envelope, manifold, adding machine rolls, duplicator papers, etc. for business uses.

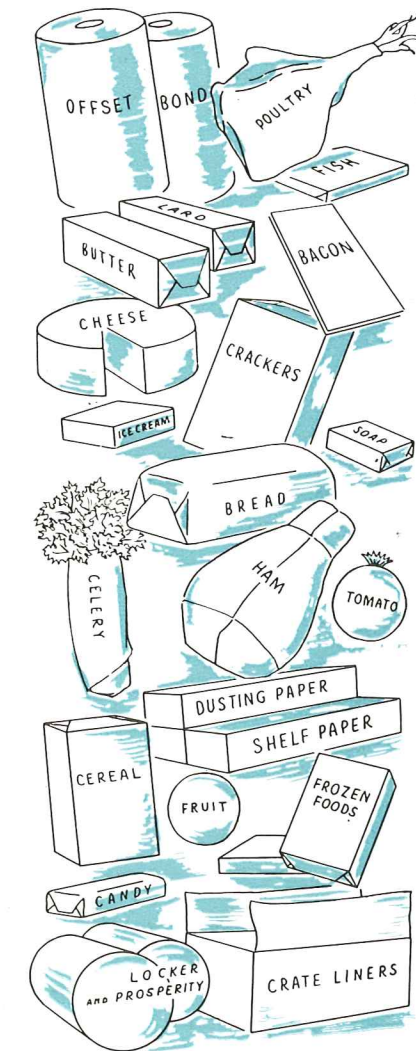
No. 4: CONVERTING PAPERS

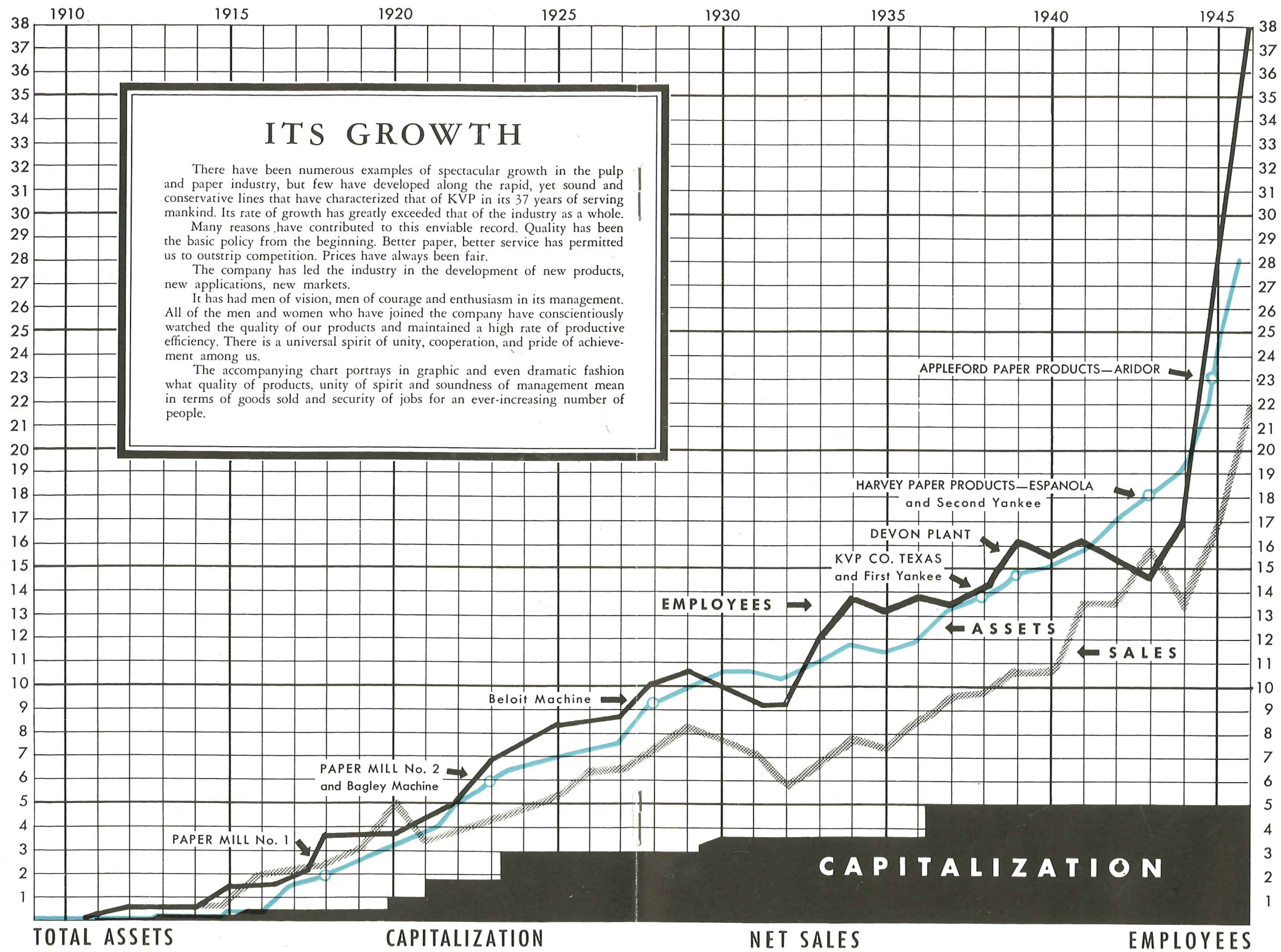
Many papers are sold in mill rolls not only to our own associate plants, but to independent converters for a wide number of end uses.

No. 5: MISCELLANEOUS PAPERS

Many special papers for soap, candy, cough drops, nurseries, florists, drugs, stores, hospitals, carton sealing, delicatessen, laundries, rubber products, can and tube liners and for many other purposes.

In brief, from the cradle (KVP Obstetrical Sheets) to the grave (KVP Embalmers' Sheets) KVP papers fill a multitude of vital uses. There is hardly a home in America into which one or more KVP papers do not in some way find their way during the year.





MILLIONS
of DOLLARS
•
EMPLOYEES
BY HUNDREDS

MILLIONS
of DOLLARS
•
EMPLOYEES
BY HUNDREDS

CAPITALIZATION

The KVP Company Limited

The brief history of our company shows the rapid, consistent, and sound growth that we have experienced. Of course, our pulp requirements have increased directly during this period.

By the beginning of 1940 we could see that our requirements for pulp would amount to at least 250 tons per day. We were buying this pulp from all sections of the United States, Canada, Sweden, and Finland, and we were experiencing wide variations in qualities and prices.

A stable supply under our own control seemed necessary in order to maintain our quality standards and keep us always competitive. The building of a pulp mill of our own was the only answer to this situation.

Two years were spent in investigating locations. These investigations covered different sections of the United States and Canada. The search finally settled upon an idle mill at Espanola, Ontario, owned by the Abitibi Power & Paper Company.

The location at Espanola seemed to be the most logical. It is less than 500 miles from Kalamazoo; a fine water power development existed together with a great deal of papermaking equipment and housing facilities. The mill had produced newsprint paper on six machines and the water power had been used for the manufacture of groundwood.

The mill had been idle since 1930 due to the exhaustion of the spruce wood in the area. Because of this there was no hope of ever re-establishing the plant for the manufacture of newsprint. The timber limits carried a large supply of jackpine which could be used for the manufacture of bleached sulphate pulp.

The company, therefore, after completing all necessary arrangements with the Canadian government and extended negotiations with the Abitibi Company, purchased the property in January, 1943.

Plans started immediately for its development. An entirely new chemical pulp mill would

have to be built. Many million dollars have since been expended in the development of the new pulp mill, the bleaching plant, the starting of the woods operations, and the rebuilding of the town.

The first groundwood was made January 29, 1946, followed on May 17 by the first chemical pulp. The bleaching plant is expected to be in operation by early fall.

On April 1, 1946, the Canadian company was officially incorporated as The KVP Company Limited. It is the third corporation to operate a pulp mill in Espanola. The original incorporation was in 1899 under the name of the Spanish River Pulp Company. The dam was built in 1901 and the pulp mill construction started.

The first groundwood was produced in September of 1905. The company store was opened in October of that year. In 1910 there was a reorganization of the company; the mill at Sturgeon Falls was consolidated with the Espanola plant.

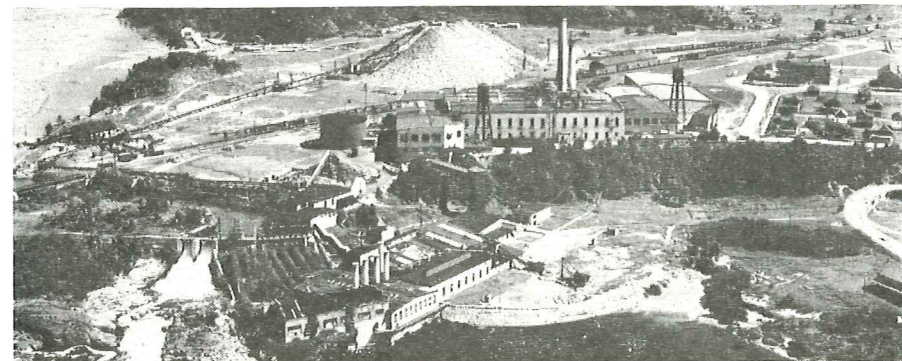
The paper mill was built in 1911 and started in production in July, 1912, with two 166" Pusey & Jones machines. The hotel was built that same year.

In 1914 two 122" Rice, Barton & Fales machines were added to the equipment. These machines were purchased from the Riverside Paper Company in Wisconsin.

During the first World War plans were made to enlarge the paper mill and two new Pusey machines were put in operation in 1919. Two new schools were also built to take care of the growing needs of the community.

Many new houses were built during the years of 1919 and 1920. The original homes were built of clay taken from the excavation of the power canal and made into brick in Espanola.

One of the major reasons for settling on the Espanola purchase dates back to 1917. In that year a young man just out of the University of Michigan started work in Espanola as the first resident engineer. At that time Mr. R. B. Wolf



Aerial view Espanola mills prior to purchase by KVP

was manager of the Spanish River Company. Following the first World War he continued his association with Mr. Wolf in the consulting engineering field. His name is R. A. Hayward.

In 1924 he joined the KVP Company as general manager and became its president in 1936, succeeding Mr. Kindleberger who became chairman of the Board. It was only natural, therefore, that his thoughts should return to Espanola in the consideration of a location of a pulp mill.

Back in 1917, for a short period of time, he had lived at the Y.M.C.A. at the Soo with Ben Avery, then starting in the forestry department of the Spanish River Company. On many occasions Ben had mentioned the fact that the engineers and chemists should work out some way to utilize the jackpine on the property. When Espanola was under consideration for the building of our pulp mill, Mr. Hayward visited Fort William and discussed in detail with Mr. Avery the wood resources, particularly the jackpine, standing on the timber limits.

Mr. Avery had remained with the Spanish River Company and then the Abitibi Company until 1937 and was thoroughly familiar with the wood available on the limits. Mr. Avery continued his interest in the development of the company and assisted in the selection of the personnel that would form the executive staff. On the first of April he joined the company as vice-president and general manager. Thus after nearly thirty years of separation, Mr. Hayward and Mr. Avery are again working together in Espanola.

In 1925 the mill began to make water shipments from Little Current. Three years later, in 1928, the Spanish River Company was consolidated with the Abitibi Power & Paper Company who operated the mill at Espanola until 1930. Business was then in the midst of worldwide depression. Other Abitibi plants with better wood resources and lower costs were able to take care of their sales, and the mill was shut down. A competent maintenance crew was maintained to keep the property in excellent condition.

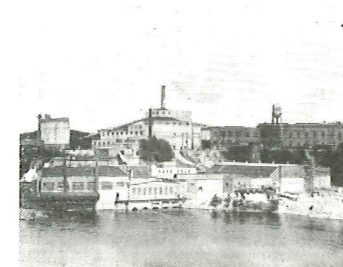
Many of the families moved out of the town and, of course, the houses depreciated a great deal during this time. News that the mill was to be revived and made even larger brought a thrill to the people almost beyond belief. It seemed like nothing short of a miracle. A brief flurry of prosperity had occurred early in the war when the government had taken over the plant for a prison camp. Some 1200 prisoners from the German air force and submarine crews were housed in the old finishing room and warehouse. There was almost a like number of Canadian veterans to guard them. The incident will remain long in the memory of those who witnessed it with the attempted escapes and all the excitement of enemy aliens.

But that was an artificial stimulant. The KVP purchase was real; it had flesh and blood and sinew. Espanola was reborn in mind, body, and spirit. It is on its way to become a model mill and city—an outstanding example of what men and money working together can do to make a better world.

The mill will produce 200 tons of bleached sulphate pulp daily, plus some groundwood. Most of this pulp will go to Parchment. Some will be used in Espanola for paper making. Two of the paper machines will be placed in operation in the early part of 1947. The bulk of this paper will be shipped to the company's plants at Hamilton and Montreal for conversion and distribution in the Canadian market and for export.

The construction and completion of the mill during these difficult times have been possible because of the supreme efforts that have been put forth by all of the men working for the company. It has also been possible because of the fine spirit that has existed with all those who have supplied materials and equipment. We owe them all a great debt of gratitude.

If during the years to come the same spirit of unity and efficiency prevails, Espanola will continue to grow and serve the paper needs of North America.



Front view of new pulp mill at Espanola, from downstream side



First pulp arrived at Parchment May 17, 1946. Here Mr. Hayward, Mr. Kindleberger, and Mr. A. Southon, 1st Vice President, examine product and pronounce it "Good!"



R. A. Hayward, President, and J. Kindleberger, Chairman of the Board, inspect first pulpwood to arrive at Espanola

Associated Companies

KVP COMPANY OF TEXAS
The first move to expand converting facilities outside the Middle West was taken in 1938. A survey settled on Houston, Texas, as the most likely site and a company was set up there under Texas laws. It was named the KVP Company of Texas. It services the great Southwest market, and much of all the southern seaboard as well. Its products are plain and printed waxed and parchment papers, and it likewise warehouses a stock of the complete line. About 30 people are employed.

HARVEY PAPER PRODUCTS CO.
The first acquisition by purchase of a subsidiary company was that of the Harvey Paper Products Company of Sturgis, Michigan, in 1943. This was an outstanding concern in the field of bakery, hotel and restaurant paper specialties. They had been buying KVP-made raw stock for many years.

Founded originally in 1923 at Appleton, Wisconsin by the late Alfred Harvey and his son Harold, it came to Sturgis in 1926. Growth was steady and rapid. The company invented and made many of the intricate machines needed for the manufacture of its products and soon secured a commanding place in the industry.

When the last war began, such converting plants were hard pressed for dependable raw stock supply. Mr. Harvey had long been an admirer of KVP's method of doing business. He knew that the company stood for highest possible quality, and that its relations with employees and with customers were of the highest order. Both concerns have been greatly strengthened in the merger. The products fall into three major classifications.

No. 1. THE BAKERY LINE.

This includes baking cups, biscuit or confection cups, cake circles and pads, eclair cups, and a wide variety of fluted and flat die-cut pan liners.

No. 2. HOTEL and RESTAURANT LINE

Among these are burger cups and holders, butter chips, hot dog trays, portion (or souffle) cups, sundae dish liners; and a complete line of plain and printed table accessories, headed by an outstanding group of place mats, plus doilies, coasters, finger bowl liners and tray mats.

No. 3. THE HOUSEHOLD LINE

Among these are Dustex, a treated dusting paper; baking cups, nut cups, and pie tapes. Miscellaneous items include banquet rolls, candy cups, casserole or pie collars; potato chip, popcorn and pretzel dishes.

A building program is already scheduled for increased production and additional lines.

APPLEFORD PAPER PRODUCTS LTD.

When KVP acquired the Appleford Paper Products Limited in 1945, it became associated with a concern some four years older than itself. In 1905, two brothers, L. M. and A. A. Appleford of Seaforth, Ontario, began to print check books on presses supplied by the Toronto Type Foundry Co., Ltd. They launched their enterprise under the name of the Appleford Counter Check Book Company.

Soon outgrowing their original quarters and wishing to be near larger markets, they moved to Hamilton. In 1922, an attempted merger with a waxed paper company was unsuccessful. Mr. L. M. Appleford, the surviving brother, then went with the waxed paper concern, the check book company becoming sole property of the Toronto Type Foundry Co., Ltd.

A complete reorganization occurred in 1923, the late Mr. W. B. Powell, a banker, coming in as general manager. Eleven years later (1934) he formed a syndicate to acquire controlling interest.

In the meantime, a wide variety of new lines was being added. They included plain and printed waxed papers, bread wrappers, printed parchment, printed gummed tape, household waxed, shelf paper, pie plates, and related items. A more descriptive firm name was deemed desirable, and in 1927 the current name was adopted. The present association with KVP followed the death of Mr. Powell in 1944.

As with the Harvey organization in Sturgis, the two companies found a wonderful agreement of policy. Their products were of high quality. The type of management and employees they enlisted had the same common aims of service.

Several Appleford lines dominate their field in Canada as completely as KVP or Harvey lines dominate the American market. Their Food Saver household waxed in particular is the standard of excellence through the length and breadth of the Dominion. They employ about 170 people.

MONTREAL

A small branch plant is located at Montreal. It employs about 15 people and was set up to give superior service to certain industries of Eastern Canada.

ARIDOR LIMITED

Along with Appleford came their subsidiary, Aridor Limited, manufacturers of milk bottle caps. It makes Perfection Pull Caps and three types of cover caps which include Kleen Kaps, Seal Caps and Hood Caps. Its products are widely known in the dairy industry. It employs about 30 people.

How the Canadian Growth was Financed

Few individuals can build a new house without the help of bank or private loans. Few businesses, likewise, are able to expand without outside help to underwrite costly buildings and equipment which must be paid for in cash at once. Our company is no exception.

For many years we have had very close relationship with the Chase National Bank of New York, one of the world's largest banking institutions. Contrary to the general prejudices about "Wall Street" banks, this bank has always been extremely interested in our company. They have been very cooperative in helping with all our major financing. They are bankers, not paper-makers, and they have never in any way even indicated a desire to direct or to control any part of our operations.

Because of their interest in us and their belief in our future, they have from time to time loaned us large sums of money to pay for our expanding program.

We have always paid off these loans on or before the time we agreed to.

In 1941, when after several years of study and planning, the management decided to strengthen the position of the company by build-

ing a pulp mill, it was natural that it should look to the Chase bank for help. At the time, it would not have been possible to obtain enough money by ordinary means such as the sale of stock or bonds to finance such a huge undertaking.

After talking over the problem with the officers of the bank, telling them exactly what we planned and what we hoped to accomplish, they offered to lend us the money to do the job. Espanola would not be a reality today if it had not been for their confidence and cooperation.

Thus the true service of a "Wall Street" bank is translated into the reality of a pulp and paper mill many hundred miles away from its banking offices. Nearly 5000 men and women, and their families, in the United States and Canada will benefit directly as employees or stockholders. A ghost town has been resurrected. A great new business has been established.

All of us associated with the business, in whatever capacity, will have to work together to produce and sell the products which will provide the money to pay back these loans. In so doing, we will keep our faith, we will secure our jobs, and we will prove our usefulness in a busy world.

Officers and Directors

*Directors indicated by asterisk

Kalamazoo Vegetable Parchment Company
*J. Kindleberger, Ch. of Bd.
*R. A. Hayward, President
*A. Southon, 1st V.P.
H. H. Jones, 2nd V.P.
*J. B. Kindleberger, 3rd V.P.
Thos. W. Peck, Secretary
William R. Hess, Ass't Sec.
*C. S. Campbell, Treasurer

*A. B. Connable
*Dr. L. H. S. DeWitt
*C. H. Kleinstuck
*Charles J. Monroe
*Frank Mossteller
*A. B. Read
*Clarence W. Avery

The KVP Company Limited

*R. A. Hayward, President
*B. F. Avery, V.P.
*E. Norval Hunter, Sec.
*Thos. W. Peck, Treas.
*A. Southon
*A. H. Burk

*J. B. Kindleberger
*C. H. Kleinstuck
*C. J. Monroe
*Alfred B. Connable, Jr.
*W. H. McGuire

Harvey Paper Products Company

*Harold C. Harvey, Pres.
*A. Southon, V.P.
Thos. W. Peck, Sec.-Treas.
*Paul F. Picker, Ass't Sec.
*Jacob Kindleberger
*R. A. Hayward

Appleford Paper Products Limited

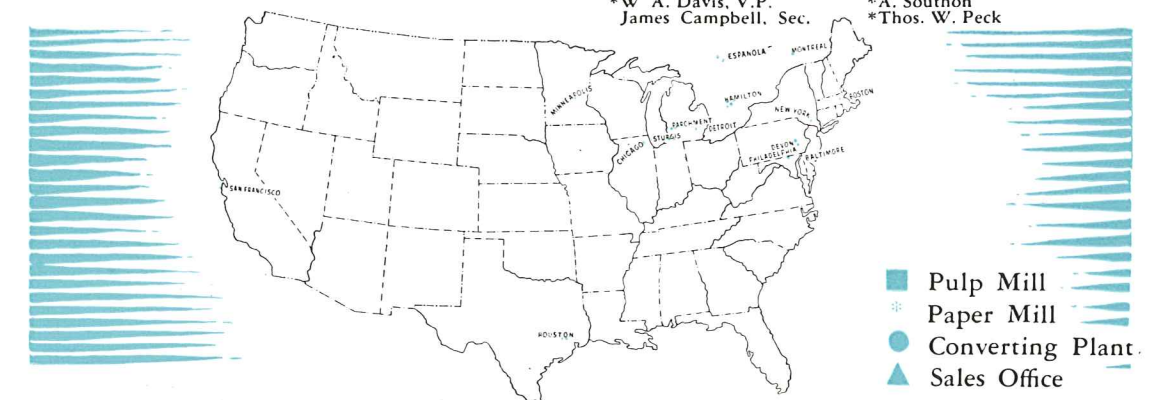
*R. A. Hayward, Ch. of Bd.
*George F. Clark, Pres.
*Ernest Smith, V.P.
James Campbell, Sec.
Marion Grayson, Treas.
Colin S. Glassco, Ass't Treas.
*A. Southon
*Thos. W. Peck

KVP Company of Texas

*J. Kindleberger, Ch. of Bd.
*R. A. Hayward, Pres.
*W. A. Schneider, V.P.
Thos. W. Peck, Sec.-Treas.
H. Campos, Ass't Sec.-Treas.
*A. Southon

Aridor Limited

*R. A. Hayward, Ch. of Bd.
*George F. Clark, Pres.
*W. A. Davis, V.P.
James Campbell, Sec.
Marion Grayson, Treas.
Colin S. Glassco, Ass't Treas.
*A. Southon
*Thos. W. Peck



This booklet is published to commemorate the
starting of the pulp and paper mill at Espanola.
— August 2, 1946

This booklet is published to commemorate the
starting of the pulp and paper mill at Espanola
— August 2, 1946