

Pacific Clay Products

Public Stock Offering & Annual Reports 1926-1947

Rachel Alt-Simmons | July 2015

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Annual reports and company history of Pacific Clay Products from 1926-1947

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1926

CLAY PRODUCTS STOCK OFFERED (1926-11-10)

Common of Old Los Angeles Company on Market

Chief interest in financing integrating \$17,550,000 announced for offering in this market today is centered in an issue of 100,000 shares of no-par-value common stock of the Pacific Clay Products Company, sponsored by a banking group comprising Banks, Huntley & Co., Hunter, Dulin & Co., M.H. Lewis & Co., and Drake, Riley & Thomas. The stock, carrying full voting privileges, is priced at \$28 a share, to yield approximately 8 per cent.

The business of Pacific Clay Products Company consists of the manufacture and sale of various grades of vitrified sewer pipe, electric conduit tile, water pipe, face enamel brick, firebrick, terra cotta, flue lining, stoneware and drain tile. The company is one of the oldest established industrial concerns of Los Angeles county, being an amalgamation of properties that have been engaged in the industry for the last thirty years.

Adequate clay deposits, owned in fee or held under long-term leases, insure the company an adequate and continuous supply of raw materials at low cost, the bankers state. Three important plants are operated, two in Los Angeles and the other at Los Nietos. The last-named plant is one of the largest of its kind in the world, having three complete press units and thirty-six kilns of the beehive type. Three large retail yards are also maintained in strategic locations.

It is the intention of the directors to maintain a conservative dividend policy, and earnings are considered to warrant the declaration of dividends on an annual basis of \$2.25 a share. Net earnings for the four and three-quarter years ended September 30. Last aggregated \$1,975,165.58 equal to more than \$4.15 a share on the present outstanding stock.

Source: Clay Products Stock Offered (1926, November 10). *Los Angeles Times*. p.13.

100,000 Shares

Pacific Clay Products



(A California Corporation)

CAPITAL STOCK (Without Par Value):
Authorized150,000 sha.
To Be Presently Issued..100,000 sha.

Common Stock

DIVIDENDS PAYABLE MONTHLY
FULL VOTING PRIVILEGE

The present stockholders, among whom are some of the most prominent business men in Los Angeles, have subscribed to in excess of 75,000 shares of this issue.

*Exempt From Personal Property Tax in the State of California
Dividends Not Subject to Federal Normal Income Tax.*

REGISTRAR:
MERCHANTS NATIONAL TRUST AND SAVINGS
BANK OF LOS ANGELES

TRANSFER AGENT:
PACIFIC CLAY PRODUCTS,
LOS ANGELES

INVESTMENT FEATURES

As summarized by Mr. William Lacy, President of Pacific Clay Products, from his letter to us:

BUSINESS

Pacific Clay Products had its inception in an amalgamation of properties which have been engaged for the last thirty years in the manufacture and sale of various grades of vitrified sewer pipe, electric conduit tile, water pipe, roof tile, floor tile, face and enamel brick, fire brick, terra cotta, flue lining, stoneware and drain tile.

The fabrication of essential commodities from clay is a basic industry and no adequate substitute material for clay products has ever been developed.

PROPERTIES

The Company owns and operates three important plants in Los Angeles and vicinity. The Lincoln Heights Plant located at 306 West Avenue 26 is devoted to the manufacture of face brick, enamel brick, fire brick, roofing tile and stoneware.

The Los Nietos Plant is devoted primarily to the manufacture of sewer pipe and other salt-glazed vitrified clay products. This Plant, one of the largest in the world, includes three complete press units and 36 kilns of the beehive type.

The Slauson Avenue Plant is devoted to the manufacture of the same general types of product as the Los Nietos Plant.

The location of its Plants has placed the Company in close proximity to its market and raw materials.

The Company likewise maintains three extensive retail yards, making available for its retail trade adequate stocks of its various materials.

Extensive clay deposits are owned in fee or held under long term leases which insures the Company an adequate and continuous supply of raw material at a low cost.

MANAGEMENT

The Management will continue to be vested in the present officers, who have successfully conducted the business.

All legal proceedings incident to the issuance of this stock have been under the direction and are subject to the approval of Messrs. Gibson, Dunn & Crutcher, Attorneys, Los Angeles, for the underwriters, and Messrs. Fredericks and Hanna, Attorneys, Los Angeles, for the Company.

Audits and financial statements prepared by Messrs. Haskins and Sells.

Price \$28 Per Share, Yielding Approximately 8%

It is the intention of the Company in due course to make application to list this stock on the Los Angeles Stock Exchange

We offer this stock for delivery when, as and if issued and received by us, subject to the approving opinion of Messrs. Gibson, Dunn & Crutcher, attorneys, of Los Angeles.

**Banks, Huntley & Company
Drake, Riley & Thomas**

**Hunter, Duin & Company
M. H. Lewis & Company**

The information contained in this advertisement is based upon statements and statistics which have been furnished to us by officers of Pacific Clay Products. We do not guarantee or warrant them, but believe them to be correct.

BALANCE SHEET

An audit of the books of Pacific Clay Products has been made yearly by Messrs. Haskins and Sells, Certified Public Accountants and the financial statement as of September 30, 1926, reflects that the Company has no bank loans or preferred stock, and is in a very strong current position, current assets being more than four and one-half times current liabilities.

EARNINGS

The Company has established a very substantial and constant earning record. Net Sales and Net Earnings for four years and nine months ended September 30, 1926, as certified by Messrs. Haskins and Sells, are as follows:

	Net Sales	Net Earnings after Depletion and Depreciation, but Before Federal Taxes	Net Earnings applicable to Dividends
1922	\$1,162,221.19	\$318,243.78	\$278,483.15
1923	1,631,886.88	478,240.61	414,001.20
1924	1,732,105.22	519,481.77	463,709.12
1925	1,921,628.47	601,029.98	521,230.28
*1926	1,257,049.94	358,322.58	309,770.83
Average for 4 1/2 years....	1,622,203.48	478,130.24	415,824.12

*Nine months to Sept. 30, 1926.

Net Earnings applicable to dividends for the four years and nine months ended September 30, 1926, were equal to \$4.15 per share annually on the present outstanding capital stock, including this issue.

DIVIDENDS

It is the intention of the Directors to maintain a conservative dividend policy and present earnings justify the declaration and payment to stockholders at monthly intervals of a dividend upon an annual basis of \$2.25 per share.

1927

Annual Report Commentary

While the year 1927 witnessed a considerable slow-up in industrial activities in Southern California, your Company on the whole is able to report a quite satisfactory volume of business and progress during this period. Operations were continued at about 80% capacity during the year, the Los Nietos Plate operating at full capacity, while curtailment was made at Lincoln Heights and Slauson Avenue plants.

Volume of sales increased somewhat over 1926. Sales of sewer pipe and of fire brick and refractories were the greatest in the Company's history. Other lines in which volume was low, such as face brick and conduit, reflected the general curtailment of construction programs using the materials.

The manufacturing departments have continued to show progress. During the past year, larger sizes have been added to the sewer pipe line and all sizes of pipe, up to and including 36" diameter, are in regular production. Your Company has also secured the exclusive license to manufacture an improved design of segmental block for large sewer construction. The manufacturing details have been worked out and the block are now ready to be put on the market.

In the stoneware department, several new items have been developed which are proving popular with the trade and resulting in increased volume of business.

Important progress has been made in the fire brick and refractory department and your Company's lines of the materials are meeting with a steadily increasing favor and demand among discerning buyers.

As the Southern California clay products industry, in all lines, became over-expanded during the abnormally active period of building a few years ago, all manufacturers of these products are faced with definite problems in keeping their plants busy. Your Company's policy is constantly to improve and amplify its lines wherever possible, as well as to promote operating efficiency and economy. Plans have been approved and construction work is under way for installation of new equipment which will contribute markedly to this end. No financing will be necessary for this work since the company has accumulated in its cash reserves the funds necessary.

It is the policy of your directors promptly to make whatever expenditures are necessary to equip your Company's plants for production at lowest cost in its major manufacturing operations.

It is your Company's practice to make heavy credits to the reserves for depreciation and depletion and conservative charges to property accounts for improvements and additions.

Earnings for the year, after all charges and taxes, including Federal Income Tax, were taken in account, amounted to \$336,827.68. This figure compares with \$354,473.36 earned in 1926. This apparent slight shrinkage in earnings, however, occurs only because of a changed method of handling certain income charges. Prior to 1927 these charges for current year were computed and paid in the succeeding year. Your Company's procedure now is to take such charges into account as they accrue, setting up proper reserves to cover. If for purposes of comparison previous accounting practice as applied to 1927, net earnings would show an approximate increase of \$10,000 over 1926.

Net quick assets at the end of the year, of which \$395,952.83 was cash, amounted to \$882, 663.67, or \$5.52 of current assets for each dollar of current liabilities as of December 31, 1927, after all deductions. This compares with a figure of \$4.78 at the close of 1926. Bonded indebtedness was reduced to \$66,000.00 during the year. At the same time, your Company's cash reserve has been consistently increased. Your Company has no bank loans outstanding, and borrowed no money during the year.

It is hoped that the results of the year's business and present condition of your Company will be gratifying to its stockholders.

The outlook for 1928 appears to be for a continuance of business in satisfactory volume for most of the lines manufactured. Attached hereto is General Balance Sheet as of December 31, 1927, with comparison of the same figures for 1926, also a condensed Comparative Summary of the Company's financial condition for the same periods, both statements having been prepared and certified by Messrs. Haskins & Sells, Certified Public Accounts.

BY ORDER OF THE BOARD OF DIRECTORS, WM. LACY, President

1927 Company Information

Company Officers	Product Lines	Location
William Lacy, President J.D. Fredericks, Vice-President Robert Linton, Vice-President – General Manager W.R. Fawcett, Secretary-Treasurer	Sewer Pipe Electric Conduit Water Pipe Sewer Segment Blocks —	General Offices: Suite 650, 1151 South Broadway, Los Angeles, CA
Thomas W. Banks W.T Bishop Paul G. Hoffman	Face Brick Enamel Brick Fire Brick Refractory Shapes	

N.W. Stowell	— Terra Cotta Flue Lining Terra Cotta Gas Flues — Roofing Tile Floor Tile Red Drain Tile — Stoneware	
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Source: Pacific Clay Products. (1927). *1927 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1928

Annual Report Commentary

The year 1928 in Southern California was considerably below the average in building activity. Nevertheless your company has been able to maintain a volume of business materially greater than that recorded in 1927, although not reaching levels of very active years such as 1924 and 1925. The Los Nietos Plate operated at full capacity throughout the year, while Lincoln Heights and Slauson Avenue Plants were operated as seemed expedient. Combined volume represented approximately 80% of the total capacity.

Sales volume in sewer pipe and fire brick reached a new high record. The growing importance of the Los Angeles District as an industrial center brings a materially increased consumption of fire brick, and the improved lines developed by your company during the past two or three years meet with a steadily increasing demand for use in such plants. On the other hand the volume of sales was low in products where the prevailing construction situation provided relatively light demand.

Continued progress in efficiency and economy of manufacturing is reflected in improved costs notwithstanding curtailed operations. Special attention has been centered upon greater fuel economy, and new equipment installed at the Lincoln Heights Plant has show large savings in operation of brick and stoneware dryers. It is the policy of your directors to make expenditures for equipment which will produce definite operating economies, thus contributing to the manufacture of its wares at lowest possible cost. The clay products industry in Southern California is over-expanded in all lines and your directors realize that only the maintenance of costs at lowest possible levels consistent with operating efficiency will insure the continuance of your company's present prestige. The large cash reserves are ample to cover any construction work which may from time to time be deemed advisable.

Earnings for the year, after deduction of all charges and taxes including Federal Income Tax, amounted to \$374,330.52, as against \$336,827.68 in 1927. Net current assets (of which \$454,030.80 was cash) amounted to \$1,068,175.40; and there is shown a ration of \$7.42 of current assets for each dollar of current liabilities as of December 31, 1928. This compares with the figure of \$5.55 at the close of 1927, and \$4.78 at the close of 1926. Bonded indebtedness was decreased \$83,500.00 during the year, leaving total bonds outstanding in the hands of the public at \$405,000.00, of an original issue of \$760,000.00. Your company has no bank loans outstanding, borrowed no money during the year, and has increased its cash reserves.

During the year your company discontinued the practice of paying monthly dividends, and established a quarterly basis at the rate of 56 $\frac{1}{4}$ cents per share, or \$2.25 per share annually, dividends now being payable February 1 to stock of record January 20 and at corresponding intervals thereafter. As of February 1, 1929 the quarterly dividend rate was raised to 60 cents per share. The directors trust the year's results will prove gratifying to stockholders.

In looking forward to 1929 it appears that the total volume of construction work calling for your company's products is likely to be less than in 1928. Many of the major sewer systems are approaching completion, and less pipe may be required for main sewer construction than has been the case in the past few years. Nevertheless, it is hoped through aggressive sales policies to maintain a volume a business approximately equal to 1928. Your company has established an enviable reputation for quality of product and service to customers which, with superior operation facilities, places it in a very favorable position.

Ownership of your company is divided among several hundred stockholders – each one a partner in its business. Your company's wares are well known and favorably regarded throughout its territory. May we suggest that you familiarize yourselves with its products which are listed herein. Science and experience have demonstrated no satisfactory substitute for vitrified clay sewer pipe. The many miles of sewer lines laid each year in Southern California pay a large share of your company's earnings. Pacific fire brick and face brick keep another factory busy. Pacific earthenware for kitchen uses is a real item. Stockholders alert to forward the use and favor of Pacific clay products will well serve themselves.

The management continues to watch closely the oil situation at its Los Nietos Plant, located at Santa Fe Springs. While developments in the neighborhood of your company's property are in no sense conclusive or definite in their relationship to the occurrence of oil under its holdings, it is felt that the

late findings are decidedly interesting and somewhat favorable. If and when conditions seem to warrant direct action, proper steps will be taken.

Attached hereto is General Balance Sheet as of December 31, 1928, with comparison of the same figures for 1927, also a condensed Comparative Summary of the Company's financial condition for the same periods, both statements having been prepared and certified by Messrs. Haskins & Sells, Certified Public Accounts.

BY ORDER OF THE BOARD OF DIRECTORS, WM. LACY, President

1928 Company Information

Company Officers	Product Lines	Location
William Lacy, President Robert Linton, Vice-President – General Manager J.D. Fredericks, Vice-President W.R. Fawcett, Secretary-Treasurer	Vitrified Clay Sewer Pipe Vitrified Clay Electric Conduit Vitrified Clay Water Pipe Vitrified Clay Sewer Segment Block Vitrified Clay Sewer Liners (new)	General Offices: Suite 650, 1151 South Broadway, Los Angeles, CA
Thomas W. Banks	—	
W.T Bishop	Fire Brick	
Roy Lacy	Refractory Shapes	
Paul G. Hoffman	Face Brick	
N.W. Stowell	Enamel Brick	
	—	
	Fire Clay Flue Lining	
	Fire Clay Gas Flues	
	—	
	Roof Tile	
	Floor Tile	
	Drain Tile	
	—	
	Kitchen Stoneware (new)	
	Bowls – Jars – Jugs (new)	
	—	
	Ornamental Garden Pottery (new)	

Source: Pacific Clay Products. (1928). *1928 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1929

Annual Report Commentary

Your Company's volume of business for 1928 considerably exceeded original anticipations and will be particularly gratifying to Stockholders in view of the general and widespread decline in building construction. Many developments contributed to this result. Among the more important may be listed: Expansion of lines and improved design; increase in maximum size of sewer pipe made from 24 inches to 36 inches diameter; working out of special fittings to facilitate installation of sewer pipe, conduit and other products; improvement of plant equipment and arrangement resulting in the most efficient and economical basis yet reached; extended use of power shovels in appropriate locations at clay mines. The latter item is limited of necessity since much of the best quality clay in California lies in beds so thin as to require hand methods for closest economy.

During preceding years much work and considerable expenditures of money were made to bring various items into regular production on a reasonable cost basis. 1929 was the first year in which full benefit of this work was obtained.

Earnings of the Company reflect this advance since after deduction of all charges and taxes, including Federal Income Tax, they amounted to \$399,864.05, as compared with \$374,330.52 in 1928, and \$336,827.68 in 1927, amounting to \$4.04 per share in 1928 as against \$3.78 in 1928. Bond retirement requirements have been materially anticipated with bonded indebtedness decreased \$178,500.00 during the year, leaving bonds outstanding in the hands of the public in the sum of \$226,500.00. Book value per share, as of December 31, 1929, is \$22.16 – comparing with \$20.52 at the end of 1928. Your company has no bank loans outstanding; has borrowed no money during the year; and cash on hand has increased to the highest figure in its history. The quarterly dividend rate of 60 cents per share was continued. Balance sheet as of December 31, 1929, certified by Messrs. Haskins & Sells, is contained herein.

The Los Nietos plant operated to capacity throughout the year, the output showing increase of 5% over the previous year and making a new high record. The Slauson Avenue plant operated at about 80% capacity and at the Lincoln Heights plant, the Brick Department operated at about 60% capacity and the Stoneware Department at about 70% capacity. While these figures indicate some increase over the previous year, it will be evident that your Company's plants have ample reserve capacity.

The best forecast now possible for 1930 indicates a somewhat better demand for products entering into building construction, but that less sewer pipe will be required since many of the more important sewer systems have been completed. Every effort will be made through continued aggressive sales policies to obtain as much business as was enjoyed in 1929. In this your Company's reputation for high quality and careful control of product and for service to its customers will be of material value.

No steps have been taken to explore the oil formation which underlies your Company's Los Nietos property. Your Directors deemed it proper to cooperate with State authorities and oil producers who have been endeavoring to keep production within bounds in the Santa Fe Springs field. For this reason no immediate drilling is programmed. However, your Directors feel that the possibility of the presence in oil in commercial quantity under this acreage is promising. When conditions justify such action, comprehensive tests are planned.

In the highly competitive market which now exists, the active cooperation of Pacific Clay Products' five hundred shareholders will continue to materially to assist in extending the use of its products and increasing its sales volume. It is suggested that all stockholders familiarize themselves with the Company's products which are listed herein. Vitrified clay sewer pipe continues to be the one unquestionably permanent and superior material for sewer construction. Face brick, fire brick, clay flue lining are essential in much building construction. All of your Company's ware is made with greatest care and skill possible. Stockholders can, by knowing and recommending them, render a material service in maintaining and increasing earnings.

BY ORDER OF THE BOARD OF DIRECTORS, WM. LACY

1929 Company Information

Company Officers	Product Lines	Location
William Lacy, President	Vitrified Clay Sewer Pipe	General Offices: Suite 650, 1151 South Broadway, Los Angeles, CA
Robert Linton, Vice-President – General Manager	Vitrified Clay Electric Conduit	
J.D. Fredericks, Vice-President	Vitrified Clay Water Pipe	
W.R. Fawcett, Secretary-Treasurer	Vitrified Clay Sewer Segment Block	
	Vitrified Clay Sewer Liners	
Thomas W. Banks	—	
W.T Bishop	Fire Brick	
Roy Lacy	Refractory Shapes	
Paul G. Hoffman	Face Brick	
V. H. Rossetti	Enamel Brick	
N.W. Stowell	—	
	Fire Clay Flue Lining	

	Fire Clay Gas Flues — Roof Tile (discontinued) Floor Tile (discontinued) Drain Tile — Kitchen Stoneware Bowls – Jars – Jugs — Ornamental Garden Pottery	
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Source: Pacific Clay Products. (1929). *1929 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1930

Annual Report Commentary

The year 1930 made a low record in building for ten years, reaching only 37% of 1923 and being 20% under 1929. Nevertheless while your company shoes reduced profits, results for the year indicate its favorable operating position which makes earnings possible even in bad times.

The Santa Fe Springs Plate operated at about 90% capacity; Lincoln Heights Plant at about 40%; Slauson Plant was operated at part capacity during the early part of the year only. Further progress was made towards increasing efficiency and economy of production. AT the Santa Fe Sprints Plant equipment was installed for unloading, coarse crushing, and feeding clays to the ginding pans. Material reduction in the cost of operating has resulted and also closer control of clay blending.

At the same plant a department is now established for planning of production and routing of product. The economy of centralized control is obvious. Crews reorganized under a group bonus plan have lowered costs, while maintaining or slightly increasing individual earnings.

It was deemed advisable to discontinue and dismantle the old Slauson Plant, which had been in operation for nearly fifty years, and to transfer operations to the modern, low cost Santa Fe Springs Plant. The Slauson site of 6 ¼ acres is desirable industrial property now available for sale. Meanwhile complete plans and specifications are prepared covering an additional unit at Santa Fe Springs to be constructed when conditions warrant.

At the Lincoln Heights Plant certain buildings and kilns were remodeled to manufacture architectural terra cotta and garden pottery. This department commenced regular operation about the end of the year. Your Directors are

confident it will prove a profitable addition to the Company's lines and will help to obtain a larger volume of business in face brick.

The above described plant construction costing \$151,151.83 was paid from current funds.

Management endeavors to be alert for improvement of products and volume producing additions to its lines. The research department, working with the plant superintendents, has proven valuable. Dry press process for fire brick developed last year is now regularly used for the manufacture of the Company's "Python" and "Acorn" brands. Another forward step is the production of extra strength sewer pipe and electric conduit fittings have been perfected. For some of these patent applications have been made.

Earnings of the Company after deduction of all charges and taxes, including Federal Income Tax, amounted to \$231,620.82, as compared with \$399,864.05 in 1929, and \$374,330.52 in 1928. This corresponds to \$2.33 per share as against \$4.04 share in 1929. Bonds outstanding in the hands of the public have been further reduced to \$218,500.00. Book value per share as of December 31, 1930, is \$22.10, as compared with \$22.16 at the end of 1929. Your Company had at the end of the year \$460,869.42 in cash; has no bank loans outstanding, and has borrowed no money during the year. The quarterly dividend rate of 60 cents per share was continued and as will be noted from the above figures, was practically earned. Balance sheet as of December 31, 1930, certified by Messrs. Haskins & Sells, certified public accountants, is contained herein.

Outlook for the immediate future is naturally dependent upon the promptness with which business generally improves. Your Company's Sales and Engineering organization obtains each year the best information available on construction work planned for the year and on this information forecasts probable business. Based on these studies 1931 looks somewhat better than 1930. This year your Company should realize the benefits of lower costs resulting from the work above mentioned.

In conclusion the Management suggests that each stockholder remember he is a partner, and that a good word at the right time and right place may, and frequently does, mean a sale for your Company's products.

BY ORDER OF THE BOARD OF DIRECTORS, WM. LACY

1930 Company Information

Company Officers	Product Lines	Location
William Lacy, President Robert Linton, Vice-President –	Vitrified Clay Sewer Pipe Vitrified Clay Electric Conduit	General Offices: Suite 650, 1151 South Broadway,

<p>General Manager J.D. Fredericks, Vice-President W.R. Fawcett, Secretary-Treasurer</p> <p>Thomas W. Banks W.T Bishop Roy Lacy V. H. Rossetti N.W. Stowell</p>	<p>Vitrified Clay Water Pipe Vitrified Clay Sewer Segment Block Vitrified Clay Sewer Liners Vitro-Dur Extra Heavy Duty Sewer Pipe (new) Vitro-Dur Clay Siphons (new)</p> <p>— Fire Brick Refractory Shapes Face Brick Enamel Brick</p> <p>— Pacific Interlockers (Perfected Hollow Building Tile)</p> <p>— Architectural Terra Cotta (new) Machine Made Terra Cotta (new)</p> <p>— Fire Clay Flue Lining Fire Clay Gas Flues</p> <p>— Drain Tile</p> <p>— Kitchen Stoneware Bowls – Jars – Jugs</p> <p>— Ornamental Garden Pottery</p>	<p>Los Angeles, CA</p>
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Source: Pacific Clay Products. (1930). *1930 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1931

Annual Report Commentary

1931 was a year when the construction industry in Southern California virtually marked time. This applied alike to general building, public work, and public utilities. Consequently the demand for clay products and other building materials during the year was greatly curtailed. Building permits in the City of Los Angeles were 79% under the high year of 1924, and 60% under the average for the past thirteen years. Both of your company's plants operated only intermittently, amounting to about 15% at Lincoln Heights Plant, and 50% at Los Nietos Plant, of normal capacity. The tonnage of products sold was 65% under the record year of 1925.

It was the desire of your directors to keep the plants in operation to the greatest extent possible, chiefly as a contribution to the efforts being made to

cope with the local unemployment situation. Consequently inventories at the end of the year were larger than would otherwise have been the case.

The slack time has been utilized to a considerable extent for plant research looking to the development of new products and improved mechanical equipment and methods. The results of this work should add materially to the earning power of your company after the upturn comes and the volume of business makes it possible to operate the plants again at normal capacity. Some of these improvement are embodied in patents, five of which have been granted and applications pending on several others.

Manufacture of architectural terra cotta was begun shortly before the beginning of the past year and while the volume of business has not as yet been large, the product has been excellent and is growing in popularity. The line of garden pottery and artware has been considerably enlarged. These products are manufactured in the same department and it is believed that with the return of normal conditions, will prove important additions to your company's lines. The extra strength sewer pipe developed by your company, and certain improvements in underground conduit are meeting with the approval of engineers and should also add materially to the volume of business obtainable.

Earnings for the year amounted to \$45,751.35 exclusive of depreciation and depletion. After deducting depreciation in the amount of \$118,925.74, and depletion amounting to \$2,305.06, the net loss for the year was \$75,479.45. There was further charged to surplus an amount of \$66,610.58 resulting from retirement of the Slauson Avenue Plant where production has been discontinued permanently and transferred to the Los Nietos Plant, and the buildings and equipment dismantled. This was in addition to the existing depreciation reserve, making a total of \$123,624.32 charged off during the year on account of retirement on the Slauson Avenue Plant. Bonds outstanding in the hands of the public were reduced during the year to \$202,500.00. Book value at the end of the year was \$18.56 a share as compared with \$22.10 at the close of the preceding year. Working capital (net current assets over current liabilities) was equivalent to \$9.21 per share; ratio of current assets to current liabilities was 28 to 1. Your company had at the end of the year \$266,268.81 in cash, has no bank loans outstanding, and has borrowed no money during the year. Dividends paid during the year amounted to \$208,093.20 and were paid out of surplus accumulated in previous years to cover such a period of slack business as the present.

At the end of the year operations were reduced to a very limited scale, producing for orders only. Through consolidation of work and elimination or reduction of overhead expenses wherever possible, material economies have

been put into effect. It is impossible to forecast how soon there may be any material resumption of building activity but your directors have faith in the future of Southern California and in the important part of your company's operations will continue to play in its development. Meanwhile the policy will be to use every economy possible to conserve its resources, balance expenditures against income and endeavor to make all work done during this slack time constructive in its bearing both on the present and future position of your company.

BY ORDER OF THE BOARD OF DIRECTORS, WM. LACY

1931 Company Information

Company Officers	Product Lines	Location
William Lacy, President Robert Linton, Vice-President – General Manager J.D. Fredericks, Vice-President W.R. Fawcett, Secretary-Treasurer Roy Lacy, Secretary-Treasurer	Vitrified Clay Sewer Pipe Vitrified Clay Electric Conduit Vitrified Clay Water Pipe Vitrified Clay Sewer Segment Block Vitrified Clay Sewer Liners Vitro-Dur Extra Heavy Duty Sewer Pipe Vitro-Dur Clay Siphons	General Offices: Suite 650, 1151 South Broadway, Los Angeles, CA
Thomas W. Banks W.R Fawcett W.T Bishop Roy Lacy Byron C. Hanna V. H. Rossetti	— Fire Brick Refractory Shapes Face Brick Enamel Brick — Pacific Interlockers (Perfected Hollow Building Tile) — Architectural Terra Cotta Machine Made Terra Cotta — Fire Clay Flue Lining Fire Clay Gas Flues — Drain Tile — Kitchen Stoneware Bowls – Jars – Jugs — Ornamental Garden Pottery Artware (new)	

Source: Pacific Clay Products. (1931). *1931 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1932

Annual Report Commentary

Nineteen thirty-two witnessed a further decline in volume of construction, already greatly below normal. Total building permits in the City of Los Angeles were 85% under the average for the previous ten years and 68% under the average for the previous thirty years during which period the population increased ten fold This was reflected in decreased sales of building materials. Total sales of your company amounted to only 23% of the average annual sales for the previous eight years. Both of your company's plants ran only intermittently and on a restricted scale, production for the year amounting to only about 12% of capacity.

Research work was continued in the plants on a limited scale and resulted in bringing out a few new products, and adding some improved mechanical equipment. The most outstanding of these developments was in the application of vacuum in processing certain products. De-aired clay has proven very advantageous for the additional strength, density and smoothness imparted to the wares. It is especially important in manufacturing conduit for power lines, and our new power duct made under vacuum is now approved and is being used by practically all of the major power companies in Southern California. In our pottery department we have brought out a most attractive line of Hostess ware and have further extended our artware line, both of which are growing steadily in popularity. Excellent dry press fire brick are now being made in all grades, and has largely replaced the old stiff-mud line. Improvements of sufficient importance and novelty are being covered by patents, eight having been granted to date, with applications pending on several others.

The loss for the year amounted to \$90,639.43 exclusive of depreciation and depletion. After adding these items, the net loss was \$193,756.12. The policy has been maintained of making ample charges for depreciation and reserves to cover losses, and of conservative valuation of inventories. Bonds outstanding in the hands of the public were reduced during the year to \$184,000, this being the amount remaining from the original issue of \$760,000. Book value at the end of the year was \$16.36 per share, as compared with \$18.56 per share at the close of the preceding year. Working capital (net current assets over current liabilities) was equivalent to \$7.63 per share. Ratio of current assets to current liabilities was 25 to 1. Cash on hand at the end of the year amounted to \$210,091.44. Your company has not bank loans outstanding, and has borrowed no money during

the year. Dividends in the amount of \$39,636.80 were paid during the year out of the accumulated surplus of the previous years.

The Directors and management of your company have throughout the year endeavored to conduct its operations in the most economical manner possible. Overhead expenses have been materially reduced, adjustments in salaries and wages have been made and careful scrutiny of expenditures maintained at all times. Your Directors desire to express their appreciation of the faithful and loyal manner in which all employees of the company have carried on during this trying period and their appreciation as well, of the loyal support given by the Company's stockholders. Your Directors believe in the future of Southern California. They are confident that it is only a question of time to bring a return of the growth and prosperity it has enjoyed for so many years with only occasional interruptions. They believe that much has already been done towards laying the foundation for business recovery. Return to normal building activity will bring renewed demand for the products of your company. It will be the policy of your Directors and management to conserve all resources carefully, confident that the work done during the past quite years to improve equipment, methods and products, places your company in a better position than ever before to take advantage of the upturn when it comes.

BY ORDER OF THE BOARD OF DIRECTORS, JOHN D. FREDERICKS

1932 Company Information

Company Officers	Product Lines	Location
William Lacy, President	Vitrified Clay Sewer Pipe	General Offices: Suite 650, 1151 South Broadway, Los Angeles, CA Factories: Lincoln Heights Plant, Los Angeles, CA Los Nietos Plant, Los Nietos, CA Sales Yards: 306 West Avenue 26, Los Angeles, CA 740 East Fifty-Sixth Street, Los Angeles, CA 4848 West Pico Blvd., Los Angeles, CA Los Nietos Plan, Los Nietos, CA
J.D. Fredericks, President	Vitrified Clay Electric Conduit	
Robert Linton, Vice-President – General Manager	Vitrified Clay Water Pipe	
J.D. Fredericks, Vice-President	Vitrified Clay Sewer Segment	
W.T. Bishop, Vice President	Block	
Roy Lacy, Secretary-Treasurer	Vitrified Clay Sewer Liners	
Thomas W. Banks	Vitro-Dur Extra Heavy Duty Sewer Pipe	
W.R Fawcett	Vitro-Dur Clay Siphons	
W.T Bishop	—	
Byron C. Hanna	Fire Brick	
V. H. Rossetti	Refractory Shapes	
Frederick M. Keller	Face Brick	
	Enamel Brick	
	—	
	Pacific Interlockers (Perfected Hollow Building Tile)	
	—	
	Architectural Terra Cotta	
	Machine Made Terra Cotta	
	—	

	Fire Clay Flue Lining Fire Clay Gas Flues — Drain Tile — Kitchen Stoneware Bowls – Jars – Jugs — Ornamental Garden Pottery Hostess Ware (new) Artware	
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Source: Pacific Clay Products. (1932). *1932 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

Lacy Death

WILLIAM LACY ENDS OWN LIFE (Los Angeles Times, 1932-06-12)

Strain of Endeavors to Aid Unfortunate Blamed

Ill More Than Month After Nervous Breakdown

Victim Had Held Office in Many Civic Groups

Suffering from a recent nervous breakdown, induced in part of despondency over business conditions and the plight of the unemployed. William Lacy, 67 years of age, wealthy manufacturer and former president of the Chamber of Commerce, ended his life yesterday morning at his home at 493 South Muirfield Road.

Discovery of the body, made after a short search of the house when his son Roy noticed that his father was missing from his room shortly after midnight, was made by Miss Alice Gordon, Mr. Lacy's sister-in-law. The manufacturer's body was found in the laundry room of the home with a pillow case over his head and a flowing gas jet beneath the cloth.

ILL MORE THAN A MONTH

Members of the family said yesterday that Mr. Lacy had been ill more than a month as the result of a nervous breakdown, had been unable to sleep for the past several nights and had been depressed as a result of the constant association with unemployed men whom he sought to help. His son Roy, who was at home at the time of the tragedy, said yesterday that his father had been extremely depressed for more than a week. No note was left.

Believing that his father still lived, the younger Lacy assisted in carrying the body into the house, and hurriedly summoned Dr. P.G. White, the family physician. On his arrival Dr. White pronounced Mr. Lacy dead.

INDUSTRIAL LEADER

Mr. Lacy was president and director of the Lacy Manufacturing Company, manufacturers of steel pipes, tanks and similar equipment, which he established in 1888, and over which he continued as head throughout his lifetime.

He was elected vice-president and director of the Farmers' and Merchants' National Bank in 1910 and had served as president and director of the Pacific Clay Products Company since 1923. He

also was a member of the directorate of the Mortgage Guarantee Company, the Los Angeles Morris Plan Company, the Whitlock Manufacturing Company, the Appleton Land and Water Company, all of Los Angeles, and the Button Lath Company of Vernon. In addition to these, he was a member of the Trust Commission of Los Angeles, a director of the Civic Bureau of Music and Art, a director of the Chamber of Commerce since 1919 and president of that institution in 1924, and served as head of the Community Chest in 1927-28.

BORN IN CALIFORNIA

He was also widely known in club circles of Los Angeles and Southern California, having been a member of the California Club, the Uplifters, Westminster Gun Club, California Yacht Club, and the Midwick Country Club. He was a Republican and took an active interest in the affairs of that party for many years.

Mr. Lacy was born in Bolinas, Marin County, November 12, 1864, and was the son of William and Isabella Lacy. He received his education in the public schools and was graduated from Los Angeles Business College in 1884. He was married to Emma L. Gordon of Los Angeles February 2, 1892, and to them were born six children, Josephine, William Gordon, Walter Purches, Roy, Elizabeth and Gordon.

Although he was graduated from Los Angeles High School with the senior class of 1882, he was prevented by illness from receiving his diploma at that time and the presentation was deferred until January 29, 1925, when it was conferred at a special ceremony conducted by his classmates.

Source: William Lacy Ends Own Life (1932, June 12). *Los Angeles Times*. p.15.

CLAY PRODUCTS FILLS VACANCY (Los Angeles Times, 1932-06-22)

John D. Fredericks Elected to Presidency

Succeeds Late William Lacy by Board Vote

W.T. Bishop Moved Up to Vice-Presidency

Directors of Pacific Clay Products yesterday elected John D. Fredericks, former Congressman and vice-president of the company, as president to fill the vacancy caused by the recent death of William Lacy. Capt. Fredericks has been vice-president of the company since its organization about eight years ago.

W.T. Bishop was elected vice-president to fill the vacancy caused by the advancement of Capt. Fredericks to the presidency. The other officers remain the same, namely, Robert Linton, vice-president and general manager, and Roy Lacy, secretary-treasurer.

The board will act on the quarterly dividend at its July meeting. On May 1 last, the company paid a dividend of 10 cents a share, as compared with 20 cents a share for the preceding quarter and 30 cents a share for the second preceding quarter, prior to which the stock paid 60 cents quarterly on the annual basis of \$2.40 a share.

Since the reduction of the 60 cent rate the directors have followed the policy of considering quarterly disbursement on the basis of conditions existing at the time of the dividend action and in line with maintaining a strong cash position.

The board adopted the following resolution on the passing of William Lacy:

WHEREAS, on Saturday, the eleventh day of June 1932, the hand of death was laid upon William Lacy, the President of our Board of Directors.

BE IT RESOLVED, that we take this opportunity to extend to his bereaved family the assurance of our deepest sympathy. And that we spread upon our minutes this resolution in testimony of our high regard for William Lacy as a man, for his sterling integrity, his great philanthropy, and his high moral and civic attainments. In connection with a great body of the citizenship of this community we mourn his loss.

Source: Clay Products Fills Vacancy (1932, June 22). *Los Angeles Times*. p.12.

1933

Annual Report Commentary

Nineteen thirty-three witnessed a further decline in volume of construction, already greatly below normal. Total building permits in the City of Los Angeles were 86% in valuation under the average for the previous ten years and only 7 1/2 % of the total valuation for the record year of 1923. This was reflected in a corresponding decrease in sales of building materials. Total sales of your company amounted to only 25% of the average annual sales for the same ten-year period.

Loss for the year amounted to \$34,692.79 exclusive of depreciation and depletion. After adding these items, the net loss was \$111,952.03. The policy has been maintained of making ample charges for depreciation and reserves to cover losses, and of conservative valuation of inventories. Bonds outstanding in the hands of the public were reduced during the year to \$153,500, this being the amount remaining from the original issue of \$760,000. Book value at the end of the year was \$15.23 per share. Working capital (net current assets over current liabilities) was equivalent to \$7.02 per share. Ratio of current assets to current liabilities was 17 to 1. Cash on hand at the end of the year amounted to \$103,533.95. Your company has no bank loans outstanding and borrowed no money during the year.

The large reduction in loss as compared with the previous year is due chiefly to rigid economies which have been enforced and careful supervision of all operating details, although development and application of improved equipment and processes have also made an important contribution to the same end. The administrative staff and employees under their direction have rendered faithful and loyal service under difficult and often discouraging circumstances and your Directors desire to express their appreciation of the confidence and support given them by the company's stockholders and emphasize the important contribution that stockholders can make to the success of the company in bringing its products to the attention of their acquaintances. Our new products

are proving an important addition to the company's business, especially our lines of earthenware art pottery and Hostess ware, which have not gained national recognition.

Your company has given full co-operation to the National Industrial Recovery plans, both through participation in the President's Re-employment Agreement and in the various industrial codes having jurisdiction over products manufactured. Five different codes apply to your company's products, and this naturally has introduced problems not encountered by a manufacturer operating under a single code. Officials of your company were active in the formation of the Pacific Coast Clay Products Association, the purpose of which was to simplify those difficulties and assist the industry in putting the various codes into effect. It has been the policy of your directors not only to comply with the letter of those codes but, in keeping with the spirit and purpose of them, which is to provide employment, have operated the plants to the fullest extent possible. Consequently, notwithstanding that sales were less for the year, the plants were operated at somewhat greater capacity and more money paid out in payrolls of the plants and clay mines than in the previous year. Your company will continue to use every effort to assist in the program of National Recovery, confident that experience will bring about necessary modifications and the abandonment of those features that are found to work excessive hardship on industry. Your company is represented on National Code Authorities and Regional Committees and is in touch with all development in connection with the changing conditions developing in our national industrial life.

During recent months there has been material improvement in business in Southern California. Building has as yet benefitted only to a slight extent from this construction, but it can only be a question of time until that industry shall join in the upswing. Your Directors desire to reiterate their confident believe in the future of Southern California, with its certain growth and development, renewed activity in building construction and renewed demand for such products as are manufactured by your company. It would seem that this could not long be delayed and in the meantime your Directors and management will continue to conserve the company's resources and through improving methods, equipment and products, anticipate taking full advantage of the opportunities which a return to normal conditions will bring.

The books have been audited by Haskins and Sells and the accompanying balance sheet and summary of income and surplus has been taken from their audit report.

BY ORDER OF THE BOARD OF DIRECTORS, JOHN D. FREDERICKS

1933 Company Information

Company Officers	Product Lines	Location
J.D. Fredericks, President Robert Linton, Vice-President – General Manager W.T. Bishop, Vice President Roy Lacy, Secretary-Treasurer	Vitrified Clay Sewer Pipe Vitrified Clay Electric Conduit Vitrified Clay Water Pipe Vitrified Clay Sewer Segment Block Vitrified Clay Sewer Liners Vitro-Dur Extra Heavy Duty Sewer Pipe Vitro-Dur Clay Siphons Vitro-Dur Power Duct (new)	General Offices: Suite 650, 1151 South Broadway, Los Angeles, CA Factories: Lincoln Heights Plant, Los Angeles, CA Los Nietos Plant, Los Nietos, CA Sales Yards: 306 West Avenue 26, Los Angeles, CA 740 East Fifty-Sixth Street, Los Angeles, CA 4848 West Pico Blvd., Los Angeles, CA Los Nietos Plan, Los Nietos, CA
Thomas W. Banks W.R Fawcett V. H. Rossetti Byron C. Hanna Frederick M. Keller	— Fire Brick Refractory Shapes Inferno High Temperature Bonding Mortar (new) Inferno Plastic Fire Brick (new) Fire Clay Flue Lining Fire Clay Gas Flues and Chimney Pipe (new) — Drain Tile — Face Brick Enamel Brick Pacific Interlockers — Architectural Terra Cotta Machine Made Terra Cotta (discontinued) Architectural Terra Cotta Wall Units — Art Pottery Hostess Ware Garden Pottery — Stoneware Kitchen Stoneware (discontinued) Bowls — Jars — Jugs (discontinued) — Ornamental Garden Pottery (discontinued) Artware (renamed – see above)	

Source: Pacific Clay Products. (1933). *1933 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1934

Annual Report Commentary

The year started with an improved volume of business and a more cheerful outlook as compared with the two years previous. Unfortunately these conditions did not extend beyond the first quarter, and operations continued on a very restricted scale until the end of the year when renewed activity brought net sales for the year to a total representing a gain of 43% over 1933, although 58% below the average for the ten-year period just ended. Combining all departments the plants operated at about 28% capacity. The low ebb to which building construction had receded is indicated by the new low record of building permits issued in the City of Los Angeles, which were only 7% of the year 1923.

Net profits amounted to \$19,833.68 exclusive of depreciation, depletion and inventory write-downs of manufactured stock. This compares with a net loss of \$23,692.79 for 1933. After deducting the three items noted above, there was a net deficit for the year charged to surplus amounting to \$131,751.97. The policy has been maintained of making ample charges for depreciation and reserves to cover losses, and the additional write-down of manufactured stock insures conservative valuation of inventories. Book value at the end of the year was \$13.9 per share as compared with \$15.23 per share at the end of the previous year. Working capital (net current assets over current liabilities) amounted to \$553,635.49, equivalent to \$5.60 per share. Ratio of current assets to current liabilities was 7.76 to 1. Bonds outstanding in the hands of the public were further reduced during the year to \$121,000, the total amount remaining from the original issue of \$760,000.

Expenditures for plant improvements amounted to approximately \$40,000.00. The equipment of the pottery department at the Lincoln Heights plant, installed some years ago, was inadequate to handle the volume and character of business resulting from the growing popularity of "Pacific" Artware and Hostessware lines, and your directors deemed it wise to provide modern facilities including a continuous car tunnel kiln for the operation of this department. At the Los Nietos plant an additional sewer pipe press unit was equipped with hydraulic drive and de-airing apparatus. The plan now operates entirely by electric power, and with de-airing appliances on all presses in use. Your company was the first to place vacuumized sewer pipe and conduit on the market, and its superiority has justified the pioneer work done to produce it. The hydraulic and de-airing devices were designed by William McClintock, Production Manager of the Company, and patents have been granted on some

features with applications pending on others. These improvements follow the program decided on several years ago to bring the equipment the several departments of your company's plants thoroughly up-to-date. Upwards of \$160,000.00 has been expended in such improvements in the past four years resulting in added economy and efficiency in plant operation.

Volume sales of "Pacific" pottery increased materially during the year. It has been introduced in the East, where its reception has encouraged more intensive sales efforts which are planned for the present year. Pacific power duct for electric distribution is meeting with growing favor as a superior material for encasing underground power lines. Our vacuumized "Vitro-Dur" pipe is extensively used for sewer lines where extra strength and maximum flow capacity are required, our salt glazed pipe also continuing to enjoy recognition for its high quality. Your company has maintained aggressive sales efforts to secure a satisfactory share of the business available during these slack years, and the increase obtained in 1934 permits at least the hope that we are now definitely on the up grade.

That your company has been able to operate through five years of severe depression and remain in as sound a condition as is shown in the accompanying statements is evidence of the care which your directors and management have exercised in conserving the company's resources. A revival of building construction is an essential condition attendant on a return of your company's operations to the profitable basis consistently maintained over a period of years until interrupted by the depression. Your directors can only repeat what they have said before in expressing their believe in the future of Southern California, and in its promise as a market for the products manufactured in your company's plants.

The books have been audited by Haskins and Sells and the accompanying balance sheet and summary of income and surplus has been taken from their audit report.

BY THE ORDER THE BOARD OF DIRECTORS, JOHN D. FREDERICKS

1934 Company Information

Company Officers	Product Lines	Location
J.D. Fredericks, President	Vitrified Clay Sewer Pipe	General Offices: Suite 650, 1151 South Broadway, Los Angeles, CA
Robert Linton, Vice-President – General Manager	Vitrified Clay Electric Conduit	
W.T. Bishop, Vice President	Vitrified Clay Water Pipe	Factories: Lincoln Heights Plant, Los Angeles, CA
Roy Lacy, Secretary-Treasurer	Vitrified Clay Sewer Segment Block	
	Vitrified Clay Sewer Liners	
Thomas W. Banks	Vitro-Dur Extra Heavy Duty Sewer	

W.R Fawcett V. H. Rossetti Byron C. Hanna Frederick M. Keller	Pipe Vitro-Dur Clay Siphons Vitro-Dur Power Duct — Fire Brick Refractory Shapes Inferno High Temperature Bonding Mortar Inferno Plastic Fire Brick Fire Clay Flue Lining Fire Clay Gas Flues and Chimney Pipe — Drain Tile — Face Brick Enamel Brick Pacific Interlockers — Architectural Terra Cotta Architectural Terra Cotta Wall Units — Art Pottery Hostess Ware Garden Pottery — Stoneware	Los Nietos Plant, Los Nietos, CA Sales Yards: 306 West Avenue 26, Los Angeles, CA 740 East Fifty-Sixth Street, Los Angeles, CA 4848 West Pico Blvd., Los Angeles, CA Los Nietos Plan, Los Nietos, CA
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Source: Pacific Clay Products. (1934). *1934 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1935

Annual Report Commentary

During the year 1935 your company realized a profit of \$3,279.98 after giving effect to depreciation, depletion, federal income tax, etc. This profit is the first since the year 1930 and it is of interest to say that the heavy losses the first half of 1935, plus the profit. The company operated its two manufacturing plants at approximately 45% of capacity compared with 28% for the year 1934, the operation being regulated according to building activities in the area served.

It is also of interest that for the year 1935 all outstanding bonds, amounting to \$121,500.00, were called and retired. The company, in order to facilitate the calling of the bonds, borrowed money from banks, but during the year materially reduced this loan.

Your company has operated through the six years of the depression and is in sound condition. The year 1936 finds an encouraging aspect in that orders

booked have increased materially which caused the operation of the plants to be increased to approximately 75% of capacity. Sales for the year 1935 were 20% above 1934, and for the first quarter of 1936 approximately 74% increase over the 1935 first quarter. It is the opinion of the management that if the sales of the company continue at the present rate that the company will again be earning a substantial profit. However, this will depend on economic conditions.

Your directors, the early part of the year, decided to move the general office of the company its Lincoln Heights manufacturing plant at 306 West Avenue 26, Los Angeles, California, and due to this move, increased efficiency and economy have been created in both manufacturing and service to its customers. Further expenditures of money in the plants have decreased manufacturing costs by considerable extent.

The books have been audited by Haskins and Sells and the accompanying balance sheet and summary of income and surplus has been taken from the audit report.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1935 Company Information

Company Officers	Product Lines	Location
J.D. Fredericks, President Roy Lacy, President Robert Linton, Vice President General Manager W.T. Bishop, Vice President Roy Lacy, Secretary Treasurer William McClintock, Vice-President Frederick M. Keller, Secretary-Treasurer	Vitrified Clay Sewer Pipe Vitrified Clay Electric Conduit Vitrified Clay Water Pipe Vitrified Clay Sewer Segment Block Vitrified Clay Sewer Liners Vitro-Dur Extra Heavy Duty Sewer Pipe Vitro-Dur Clay Siphons Vitro-Dur Power Duct	General Offices: Suite 650, 1151 South Broadway, Los Angeles, CA 306 West Avenue 26 P.O. Box 145, Station A, Los Angeles, CA
Thomas W. Banks J.D. Fredericks, Jr. W.R Fawcett Robert Linton J.D. Fredericks V. H. Rossetti Byron C. Hanna Frederick M. Keller	— Fire Brick Refractory Shapes Inferno High Temperature Bonding Mortar Inferno Plastic Fire Brick Fire Clay Flue Lining Fire Clay Gas Flues and Chimney Pipe — Drain Tile — Face Brick Enamel Brick Pacific Interlockers —	Factories: Lincoln Heights Plant, Los Angeles, CA Los Nietos Plant, Los Nietos, CA Sales Yards: 306 West Avenue 26, Los Angeles, CA 740 East Fifty-Sixth Street, Los Angeles, CA 4848 West Pico Blvd., Los Angeles, CA Los Nietos Plan, Los Nietos, CA

	Architectural Terra Cotta Architectural Terra Cotta Wall Units — Art Pottery Hostess Ware Garden Pottery — Stoneware	
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Source: Pacific Clay Products. (1935). *1935 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1936

Annual Report Commentary

Herewith is presented the interim report of the operations of your company for the year 1936, including independently audited balance sheet and statement of income.

The year 1936 brought about an improved condition in the company as evidenced by the profit of \$102,200.31, after taking into consideration federal taxes, including surtax, depletion and depreciation. This compares with a net profit in the year 1935 in the amount of \$3,729.98. Increased profit was caused principally by increased sales of goods manufactured, which in turn was due to increased building activity of homes, Government projects, and increased industrial activity generally. The profits were also benefitted by decreased manufacturing costs caused by new methods of manufacture. During the year the operations of the company's plans approximated 67% of capacity, compared with 45% capacity in the year 1935, and 28% during the year 1934.

It has been the policy of the company to be continuously on the alert for cutting costs of manufacture by expending money in a judicious manner. In the year 1936, the amount of \$65,498.27 was expended for additions for increasing capacity of production, experimental work on new products and equipment for lowering cost of production. As a matter of interest, for the five year period, 1932-1936 inclusive, the total amount of \$156,115.82 was expended for this purpose.

At the latter part of the year your directors declared a dividend in the amount of 75 cents per share. Although the company lost considerable money during the depression years and it seemed advisable to keep all profits until the company's position became stronger, the directors felt that in view of improved economic conditions, from which the company was benefitting, and also because the federal surtax on undistributed profits was heavy, that the company could

afford this dividend. Future policy of the company in regard to dividend payments will be based on these principals, together with consideration of increased wages to plant employees and increased cost of raw materials. Plant employee wages have increased an average of 16% while the cost of some of the basic raw materials has increased approximately 20%.

The ensuing year's possibilities appear on the favorable side and with confidence in continuance of building activity in Southern California, including the adjoining marketing area, your company should show favorable earnings.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1936 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President	Vitrified Clay Sewer Pipe	General Offices: 306 West Avenue 26 P.O. Box 145, Station A, Los Angeles, CA
William McClintock, Vice-President	Vitrified Clay Electric Conduit	
W.T. Bishop, Vice-President	Vitrified Clay Water Pipe	Factories: Lincoln Heights Plant, Los Angeles, CA Los Nietos Plant, Los Nietos, CA
A.T. Wintersgill, Vice-President	Vitrified Clay Sewer Segment	
Frederick M. Keller, Secretary-Treasurer	Block	Sales Yards: 306 West Avenue 26, Los Angeles, CA 740 East Fifty-Sixth Street, Los Angeles, CA 4848 West Pico Blvd., Los Angeles, CA Los Nietos Plan, Los Nietos, CA
Thomas W. Banks	Vitrified Clay Sewer Liners	
J.D. Fredericks, Jr.	Vitro-Dur Extra Heavy Duty Sewer Pipe	
W.R. Fawcett	Vitro-Dur Clay Siphons	
Robert Linton	Vitro-Dur Power Duct	
J.D. Fredericks	—	
Frank S. Coates	Fire Brick	
T. Allan Box, Jr.	Refractory Shapes	
V. H. Rossetti	Inferno High Temperature Bonding Mortar	
	Inferno Plastic Fire Brick	
	Fire Clay Flue Lining	
	Fire Clay Gas Flues and Chimney Pipe	
	—	
	Drain Tile	
	—	
	Face Brick	
	Enamel Brick	
	Pacific Interlockers	
	Floor Tile (new)	
	Wall Tile (new)	
	—	
	Architectural Terra Cotta	
	Architectural Terra Cotta Wall Units	
	—	
	Art Pottery	
	Hostess Ware	
	Garden Pottery	
	—	

Source: Pacific Clay Products. (1936). *1936 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1937

Annual Report Commentary

We submit herewith the Balance Sheet at December 31, 1937, and the Summary of Income for the year ended December 31, 1937. The net earnings of the company for the year 1937 amounted to \$92,853.07, equal to \$0.94 per share on the 99,092 shares of capital stock outstanding. This compares with the earnings for the year 1936 of \$102,200.31, or \$1.03 per share on the same number of outstanding shares. These earnings are stated after deducting depreciation, depletion, federal income and surtax, and other necessary deductions. Also, in 1937 they are stated after deducting \$16,596.87 representing loss from the sale of non-operating property. The net income for 1937 before considering this extraordinary charge amounted to \$109,449.94, or \$1.10 per share.

Although the company operated its plans at approximately 75 per cent of capacity compared to 67 per cent of capacity with the year 1936, the net profits were less due to increase wages in the plants, increased taxes, increased cost of raw materials, etc. Loss on sale of inoperative plant site was also charged to income amount. It is interesting to note that during the first six months of the year, the company's earnings were considerably in excess of earnings for the latter six months of the year. Business activity was curtailed considerably during the latter months of 1937.

Continuing the policy of the company during the past few years, the management continued to expend money for plan improvements where it was found possible to improve the quality of the company's products and also to lower the cost of production. The sum of \$132,577.49 was expended for this purpose, compared with the five year expenditure, from 1932 to 1936, of \$156,115.82 for the same purpose. Results of these improvements have show to considerable advantage and when improved business conditions affect the building industry, this company should be aided considerably. Noteworthy additions from the year's expenditures were two new car tunnel kilns, a new department for the manufacture of glazed wall tile, a new sales display building located at the company's headquarters, 306 West Avenue 26, Los Angeles, California. The company has also adopted additional improvements in its manufacture of sewer pipe, electrical conduit, and refractories.

The Directors on December 20, 1937, paid a dividend to the Stockholders in the amount of 90c per share. This compares with a dividend for the year 1936 of 75c per share. Future policy of dividends can only depend on economic conditions and their effect on the company.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1937 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President	Vitrified Clay Sewer Pipe	<u>General Offices:</u>
William McClintock, Vice-President	Vitrified Clay Electric Conduit	306 West Avenue 26
A.T. Wintersgill, Vice-President	Vitrified Clay Water Pipe	P.O. Box 145, Station A, Los Angeles, CA
Frederick M. Keller, Secretary-Treasurer	Vitrified Clay Sewer Segment Block	<u>Factories:</u>
Thomas W. Banks	Vitrified Clay Sewer Liners	Lincoln Heights Plant, Los Angeles, CA
Norman K. Nixon	Vitro-Dur Extra Heavy Duty Sewer Pipe	Los Nietos Plant, Los Nietos, CA
W.R Fawcett	Vitro-Dur Clay Siphons	
Robert Linton	Vitro-Dur Power Duct	<u>Sales Yards:</u>
J.D. Fredericks, Jr.	—	306 West Avenue 26, Los Angeles, CA
J.D. Fredericks	Fire Brick	740 East Fifty-Sixth Street, Los Angeles, CA
Frank S. Coates	Refractory Shapes	4848 West Pico Blvd., Los Angeles, CA
Roy M. Van Wart	Inferno High Temperature Bonding Mortar	Los Nietos Plan, Los Nietos, CA
T. Allan Box, Jr.	Inferno Plastic Fire Brick	
	Fire Clay Flue Lining	
	Fire Clay Gas Flues and Chimney Pipe	
	—	
	Drain Tile	
	—	
	Face Brick	
	Enamel Brick	
	Pacific Interlockers	
	Floor Tile	
	Wall Tile	
	—	
	Architectural Terra Cotta	
	Architectural Terra Cotta Wall Units	
	—	
	Art Pottery	
	Hostess Ware	
	Garden Pottery	
	—	
	Stoneware	

Source: Pacific Clay Products. (1937). *1937 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1938

Annual Report Commentary

We submit herewith the Balance Sheet and the Summary of Income indicating the results for the year 1938, ending December 31st. The net income of the company for the year 1938 was \$20,928.25, or 21c per share on the 99,092 shares of capital stock outstanding. This compares with the year 1937 earnings in an amount of \$92,853.07, or 94c per share earnings on the same number of outstanding shares. These earnings, as in former years, are stated after deduction of all charges such as depreciation, depletion, federal and state taxes, and other necessary charges.

The profit to the company for 1938 was considerably diminished due to lack of sales during the first six months of the year. However, the loss created during this period was eliminated during the last six months of the year with the resulting profit.

Sales activities were aggressively pursued throughout the year and results show an increase of sales for the first quarter of 1939 of 25% over the corresponding period of 1938. The outlook for the full year is still dependent on economic conditions especially in this southwest area affecting company's markets.

Operations of the plants show a 65% rate of capacity compared with a 75% rate for the year 1937, and 67% for the year 1936.

Other items of interest for the year are the expenditure of \$47,700.00 for plant improvements; reduction of bank loan from \$275,000 for the year 1937 to \$150,000 for 1938; increase of finished product inventory by \$46,636.19; decrease of cash from \$226,834.13 to \$88,358.77; and an increase in accounts receivable from \$127,709.98 to \$137,661.06, with the reserve for losses deducted therefrom.

The Directors during the latter part of the year deemed it advisable to conserve the company's earnings and consequently no dividend was declared. Dividend action for the year 1939 will depend on economic conditions and the ability of the company to make proper earnings.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1938 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President William McClintock, Vice- President	Vitrified Clay Sewer Pipe Vitrified Clay Electric Conduit Vitrified Clay Water Pipe	General Offices: 306 West Avenue 26 P.O. Box 145, Station A, Los

<p>A.T. Wintersgill, Vice-President Frederick M. Keller, Secretary-Treasurer</p> <p>Thomas W. Banks Norman K. Nixon W.R Fawcett Robert Linton J.D. Fredericks Frank S. Coates Roy M. Van Wart</p>	<p>Vitrified Clay Sewer Segment Block Vitrified Clay Sewer Liners Vitro-Dur Extra Heavy Duty Sewer Pipe Vitro-Dur Clay Siphons Vitro-Dur Power Duct Vitro-Dur Ceramicweld Pipe (new) — Fire Brick Refractory Shapes Inferno High Temperature Bonding Mortar Inferno Plastic Fire Brick Fire Clay Flue Lining Fire Clay Gas Flues and Chimney Pipe — Drain Tile — Face Brick Enamel Brick Pacific Interlockers Floor Tile Wall Tile Bath Tile (new) — Architectural Terra Cotta Architectural Terra Cotta Wall Units — Art Pottery Hostess Ware Garden Pottery — Stoneware Modeling Clay (new) Ollas (new)</p>	<p>Angeles, CA</p> <p><u>Factories:</u> Lincoln Heights Plant, Los Angeles, CA Los Nietos Plant, Los Nietos, CA</p> <p><u>Sales Yards:</u> 306 West Avenue 26, Los Angeles, CA 740 East Fifty-Sixth Street, Los Angeles, CA 4848 West Pico Blvd., Los Angeles, CA Los Nietos Plan, Los Nietos, CA</p>
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Source: Pacific Clay Products. (1938). *1938 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1939

Annual Report Commentary

We submit herewith the Balance Sheet as of December 31, 1939, and Summary of Income for the year ended that date. As indicated the net profit for the year was \$3,327.03 or three cents per share on the 99,092 shares of capital stock outstanding. This compares with the year 1938 of \$20,829.25 net profit or

twenty-one cents per share. These earnings are stated after all charges such as taxes, depletion, depreciation, etc. have been deducted.

Sales for the year 1939 were approximately in the same amount as for the year 1938, but the net profit was decreased principally due to sale of inoperative land that was sold considerably below its original value. The Company continued its aggressive sales activity, particularly as to the introduction of new products. In this regard mention is made of the development of clay pipe in diameter sizes from four inches to forty-two inches and in lengths up to eight feet. Tests show that this pipe is suitable for water pressure lines as well as for acid use. It is expected that this new product will shortly bring satisfactory results. Other products such as electrical conduit and refractories will be introduced soon with considerable improvement for use by the trade.

The Company again continued its policy of modernizing its plants and in this regard the sum of \$138,806.64 was spent of which approximately \$127,000.00 was for new equipment. In the year 1938 \$47,700.00 was spent and for the year 1937 \$132,500.00 was also used for the same purpose. Because of this policy the company has its plants thoroughly modernized from which results should be forthcoming.

Operations of the plants were at 60% rate as compared to 65% in 1938 and 75% in 1937. Production capacities of the plants have been increased over previous years due to the above mentioned modernizing program.

The outlook for the year 1940 is rather difficult to state at the present time, except that sales for the 1st quarter of 1940 are running approximately 10% of the like period of 1939.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1939 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President A.T. Wintersgill, Vice-President Frederick M. Keller, Secretary-Treasurer	Vitrified Clay Sewer Pipe Vitrified Clay Electric Conduit Vitrified Clay Water Pipe <i>Vitrified Clay Pressure Pipe (new)</i> Vitrified Clay Sewer Segment	<u>General Offices:</u> 306 West Avenue 26 P.O. Box 145, Station A, Los Angeles, CA
Thomas W. Banks Norman K. Nixon W.R Fawcett Robert Linton J.D. Fredericks Frank S. Coates Roy M. Van Wart	Block <i>Vitrified Clay Acid Pipe (new)</i> Vitrified Clay Sewer Liners Vitro-Dur Extra Heavy Duty Sewer Pipe Vitro-Dur Clay Siphons Vitro-Dur Power Duct Vitro-Dur Ceramicweld Pipe	<u>Factories:</u> Lincoln Heights Plant, Los Angeles, CA Los Nietos Plant, Los Nietos, CA <u>Sales Yards:</u> 306 West Avenue 26, Los Angeles, CA

	— Fire Brick Refractory Shapes Inferno High Temperature Bonding Mortar Inferno Plastic Fire Brick Fire Clay Flue Lining Fire Clay Gas Flues and Chimney Pipe — Drain Tile — Face Brick Enamel Brick Pacific Interlockers Floor Tile Wall Tile Bath Tile — Architectural Terra Cotta Architectural Terra Cotta Wall Units — Art Pottery Hostess Ware Garden Pottery — Stoneware Modeling Clay Ollas	740 East Fifty-Sixth Street, Los Angeles, CA 4848 West Pico Blvd., Los Angeles, CA Los Nietos Plan, Los Nietos, CA
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Source: Pacific Clay Products. (1939). *1939 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1940

Annual Report Commentary

Attached herewith is the Balance Sheet and Summary of Income for the period ending December 31, 1940. From this statement you will see that the Company had a net profit in the amount of \$53,236.03, which is 58c per share on the 91,442 shares outstanding. This compares with 1938 of \$3,327.03 or 3c per share on the outstanding shares and for the year 1938 of \$20,829.25 or 21c per share on the outstanding shares. These earnings are stated, after deduction of taxes, depletion, depreciation and other necessary deductions.

It is noted on the attached balance sheet and income account the purchase by the Company of 7,650 shares of the outstanding shares of stock, the purchases being from the open market and according to the California

Corporation Laws. The cost to the Company for this purchase was at the rate of \$4.61 per share.

During the year 1940 the sales program showed an increase in sales of approximately 19% over the year 1939, consequently an increase in the net profit. The increase in sales and profit occurred during the latter half of the year 1940, when demand for products of the heavy clay division was stimulated by the Federal Government Defense Program. During the latter part of the year the demand for the new products, such as pressure pipe, new style conduit, refractory brick, etc., was felt materially and the Company feels now that the large sums of money which were expended for this purpose should show good results for the year 1941.

It has been the custom of the Company, for the past few years, to expend considerable money for modernization of its plants, and the moneys expended for the year 1940 represent \$133, 071.47, which can be allocated as \$99470.88 for new equipment and \$33,600.59 for property and buildings. In the year 1939 the Company expended \$138,806.64 and in the year 1938, \$47,700.00, in the year 1937, \$132,500.00, making the total expenditures for the above mentioned four years of \$452,078.11.

Operations of the Company's plants were at approximately 65% of capacity, as compared to a 60% rate for the year 1939 and 65% in 1938. It should be mentioned here that the capacities of both the Company's two operating plants are considerably higher than ever before, on account of the above mentioned modernization program. It is felt that with the present demand for the Company's products the benefits derived will be well worth the investment.

For the year 1941, the management believes that, barring unforeseen outside influences that might upset the present situation, the Company should have a favorable year. The present demand for products, as mentioned above, for Defense work should continue for some tie.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1940 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President	Vitrified Clay Sewer Pipe	<u>General Offices:</u> 306 West Avenue 26 P.O. Box 145, Station A, Los Angeles, CA
A.T. Wintersgill, Vice-President	Vitrified Clay Electric Conduit	
Frederick M. Keller, Secretary-Treasurer	Vitrified Clay Water Pipe	
	Vitrified Clay Pressure Pipe	
	Vitrified Clay Sewer Segment	
Thomas W. Banks	Block	<u>Factories:</u> Lincoln Heights Plant, Los Angeles, CA
Norman K. Nixon	Vitrified Clay Acid Pipe	
J.D. Fredericks	Vitrified Clay Sewer Liners	

Robert Linton Roy M. Van Wart Frank S. Coates W.R. Fawcett	Vitro-Dur Extra Heavy Duty Sewer Pipe Vitro-Dur Clay Siphons Vitro-Dur Power Duct Vitro-Dur Ceramicweld Pipe — Fire Brick Refractory Shapes Inferno High Temperature Bonding Mortar Inferno Plastic Fire Brick Fire Clay Flue Lining Fire Clay Gas Flues and Chimney Pipe — Drain Tile — Face Brick Enamel Brick Pacific Interlockers Floor Tile Wall Tile Bath Tile — Architectural Terra Cotta Architectural Terra Cotta Wall Units — Art Pottery Hostess Ware Garden Pottery — Stoneware Modeling Clay Ollas	Los Nietos Plant, Los Nietos, CA Sales Yards: 306 West Avenue 26, Los Angeles, CA 740 East Fifty-Sixth Street, Los Angeles, CA 4848 West Pico Blvd., Los Angeles, CA Los Nietos Plan, Los Nietos, CA
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Source: Pacific Clay Products. (1940). *1940 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1941

Annual Report Commentary

Attached herewith is the Balance Sheet and Summary of Income for the period ending December 31, 1941. The Company earned during this period, \$117,362.00, or at the rate of approximately \$1.32 per share on the 89,112 shares of Capital Stock outstanding. This compares with the earnings for the year 1940 in the amount of \$53,236.03, or 58c per share on the then outstanding shares. These earnings are stated after all changes, such as taxes, depletion, depreciation and other necessary deductions are made.

From the attached statements you will again note that the Company purchased, on the open market, 2,330 shares of the Company's stock, at a total price of \$11,133.30, which reduced the outstanding shares at the end of 1941 from 81,442 shares to 89,112 shares outstanding.

The 1941 sales effort indicated quite a change in the type of merchandise produced, in that it was principally for Defense work. Sales, compared with the year 1940, increased by approximately 76% over the year 1940. Mention here should be made that the new products which the Company has been developing for the past several years are now being readily accepted in this Defense program. Many of these products are substituting for strategic war materials and it is felt that additional stimulus for the sales of these new products will continue into this War program. These products are, in particular, high pressure pipe and a new style electrical conduit.

Mention to the stockholders has been made for several years of large expenditures of money for modernization of the Company's plants. The increased production, because of these expenditures, has put the Company in a position that it can supply the increased demands. Additional sums expended during the year 1941 for capital improvements amounted to \$380,080.85. This is the largest sum expended in any of the past few years and has put Pacific Clay Products in a position of leadership within the industry.

Additional capacities were created also by the purchase, by the Company, of a clay products manufacturing plant located at Stockton, California. This plant was purchased in October, 1941, and after considerable renovation is now in production and merchandise will shortly be shipped to the trade. The products being manufactured in this area are clay pressure pipe and clay electrical conduit which, in the opinion of the Company, will be in considerable demand for the Northern California area.

For the year 1942, the Company expects to enjoy increased sales over the year 1941, due particularly, as in the 1941 period, to the War Defense Program. The earnings of the Company for the year 1942, it seems, will be contingent upon what tax program the Government will adopt for the ensuing year and dividends will be issued accordingly.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1941 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President A.T. Wintersgill, Vice-President	Vitrified Clay Sewer Pipe Vitrified Clay Electric Conduit	<u>General Offices:</u> 306 West Avenue 26

<p>Frederick M. Keller, Secretary-Treasurer</p> <p>Thomas W. Banks Norman K. Nixon J.D. Fredericks Robert Linton Roy M. Van Wart Frank S. Coates</p>	<p>Vitrified Clay Water Pipe Vitrified Clay Pressure Pipe Vitrified Clay Sewer Segment Block Vitrified Clay Acid Pipe Vitrified Clay Sewer Liners Vitro-Dur Extra Heavy Duty Sewer Pipe Vitro-Dur Clay Siphons Vitro-Dur Power Duct Vitro-Dur Ceramicweld Pipe</p> <p>— Fire Brick Refractory Shapes Inferno High Temperature Bonding Mortar Inferno Plastic Fire Brick Fire Clay Flue Lining Fire Clay Gas Flues and Chimney Pipe</p> <p>— Drain Tile</p> <p>— Face Brick Enamel Brick Pacific Interlockers Floor Tile Wall Tile Bath Tile</p> <p>— Electrical Porcelains (new)</p> <p>— Architectural Terra Cotta Architectural Terra Cotta Wall Units</p> <p>— Art Pottery Hostess Ware Garden Pottery</p> <p>— Stoneware Modeling Clay Ollas</p>	<p>P.O. Box 145, Station A, Los Angeles, CA</p> <p><u>Factories:</u> Lincoln Heights Plant, Los Angeles, CA Los Nietos Plant, Los Nietos, CA Stockton Plant, Stockton, CA</p> <p><u>Sales Yards:</u> 306 West Avenue 26, Los Angeles 31, CA 740 East Fifty-Sixth Street, Los Angeles 11, CA 4848 West Pico Blvd., Los Angeles 6, CA Los Nietos Plan, Los Nietos, CA</p>
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Source: Pacific Clay Products. (1941). *1941 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1942

Annual Report Commentary

Herewith attached, for your review, is the Balance Sheet and Summary of Income and Earned Surplus, representing the financial statements for the year ending December 31, 1942, as audited by the firm of Haskins & Sells.

During the year the sales effort of the Company represented an increase in sales in the amount of 20% over the year 1941, and of these sales approximately 90% of the total was used for War construction, both direct and indirect. As a result of these sales, the Company was able to realize a profit of \$87,699.05, representing an approximate share profit on the 89,112 shares outstanding of 98c per share. This profit is after deductions of all necessary items such as taxes, depletion, depreciation, etc. For the year 1941 the Company realized a profit, as reported of \$117,362.00, or \$1.32 per share on the outstanding capital stock.

The operations of the Company were considerably changed in the Company's Los Angeles plant, in that the Pottery Department and Wall Tile Department were discontinued during the middle of the year and a new product, known as Steatite Porcelain, was started and put into production at the request of the U.S. Military authorities. This product was of great importance, being one of the severe bottlenecks for companies producing War materials, where high tension insulators were needed. The Company has spent considerable sums of money in putting this Department into production and is now delivering satisfactory merchandise, under the high inspection requirements of the United States Government.

All the Company's plants worked to full capacity for the year 1942, taking into consideration the difficulty in manpower and materials.

The Company's profit for the year 1942 being lower than the year before, mention should be made that taxes paid to the Federal Government on income for 1942 represented \$93,966.34, while in 1941 the Company paid in taxes for Federal income, \$54,875.91. Total taxes, including Federal and State, paid for the year 1942, represent \$179,320.11. Labor costs increased during the year 1942, over the year previous, in an approximate amount of 15%.

Additions to plant and equipment, as capital expenditures, amounted to \$151,293.41, as compared to the year 1941, in the amount of \$380,080.85. Also, during the year 1942, the Company reduced its bank obligations in the amount of \$78,650.44.

At the present time, the Company has a large backlog of business and from all indications it seems that the business for the year 1943 will be as good, if not better, than in the year 1942, and the earnings of the Company for 1943 should be as good for 1942, taking into consideration War conditions, labor costs and taxes, and a dividend policy will be considered in light of these conditions.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

Source: Pacific Clay Products. (1942). *1942 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1942 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President	Vitrified Clay Sewer Pipe	<u>General Offices:</u>
A.T. Wintersgill, Vice-President	Vitrified Clay Electric Conduit	306 West Avenue 26
Vincent Palmer, Vice-President	Vitrified Clay Water Pipe	P.O. Box 145, Station A, Los Angeles, CA
Frederick M. Keller, Secretary-Treasurer	Vitrified Clay Pressure Pipe	
	Vitrified Clay Sewer Segment Block	<u>Factories:</u>
Thomas W. Banks	Vitrified Clay Acid Pipe	Lincoln Heights Plant, Los Angeles, CA
Norman K. Nixon	Vitrified Clay Sewer Liners	Los Nietos Plant, Los Nietos, CA
J.D. Fredericks	Vitro-Dur Extra Heavy Duty Sewer Pipe	Stockton Plant, Stockton, CA
Robert Linton	Vitro-Dur Clay Siphons	
Roy M. Van Wart	Vitro-Dur Power Duct	<u>Sales Yards:</u>
Frank S. Coates	Vitro-Dur Ceramicweld Pipe	306 West Avenue 26, Los Angeles 31, CA
	—	740 East Fifty-Sixth Street, Los Angeles 11, CA
	Fire Brick	4848 West Pico Blvd., Los Angeles 6, CA
	Refractory Shapes	Los Nietos Plan, Los Nietos, CA
	Inferno High Temperature Bonding Mortar	
	Inferno Plastic Fire Brick	
	Fire Clay Flue Lining	
	Fire Clay Gas Flues and Chimney Pipe	
	—	
	Drain Tile	
	—	
	Face Brick	
	Enamel Brick	
	Pacific Interlockers	
	Floor Tile	
	Wall Tile	
	Bath Tile	
	—	
	Electrical Porcelains	
	—	
	Architectural Terra Cotta	
	Architectural Terra Cotta Wall Units	
	—	

	Art Pottery (discontinued) Hostess Ware (discontinued) Garden Pottery (discontinued) — Stoneware Modeling Clay Ollas — Steatite Porcelain (new)	
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Source: Pacific Clay Products. (1942). *1942 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1943

Annual Report Commentary

Herewith attached, for your review, is the Balance Sheet and Summary of Income and Earned Surplus, representing the financial statements for the year ending December 31, 1943, as audited by the firm of Haskins & Sells, Certified Public Accountants.

The profit for the year was \$24,076.23, or 27c per share on the outstanding capital stock. This compares with a profit of \$87,699.05 for the year 1942 or 98c per share on the outstanding stock. This profit is after taking into consideration all charges, including Federal and State taxes, depreciation, depletion, etc.

Sales for the year represent a decrease in gross sales of 25% under the year 1942. This decrease was caused by a lack of manpower to produce the Company's principal products and a decline, during the summer of 1943, of the pressure of war construction. An increase in sales volume of the Company's major products in the future will depend, largely, upon the easing of the manpower situation and the possibility of obtaining materials and priorities for labor-saving equipment.

Coupled with the reduction in sales, the operating results were affected materially by an increase of 18% in the average wage rate to plant labor over the average rate prevailing in the year 1942. Since 1940, the average wage rate for plant labor has increased over 50%.

Other points of interest to the stockholders were the reduction of bank loans in the amount of \$110,000.00 for the year, the expenditure of \$68,783.61 as capital improvements and the expenditure of approximately \$90,000.00 for research and development of new products and improvements of present products.

The net working capital at the close of the year amounted to \$454,971.31, an increase of \$108,103.30 during the year. The ration of current assets to current liabilities increased from 1.57 to 1 at December 31, 1942, to 2.13 to 1 at December 31, 1943.

The Company at the present time, has a large backlog of business, and from present indications should be able to maintain a substantial volume of sales. Prognostication of the future is rather difficult, in the light of Federal regulations, labor conditions, taxes, etc.; however, it is believed that with the expected increased demand for the Company's products when ware restrictions on construction are removed, the Company should be able to progress in the post-war period.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1943 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President	Vitrified Clay Sewer Pipe	<u>General Offices:</u>
A.T. Wintersgill, Vice-President	Vitrified Clay Electric Conduit	306 West Avenue 26
Vincent Palmer, Vice-President	Vitrified Clay Water Pipe	P.O. Box 145, Station A, Los Angeles, CA
Frederick M. Keller, Secretary-Treasurer	Vitrified Clay Pressure Pipe	
	Vitrified Clay Sewer Segment Block	<u>Factories:</u>
Norman K. Nixon	Vitrified Clay Acid Pipe	Lincoln Heights Plant, Los Angeles, CA
J.D. Fredericks	Vitrified Clay Sewer Liners	Los Nietos Plant, Los Nietos, CA
Roy M. Van Wart	Vitro-Dur Extra Heavy Duty Sewer Pipe	Stockton Plant, Stockton, CA
Frank S. Coates	Vitro-Dur Clay Siphons	
	Vitro-Dur Power Duct	<u>Sales Yards:</u>
	Vitro-Dur Ceramicweld Pipe	306 West Avenue 26, Los Angeles 31, CA
	—	740 East Fifty-Sixth Street, Los Angeles 11, CA
	Fire Brick	4848 West Pico Blvd., Los Angeles 6, CA
	Refractory Shapes	Los Nietos Plan, Los Nietos, CA
	Inferno High Temperature Bonding Mortar	
	Inferno Plastic Fire Brick	
	Fire Clay Flue Lining	
	Fire Clay Gas Flues and Chimney Pipe	
	—	
	Drain Tile	
	—	
	Face Brick	
	Enamel Brick	
	Pacific Interlockers	
	Floor Tile	
	Wall Tile	
	Bath Tile	
	—	

	Electrical Porcelains	
	—	
	Architectural Terra Cotta	
	Architectural Terra Cotta Wall	
	Units	
	—	
	Stoneware	
	Modeling Clay	
	Ollas	
	—	
	Steatite Porcelain	

Source: Pacific Clay Products. (1943). *1943 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1944

Annual Report Commentary

Attached hereto is the Balance Sheet and Summary of Income and Earned Surplus, represented the financial statements for the year ended December 31, 1944, as audited by the firm of Memory and Company, Certified Public Accountants.

The company earned \$44,745.55 during this period or 50c per share on the outstanding capital stock. The profit for the year 1943 was \$25,076.23 or 27c per share. Profit as shown is after taking into consideration all charges, including Federal and State taxes, depreciation, depletion, etc.

Gross sales for the year were 15% less than during the year of 1943. In the main this decrease is due to an increasing shortage of manpower. During the entire year the company's plants have been under-manned. All during the year sales have been in excess of production. Increased sales volume in the major lines produced by the company cannot be looked for until there is an easing in the manpower situation or materials and equipment of mechanizing certain processes become available.

Operating results were materially better than 1943 due to improved handling methods as well as the sale of some products carried in inventory, which had been produced prior to the war, at lower than current production costs.

The bank loan was reduced \$125,000.00 during the year. Improvements to buildings, machinery and equipment amounted to approximately \$50,000.00 during the year. Research and development of new products and improvements to present products had been carried on at a greatly reduced basis in order to utilize all available manpower for production.

During the year 1944 net working capital increased from \$454, 971.31 to \$410,005.04; a net gain of \$55,033.73. The ratio of current assets to current liabilities increased from 2.13 to 1 at December 31, 1943 to 2.68 to 1 at December 31, 1944.

At the present time the company has an extensive backlog of orders and from all indications will be able to sell its entire production during the coming year. Due to shortage of manpower, priorities and various Federal regulations and restrictions, it is difficult to predict the future. We, however, believe that there will be a definite increase in demand for the company's products when restrictions on construction are removed at the cessation of war hostilities and the company should be able to show a steady growth in the post-war period.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1944 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President	Vitrified Clay Sewer Pipe	<u>General Offices:</u>
A.T. Wintersgill, Vice-President	Vitrified Clay Electric Conduit	306 West Avenue 26
Vincent Palmer, Vice-President	Vitrified Clay Water Pipe	P.O. Box 145, Station A, Los Angeles, CA
Frederick M. Keller, Secretary-Treasurer	Vitrified Clay Pressure Pipe	
	Vitrified Clay Sewer Segment Block	<u>Factories:</u>
Norman K. Nixon	Vitrified Clay Acid Pipe	Lincoln Heights Plant, Los Angeles, CA
J.D. Fredericks	Vitrified Clay Sewer Liners	Los Nietos Plant, Los Nietos, CA
Roy M. Van Wart	Vitro-Dur Extra Heavy Duty Sewer Pipe	Stockton Plant, Stockton, CA
Frank S. Coates	Vitro-Dur Clay Siphons	
	Vitro-Dur Power Duct	<u>Sales Yards:</u>
	Vitro-Dur Ceramicweld Pipe	306 West Avenue 26, Los Angeles 31, CA
	—	740 East Fifty-Sixth Street, Los Angeles 11, CA
	Fire Brick	4848 West Pico Blvd., Los Angeles 6, CA
	Refractory Shapes	Los Nietos Plan, Los Nietos, CA
	Inferno High Temperature Bonding Mortar	
	Inferno Plastic Fire Brick	
	Fire Clay Flue Lining	
	Fire Clay Gas Flues and Chimney Pipe	
	—	
	Drain Tile	
	—	
	Face Brick	
	Enamel Brick	
	Pacific Interlockers	
	Floor Tile	
	Wall Tile	
	Bath Tile	
	—	

	Electrical Porcelains	
	—	
	Architectural Terra Cotta	
	Architectural Terra Cotta Wall	
	Units	
	—	
	Stoneware	
	Modeling Clay	
	Ollas	
	—	
	Steatite Porcelain	

Source: Pacific Clay Products. (1944). *1944 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1945

Annual Report Commentary

Attached hereto is the Balance Sheet and Summary of Income and Earned Surplus, represented the financial statements for the year ending December 31, 1945, as audited by the firm of Memory and Company, Certified Public Accountants.

Net earnings for the year 1945 were \$26,584.68 or 26c per share on the outstanding capital stock. Profit for the year 1944 amounted to \$44,725.55 or 50c per share. Net profit as shown is after taking into consideration all charges, including Federal and State Taxes, depreciation, depletion, etc.

Pacific Clay Products purchased the operating assets of the N. Clark & Sons plant at Alameda, California, on July 1, 1945. The Company issued 11,752 shares of its capital stock in the acquisition of this property. Architectural Terra Cotta and Ceramic Veneer will be the major lines produced in the plant.

The total gross sales for the Company were only 1% greater than for 1944. However, if the sales of the newly acquired Alameda Plant are deducted, gross sales show a decline of 3% from the 1944 total. The major problems throughout the year were the shortage of labor and Office of Price Administration controls. An increase in sales volume of the principle lines produced by the Company can be looked for with an increase in manpower and availability of new mechanical equipment.

Operating results were not as favorable as for the 1944 due primarily to increased wages and to the fact that the only new labor was inefficient.

The bank loan was increased \$100,000.00 to \$260,000.00 during the year. This additional financing was used for improving buildings, machinery, and

equipment. A program of research and development of new products and the improving of present products was carried on as extensively as possible with the limited available manpower.

As the end of the year 1945, net working capital was \$419,939.53, a net decrease of \$90,065.51. The ratio of current assets to current liabilities dropped from 2.68 to 1 at December 31, 1944, to 1.9 to 1 at December 31, 1945.

The backlog of orders which we now have indicates that we will be able to market all the production which we can manufacture. The Company is going ahead with the installation of mechanical equipment to increase the capacities of the various plants. At the Los Nietos Plant, construction is under way on a 295 foot tunnel kiln and pre-heater. This unit will produce approximately 2200 tons of vitrified clay sewer pipe or conduit per month.

The future of the Company is tied in with that of the construction industry in its marketing area and we are confident that California and the adjoining states are going to have an increasing construction program, not only of residential housing, but also of sanitary sewerage systems, communicating systems, business and industrial structures, consequently the outlook for the years ahead, for the sale of the company's products appears to be very promising.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1945 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President	Vitrified Clay Sewer Pipe	<u>General Offices:</u>
A.T. Wintersgill, Vice-President	Vitrified Clay Electric Conduit	306 West Avenue 26
George D. Clark, Jr., Vice-President	Vitrified Clay Water Pipe	P.O. Box 145, Station A, Los Angeles, CA
Vincent Palmer, Vice President	Vitrified Clay Pressure Pipe	
Frederick M. Keller, Secretary-Treasurer	Vitrified Clay Sewer Segment Block	<u>Factories:</u>
	Vitrified Clay Acid Pipe	Lincoln Heights Plant, Los Angeles, CA
<u>Walter P. Lacy</u>	Vitrified Clay Sewer Liners	Los Nietos Plant, Los Nietos, CA
Norman K. Nixon	Vitro-Dur Extra Heavy Duty Sewer Pipe	Stockton Plant, Stockton, CA
J.D. Fredericks	Vitro-Dur Clay Siphons	Alameda Plant, Alameda, CA
Roy M. Van Wart	Vitro-Dur Power Duct	
Frank S. Coates	Vitro-Dur Ceramicweld Pipe	<u>Sales Yards:</u>
	—	306 West Avenue 26, Los Angeles 31, CA
	Fire Brick	740 East Fifty-Sixth Street, Los Angeles 11, CA
	Refractory Shapes	Los Nietos Plan, Los Nietos, CA
	Inferno High Temperature Bonding Mortar	300 Division St., San Francisco, CA
	Inferno Plastic Fire Brick	
	Fire Clay Flue Lining	

	Fire Clay Gas Flues and Chimney Pipe — Drain Tile — Face Brick Enamel Brick Pacific Interlockers Floor Tile Wall Tile Bath Tile — Electrical Porcelains — Architectural Terra Cotta Architectural Terra Cotta Wall Units — Stoneware Modeling Clay Ollas — Steatite Porcelain	
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Source: Pacific Clay Products. (1945). *1945 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1946

Annual Report Commentary

The accompanying Balance Sheet and Summary of Income and Earned Surplus, for the year ending December 31, 1946 as audited by the firm of Memory and Company, Certified Public Accountants, is submitted for your review.

The net earnings for the year 1946 were \$124,270.59 or \$1.23 per share on the outstanding capital stock. This compares with the profits for the year 1945, in the amount of \$26,584.68 or 26c per share. The profit as reported is after taking into consideration all charges, including Federal and State Taxes, depreciation, depletion, etc.

The total gross sales for the Company were approximately double those for 1945, making sales for the Company the highest in its history. This high volume of sales was due principally to an increase in production over 1945, as well as to increases in the sales prices of our products during the year.

There was approximately a 20% increase in labor costs, as well as an increase in prices on materials and supplies, for manufacturing, which were

purchased during the year 1946. However, operating results were more favorable than during 1945, due to increased manpower and to the installation of labor-saving equipment. During 1947, there may be a further increase in cost due to the demands of labor for additional benefits, although to some extent, this will be offset by a shortening of the work week.

The bank loan was increased from \$260,000.00 to \$460,000.00 during the year. This additional financing was used for construction of a new continuous tunnel kiln and buildings at our Los Nietos Plant as well as to the installation of labor-saving equipment at all of the plants. The new tunnel kiln at our Los Nietos Plant was completed and in operation during October 1946. The kiln has proved to be a satisfactory investment, in that we have been able to materially increase our production at this plant. It will be a large factor in keeping operating costs down even through the price of natural gas and fuel oil has risen considerably.

At our Los Angeles Plant, a two story section of the factory was destroyed by fire on the night of July 25, 1946. A new single story building is being construction to replace this section.

As of the end of 1946 net working capital was \$95,362.04, a net decrease of \$324,577.49. The ratio of current assets to current liabilities dropped from 1.9 to 1 at December 31, 1945 to 1.1 to 1.0 at December 31, 1946. This drop in net working capital was brought about by the heavy expenditures for capital improvements, which amounted to \$639,440.00 at all plants.

Our backlog of orders is the largest in the history of the Company and there is every indication that we will be able to market all the material which we can produce. It is anticipated that additional facilities will be put into operation during the year 1947 in order to meet this large backlog of unfilled orders.

Primarily, the Company is the producer of products entering into the construction industry on the Pacific Coast. The continued influx of people into the area indicates an increase in the construction program, all of which consume this Company's products. It is our belief that the outlook is most promising for the sale of the Company's products in the years ahead.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1946 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President	Vitrified Clay Sewer Pipe	<u>General Offices:</u>
A.T. Wintersgill, Vice-President	Vitrified Clay Electric Conduit	306 West Avenue 26
George D. Clark, Jr., Vice-President	Vitrified Clay Water Pipe	P.O. Box 145, Station A, Los Angeles, CA
Frederick M. Keller, Secretary	Vitrified Clay Pressure Pipe	
	Vitrified Clay Sewer Segment	

<p>Treasurer Kenneth Barrette, Secretary</p> <p>Walter P. Lacy L.V. Redfield J.D. Fredericks Roy M. Van Wart</p>	<p>Block Vitrified Clay Acid Pipe Vitrified Clay Sewer Liners Vitro-Dur Extra Heavy Duty Sewer Pipe Vitro-Dur Clay Siphons Vitro-Dur Power Duct Vitro-Dur Ceramicweld Pipe</p> <p>— Fire Brick Refractory Shapes Inferno High Temperature Bonding Mortar Inferno Plastic Fire Brick Fire Clay Flue Lining Fire Clay Gas Flues and Chimney Pipe</p> <p>— Drain Tile</p> <p>— Face Brick Enamel Brick Pacific Interlockers Floor Tile Wall Tile Bath Tile</p> <p>— Electrical Porcelains</p> <p>— Architectural Terra Cotta Architectural Terra Cotta Wall Units</p> <p>— Stoneware Modeling Clay Ollas Pottery (new)</p> <p>— Steatite Porcelain</p>	<p><u>Factories:</u> Lincoln Heights Plant, Los Angeles, CA Los Nietos Plant, Los Nietos, CA Stockton Plant, Stockton, CA Alameda Plant, Alameda, CA</p> <p><u>Sales Yards:</u> 306 West Avenue 26, Los Angeles 31, CA 740 East Fifty-Sixth Street, Los Angeles 11, CA Los Nietos Plan, Los Nietos, CA 300 Division St., San Francisco, CA</p>
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Source: Pacific Clay Products. (1946). *1946 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

1947

Annual Report Commentary

The independently audited Balance Sheet and Summary of Income and Earned Surplus, for the year ending December 31, 1947, is submitted for your review.

The net earnings for the year 1947 were \$251,720.01 or \$2.50 per share on the outstanding capital stock. The profit for the year 1946 amounted to \$124,270.59 or \$1.23 per share. The profit, as stated, is after taking into consideration all charges, including Federal and State Taxes, depreciation, depletion, etc.

The total sales, for 1947, were approximately 42% greater than for the year 1946. Sales for 1947 were the highest in the history of the Company. These increased sales were due to large increases in volume and, to some extent, to increases in sales prices.

Labor costs increased about 14% during the year. Fuel costs were approximately 35% higher at the end of 1947 than they were at the end of 1946. Other materials and supplies used in operating our plants increased in varying amounts, but were all considerably higher than during the previous year. Operating results, on the whole, were better than for 1946 due to increased use of mechanical handling equipment, new machinery, additional buildings, and an adequate supply of labor. Labor costs for 1948 will undoubtedly be higher due to the general pattern of wage increase being granted.

The bank loan was increased approximately \$220,000.00 during the year. These new borrowings were used to carry on the construction of new buildings and the installation of new equipment in the plants. The Company believes the expansion and improvement of its production facilities is the one best method of offsetting, in part, the increasing costs of labor, fuel, material and supplies.

Net working capital was \$99,378.21, as of December 31 1947, being a net increase of \$406,016.17. The ratio of current assets to current liabilities increased from 1.1 to 1.0 at December 31, 1946 to 1.6 to 1.0 at December 31, 1947.

The year 1948 looks very promising as the backlog of orders is approximately \$1,000,000.00 greater than it was a year ago. The productive capacity of all the plants has been increased so that with the continuing heavy demand for the Company's products, sales should be greater in 1948 than 1947. The Company is maintaining its position of being a producer of materials for use in the construction industry. The marketing area has been primarily California and Western Arizona, but, as production increases, the Company is gradually expanding this to other Western states. As far as can be determined, at the present time, there is still a tremendous volume of needed construction in the areas that can be served so that the outlook for the sale of Company's products is most promising for the next several years.

BY ORDER OF THE BOARD OF DIRECTORS, ROY LACY

1947 Company Information

Company Officers	Product Lines	Location
Roy Lacy, President A.T. Wintersgill, Vice-President George D. Clark, Jr., Vice-President Frederick M. Keller, Treasurer Kenneth Barrette, Secretary	Vitrified Clay Sewer Pipe Vitrified Clay Electric Conduit Vitrified Clay Water Pipe Vitrified Clay Pressure Pipe Vitrified Clay Sewer Segment Block Vitrified Clay Acid Pipe Vitrified Clay Sewer Liners Vitro-Dur Extra Heavy Duty Sewer Pipe Vitro-Dur Clay Siphons Vitro-Dur Power Duct Vitro-Dur Ceramicweld Pipe	<u>General Offices:</u> 306 West Avenue 26 P.O. Box 145, Station A, Los Angeles, CA <u>Factories:</u> Lincoln Heights Plant, Los Angeles, CA Los Nietos Plant, Los Nietos, CA Stockton Plant, Stockton, CA Alameda Plant, Alameda, CA <u>Sales Yards:</u> 306 West Avenue 26, Los Angeles 31, CA 740 East Fifty-Sixth Street, Los Angeles 11, CA 4848 West Pico Blvd., Los Angeles, CA Los Nietos Plan, Los Nietos, CA 300 Division St., San Francisco, CA Stockton Plant, Stockton, CA Alameda Plant, Alameda, CA
Walter P. Lacy Kenneth T. Shorter L.V. Redfield Roy M. Van Wart Paul B. Warner	— Fire Brick Refractory Shapes Inferno High Temperature Bonding Mortar Inferno Plastic Fire Brick Fire Clay Flue Lining Fire Clay Gas Flues and Chimney Pipe — Drain Tile — Face Brick Enamel Brick Pacific Interlockers Floor Tile Wall Tile Bath Tile — Electrical Porcelains — Architectural Terra Cotta Architectural Terra Cotta Wall Units — Stoneware Modeling Clay Ollas Pottery (? discontinued) — Porcelain	

Source: Pacific Clay Products. (1947). *1947 annual report*. Los Angeles, CA: Author (Retrieved from Watson Library Archive, Columbia University, NY, NY, July 22, 2015)

Company Directors & Officers

Name	Information
William Lacy	See obit
J.D. Fredericks	John Donnan Fredericks (9/10/1869 – 8/26/1945); Born in Burgettstown, PA; admitted to the bar in 1896 and commenced practice in Los Angeles; district attorney of Los Angeles County from 1903-1915; unsuccessful candidate for governor in 1941; elected to Congress and served from 1923-27
Robert Linton	Obituary, 11/14/1942 @ age 70; 12 years vice president and general manager; wife Margaret Linton passed away 11/6/1947. http://search.proquest.com.ezproxy.bu.edu/docview/106361235/9B51BEF2AA864199PQ/9?accountid=9676
W.R. Fawcett	
Thomas W. Banks	
W.T. Bishop	
Paul G. Hoffman	
N.W. Stowell	
Roy Lacy	Son of William Lacy; died in 1950 at the age of 51 following a short illness
V.H. Rossetti	
Byron C. Hanna	
Frederick M. Keller	
William McClintock	
J.D. Fredericks Jr.	Son of J.D. Fredericks; (9/7/1901 – 2/14/1985)
A.T. Wintersgill	
Frank S. Coates	
T. Allan Box Jr.	
Norman K. Nixon	
Roy M. Van Wart	
Vincent Palmer	
Walter P. Lacy	
Kenneth Barrette	
L.V. Redfield	
Kenneth T. Shorter	