

THE Pipeline REPORTER

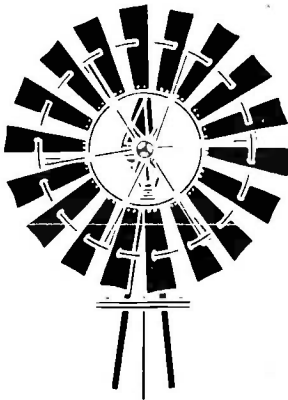
NEWS ABOUT MUELLER MARKETS PLANTS PRODUCTS PERFORMANCE AND PEOPLE

DECEMBER, 1984

NEW SUBSIDIARIES

Valley Pump

The Mueller Co. announced in October the acquisition of Valley Pump Group of Conway, Arkansas, a division of Valley Industries Inc. of St. Louis. Valley Pump manufactures a variety of pumps and markets them worldwide. Its main offices and plant are in Conway, Arkansas with other manufacturing facilities in Madison, South Dakota and Lubbock, Texas. Its name will become Mueller Pump.



Aermotor Windmill

Along with the Valley Pump Group, Mueller also acquired LFE International, B.V., a foundry and machine shop located in Belfast, Ireland. This facility supplies sub-assemblies to the Valley Pump Group and is at present a joint venture of Valley Industries and LFE Corporation of Clinton, Massachusetts.

Valley Pump manufactures pumps for almost every application, from sewage handling to city water supplies; from mine dewatering to oil transfer; from household needs to crop irrigation.

The Valley Pump Group manufactures pumps with some of the most respected and time proven names in the industry. Aermotor heads up the domestic line of products. Aermotor started with the windmill in 1888, and since then, has expanded its product offering to the domestic market with improved submersible, jet and centrifugal pumps. Aermotor is a leader and innovator in the domestic pump market.

Weinman, an old and respected name in pumps, began operations in 1860 manufacturing steam driven pumps. The Weinman line provides customers with a complete line of quality engineered pumps and pump systems.

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Tri-Canada

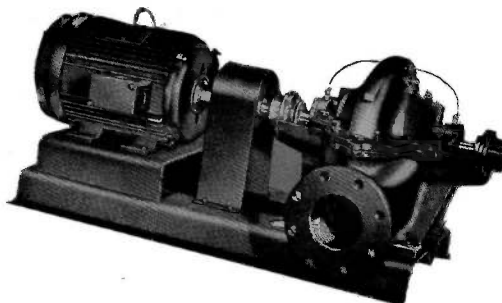
Mueller Co. reached agreement in October for the acquisition of Tri-Canada Inc. by Mueller Ltd. subsidiary in Sarnia, Ontario, Canada.

Tri-Canada, located near Toronto, Ontario, designs and manufactures custom stainless steel tanks, vessels and flow control devices for the food and other processing industries where the company's highly finished, sanitary process systems are used. The company markets to the U.S. and Canada.

According to Mueller President, Edward D. Powers, "The proposed acquisition of TCI will compliment the product line of another of our subsidiaries, Superior Stainless of Delavan, Wisconsin. The synergism of these two companies will provide new opportunities for both companies to expand markets in the U.S., Canada and other countries where TCI is now active."



Stainless steel valves made by Tri-Canada, Inc.



Machine made in Ireland by BFE International.

CORPORATE REORGANIZATION

A major reorganization of Mueller Co. management with the formation of a new division was announced in October by E.D. Powers, Mueller Co. President. According to Mr. Powers, "The new organization will fully integrate the companies we have recently acquired into the corporation. It will also realign our various operating units for more effective long range management. These changes have become necessary as we continue to acquire new companies. They will allow the senior corporate management group to direct more of its attention to the future growth of the entire corporation."

Continued on page 2

SEASON'S GREETINGS

The Holiday Season is traditionally a time to reflect on the past year's accomplishments and cast an eye on the prospects for the coming year. When we look at our recent emergence as a leader in the flow control industry, it is clear that the many employees of Mueller Co. deserve a tremendous round of applause for a job well done.

We're all quite proud of the cooperation and perseverance that we have experienced during the recent period of transition, and I'm sure you'll agree that Mueller Co. is entering a new era of strength and prosperity.

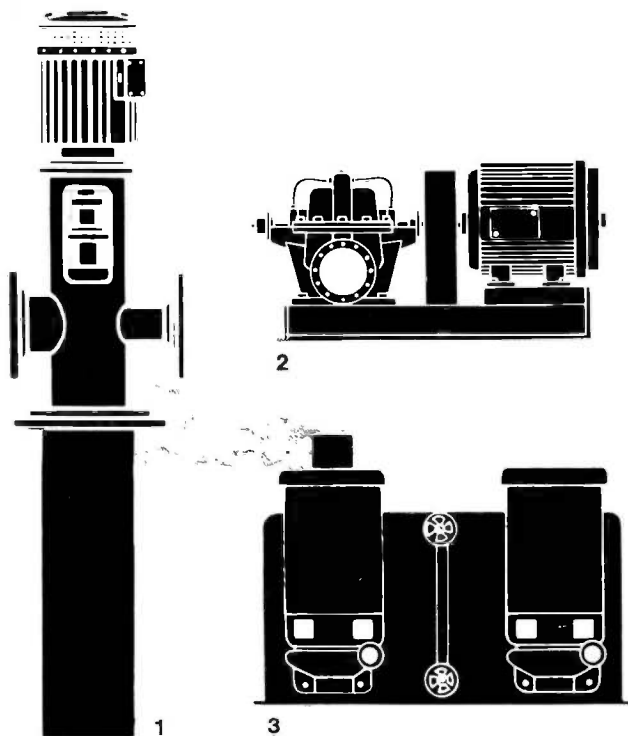
Thank you again for a job well done and may you enjoy a Happy Holiday Season and a successful New Year.

E.D. Powers, President

Valley Pump

Weinman pumps can be found in some of the most prestigious buildings and industrial complexes in the country. Weinman horizontal pumps and vertical turbine pumps are specified more and more because engineers know the pumps will perform to specifications under constant, tough operating conditions.

Valley Pump Group also manufactures a complete line of vertical and submersible turbines for industrial, municipal and agricultural applications. These pumps are made to order and can be produced to handle a wide range of applications and conditions. Valley's Midland pumps are sturdy utility pumps designed for constant operation under adverse conditions. Contractors' needs are met with engine driven, solids handling diaphragm and trash pumps for any de-watering requirements.



Valley Pump Group, Weinman Products

1. Vertical Turbine
2. Horizontal Split Case
Single & Multi Stage
3. Condensate Return

CORPORATE REORGANIZATION

In the new organization, the original Mueller business operation will become known as the Mueller Water and Gas Products Division. A new management group has been named to manage the division.

Members of the senior corporate staff will assume broader responsibilities for the operation of Mueller's subsidiaries and new division. They are:

- John A. Helfrich, Vice President-Personnel and Industrial Relations
- Dr. Wilbur R. Leopold, Jr., Senior Vice President and Chief Technical Officer
- Robert W. Lyons, Vice President-Marketing and Business Development
- Allen M. Yurko, Vice President-Finance

Also as part of the reorganization, a Subsidiary Operations Group has been formed to oversee the Mueller Ltd.(Canada) Judd Valve (Tulsa, Oklahoma) and Leopold (Zelienople, Pennsylvania) subsidiaries. A Group Vice President position has been created to head this unit, also reporting to Mr. Powers.

Mueller Water and Gas Products Division

As part of the reorganization Mr. Powers has appointed Fred C. Ausnehmer as President of the newly formed Mueller Water & Gas Products Division. In this new position, Ausnehmer will remain a part of the senior corporate staff reporting to Powers. He will assume full responsibility for the operation of the Decatur based division, which includes plants in Chattanooga, TN, Albertville, AL, and Clinton, SC.

Since joining Mueller in 1979, Ausnehmer has served as Vice President-Operations and Vice President-Finance on the corporate staff. Prior to Mueller, he held positions of increasing responsibility with General Electric Corporation in the financial area. Ausnehmer holds a B.A. in Economics from Colgate University.

Others appointed to lead the Water and Gas Products Division and report to Ausnehmer are:

- Conrad M. Clingenpeel, named Vice President-Marketing. Clingenpeel was formerly President-Mueller Ltd. (Canada) located in Sarnia, Ontario. He holds a B.S. in Civil Engineering from Virginia Polytechnic Institute. Prior to Mueller Co., Clingenpeel was Eastern Sales Manager for Can-Tex Industries.
- Forrest N. Baum, named Vice President-Sales - Water and UL Products, reporting to Conrad M. Clingenpeel. Baum has been with Mueller Co. since 1953 in various sales positions, most recently having been Marketing Manager for AWWA Products.
- Joseph L. Daghe, named Vice President-Engineering. Daghe was formerly manager of Engineering for Mueller Co. in Decatur, Illinois. He has been with Mueller since 1963 and received a B.S. and M.S. in Mechanical Engineering from Bradley University.
- Thomas W. Jacobs, named Vice President-Manufacturing. Jacobs was formerly Plant Manager at the Mueller facility in Chattanooga, Tennessee. Jacobs has

been with Mueller since 1980. He has a B.S. in Engineering from the University of Wisconsin and a B.S. in Business Administration from the University of Louisville. Prior to Mueller, Jacobs was General Manufacturing Superintendent at American Motors Corporation.

- Lawrence C. Maston, named Division Controller. Maston has been with Mueller Co. since 1979 and has held various positions in finance at both Decatur, Illinois and Chattanooga, Tennessee, where he was most recently Plant Controller. Maston holds a B.A. in Accounting from Westminster College. Prior to Mueller Co., he was with Price Waterhouse & Co. and P.P.G. Industries.

Strictly Personal

NEWS ABOUT MUELLER CO. EMPLOYEES AND THEIR FAMILIES

DECATUR

DECEMBER 1984

Plant Manager's Corner

Whatever Happened To The Nickel Candy Bar?

Thought each of you might be interested in an article I read a few years ago. The message is as true today as it was then.

Remember 1955? Kids were wild about Davy Crockett hats. The latest musical fad was something called "rock 'n roll." A Chevrolet sedan cost \$2,000. A nickel candy bar felt pretty hefty in your hand.

Funny, but whenever you start playing the nostalgia game, you always get around to fond recollections of how far a dime or quarter or dollar "went" in the good old days. Funny, too but none of us ever seems to really ask why the dollar doesn't go as far today. Whatever happened to that nickel candy bar? Why, indeed, do prices go up?

Too often we answer with a resigned sign: "Everything's going up these days." But that isn't always so. The prices of some things have gone down: TV sets, for instance, and ball point pens (remember when we paid \$1.50 for a "cheap" one?), toasters and quite a few other small appliances. How do these manage to run against the inflationary trend?

To answer, let's first consider two basic ways to lower the price of a product. One way is to cheapen the product, lower its quality. But this is a fatal device in a free market — consumers catch on quickly. The other way is to maintain the quality but cut the cost of manufacture. If the product is soup cans, for instance, it means producing more and better soup cans for the time and labor spent. That's what's called improved productivity.

Now wait a minute. We're not talking about men turning screws faster or running around with ladders and oil cans like characters in an old-time movie. We're simply considering how all of us here in America affect the prices of things we buy through the way we work.

Just ponder, for example, what happens when a mix of technology planning and worker motivation spells high productivity. Last year we had no productivity gain at all. Too many

American Businesses have been failing because they could not achieve the higher productivity that would enable them to afford the higher wages and shorter hours demanded of them. Others have hiked prices to pay the higher wages, with a resultant loss of business to foreign competition. Nine out of every ten baseball mitts sold in this land of Babe Ruth and Henry Aaron are foreign made. So are 19 out of every 20 motorcycles, one out of six cars. Since 1967, foreign industry has caused a reduction of at least 400,000 American jobs. That's why productivity — all of us putting more in and getting more out of our jobs — is of such crucial importance.

Fortunately, we don't have to run around tearing our hair out to solve the problem. Nor do we even have to learn productivity from books or lectures. For productivity is many things. It is the ability of a businessman to attract dollars to build new plants and create new jobs.

It's the impulse that helps a housewife organize her day to cook turkey, bake a pie, set the table, get dressed and greet friends and relatives at the door at one o'clock. It's the impulse that makes diagonal paths across vacant lots.

Think about it. How well did you type that last report, repair that machine, make that mold, finish that blueprint? You have, we have, in our hands, in ourselves, the means to produce not just castings, valves, fittings and machines, but an entire way of life and economic environment second to none.

Interesting food for thought for each of us. In the meantime, I wish each of you and your families a happy holiday season.

Gene Hullinger

Coping With Stress

Stress is anything that speeds up, keys up, or tenses up our bodies. These reactions may stem from either negative or positive situations.

Physically-induced stress can occur from an injury, illness, physical exhaustion, extreme temperature changes, noise, air pollutants, and many other irritants. Psychological stress is usually some form of THREAT to emotional security, self-esteem, way of life, or safety.

We are all under stress every day. In fact, without an adequate amount of stress, we wouldn't be motivated to get out of bed, work, or meet our personal, social, and career challenges. WE NEED STRESS—but we don't need too much of it. Stress excess results in physical, emotional, and behavioral changes in us that can range from mild to fatal.

Many people are familiar with terms such as "Stress Management" but few people identify their personal stress indicators or develop a consistently applied plan of action to reduce stress.

Stress Management Workshop

As one aspect of our Employee Assistance Program, Mueller Co. is sponsoring a workshop entitled "Managing Personal & Organizational Stress." The presenter will be **William L. White, M.A.**, who is a nationally recognized researcher, lecturer, author, and consultant in the area of personal and occupational stress. He has conducted workshops in 25 states and has been an organizational consultant to local human service agencies, hospitals, and federal agencies.

The workshop will be held in the **Forum at St. Mary's Hospital on Tuesday, January 22 from 7 - 10 p.m.** There is no fee. Employees are encouraged to attend and bring one guest. Registration forms will be included in your paycheck envelopes well in advance.

At the end of the workshop, participants should be able to identify their personal stress indicators and have a start on developing a coping strategy which best meets their individual needs.



Service Awards

September, October, November



Ellen Hanley
30 Years



Fred Kessel
30 Years



Leonard Landgrebe
30 Years



Murl Lee
30 Years



Byron W. Winn
30 Years



Joe Baughman
25 Years



Phyllis High
25 Years



Gene Hullinger
25 Years



Wayne Nicholls
25 Years

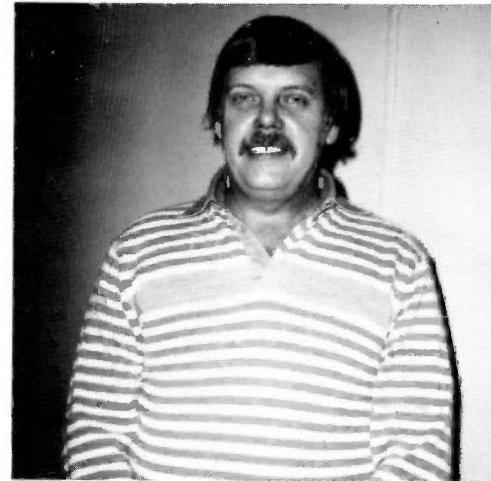
10 Years
Nancy Kircher
Duane Durbin
20 Years
Mike Myers
Robert Kohlbecker

Not pictured
Charles Monroe
25 Years



Retirements

September, October, November



Donald Matthews
30+ years

Not pictured
Thurman Dunnaway
34+ years

Employee Suggestion Awards

We are pleased to announce the following awards from the Employee Suggestion program:

John Williams - \$292.00 (1st installment) - Combined drills and taps - Use arbor from Universal Mills on Cincinnati Hydro-mill to flute and mill drill.

Michael Thomas - \$35.00 - Bend bronze straps in Department 20 at Plant 4 instead of sending them to Department 80B.

Harold Ruot - \$174.00 - Part #502718 - Stud - move operations #1 to #5 lathe.

Arthur M. Smith - \$612.20 - Brass bushings - part #175701-1, 175712-1, and 175713-1 - send defective bushings to Chattanooga for their use.

Donal Page - \$65.00 - Part #508460 - run this body like #507792 on Goss, make fixture for Gorton Mill to fit off 30° angle on top of body at face.

Dewitt Evans & Charles Spence - \$60.00 (\$30.00 each) - Make new doors on train cooling hood in order to change weight cylinder while train is still running.

John E. Wilson - \$38.75 - Department 80, put pallets on bottom of boxes used for meter risers so they will stack easier.

Leroy Lawson - \$313.00 - Plating, change racks to hold more pieces in order to get more production.

Congratulations to each of these employees for their innovativeness and contribution to Mueller's success.

Robert D. Febus
Manager of Personnel
and Industrial Relations



Dewitt Evans



Donal Page



Art Smith



Charles Spence

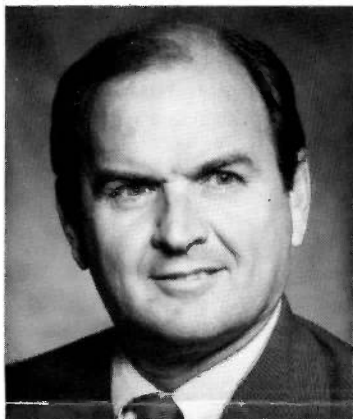


From Left to Right John Wilson, John Williams, Mike Thomas, LeRoy Lawson with Rex Camfield.

Personnel Changes

James H. Egan has been named President of Judd Valve Company, Inc., a subsidiary of Mueller Co. Mr. Egan joins Judd Valve from a position as International Manager for Wheatley Pump and Valve, Inc. in Houston, Texas. He has also held senior marketing and sales positions with the Fluid Control Division of FMC, including International Sales Manager.

Mr. Egan is a native of Philadelphia, Pennsylvania. He attended Temple University in Philadelphia and the American College of International Management in Phoenix, Arizona. A known specialist in the petroleum industry, he has published several technical papers for the oil industry. In 1977 he was presenter at the North Sea Oil Conference in Aberdeen, Scotland, which was attended by world oil producers and leaders of oil producing countries.



James E. Egan

Mr. Robert Echavarry has been named Corporate Manager-Quality Assurance at Mueller Co. In this position he is responsible for quality assurance programs throughout Mueller Co.'s plant and subsidiaries nationwide.

A native of Cleveland, Ohio, Mr. Echavarry comes to Mueller Co. from Euclid, Inc. where he was Quality Assurance Manager. He has also served as Quality Engineering Manager with Allis-Chalmers Engine Division, and worked in various supervisory positions for Cummins Engine, Ward LaFrance and Mack Trucks. He is a graduate of UCLA where he holds a BBA in Industrial Management and is also an A.S.Q.C. Certified Quality Engineer.



Robert Echavarry

Mr. David A. Read has been named President of Mueller Limited in Sarnia Ontario. Mr. Read formerly served as Mueller Limited Vice President-Marketing & Sales.

He joined Mueller from the position of national sales and marketing manager for KSM Canada Ltd., a steel fabricating company in Rexdale Ontario.



David Read

Mr. A.E. (Gene) Hullinger has accepted the position of Manager-Corporate Manufacturing Development. This position has been established as a result of the recent reorganization of Mueller Co. in this assignment. Mr. Hullinger will be responsible for optimizing manufacturing capabilities throughout Mueller Co. including the recently acquired capacity at Valley Pump Group (now Mueller Pump Co.), LFE International and Tri-Canada. He will assist in analyzing new product or acquisition candidates and in addition, will be responsible for reviewing Corporate-wide facilities to insure the most efficient use of our manufacturing capabilities.



A.E. (Gene) Hullinger

Mr. Roger C. Nelson has been appointed Plant Manager at the Mueller Co. manufacturing facility in Chattanooga, Tennessee. He replaces Mr. Thomas W. Jacobs who was recently named Vice President-Manufacturing for the newly formed Mueller Water and Gas Products Division headquartered in Decatur, Illinois.

Mr. Nelson previously served as Manufacturing Manager at the Chattanooga Mueller plant. At that facility he has also been responsible for Industrial Engineering, Tool Engineering, Maintenance, and Facilities.

Mr. Nelson joined Mueller Co. in Chattanooga in 1979 from the Joy Machinery Company. He has also been associated with Marion Power Shovel Company, Glauber Valve Company, Lozier Corporation and General Electric Company. A native of Nebraska, he holds a B.S. in Industrial Engineering from LeTourneau College in Longview, Texas. He is a member and Past Director of the American Foundrymen's Society (Tennessee Chapter).



Roger C. Nelson

Gift to Millikin University

Millikin University in Decatur, Illinois will receive a large grant from Mueller Co. as part of the University's New Horizons campaign. The University's computer center will be named the Mueller Computer Center in recognition of the company's grant and the generosity of individual members of the Mueller family, according to Dr. J. Roger Miller, Millikin President.

"For nearly 40 years, Mueller Co. has been a major supporter of Millikin University, and we are gratified by the fact that our relationship continues to grow stronger," Dr. Miller stated.

Mueller Co. is credited with making the first major corporate contribution to Millikin, a gift of machine tools donated after World War

II. In addition, the company annually has provided six scholarships in business and engineering since 1963.

Mueller Co. currently is completing a series of grants to help re-equip Mueller Industrial Laboratories, the primary classroom building for engineering and management classes, and to underwrite student tutoring laboratories in economics and accounting.

In a letter to Dr. Miller, Mueller President Edward D. Powers expressed his pleasure with the naming of the Mueller Computer Center which Powers described as a "bridge between the engineering and business relationship."

Apply Now for Scholarships

Mueller Co. will again in 1985 award six \$1000 college scholarships among applicants who are sons or daughters of Mueller employees. Five scholarships will be awarded in the U.S. and one in Canada.

In addition, special achievement awards of \$100 will be made to those scholarship recipients who attain grade point averages in the top 10% of their college classes each year.

Applications must be completed and returned to the Decatur Mueller Co. office by March 1, 1985 for the 1985 awards. Forms for application are available from all Mueller personnel offices.

Sons and daughters of all current Mueller full-time employees, except officers, plant managers, and directors of sales, may apply provided the parent has completed one year of continued services as of April 1, 1985. Applicants must be part of the 1985 graduating class of an accredited high school or its equivalent. Winners will be chosen from a merit pool selected according to pre-college test scores.



Mueller Co.

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U.S. Postage

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