# KODAK

## A MAGAZINE FOR EASTMAN EMPLOYEES

"HALL OF LIGHT"
A repeat performance
(See page 1)

MAY 1940

*"CALIFORNIA PASTORAL"*

## IN THIS ISSUE

KODAK

Volume 19 MAY 1940 Number 5

# Repeat Performance at Fair

**With New Attractions, The Kodak Building Is Prepared For Another Successful Year**

IF THE ENTIRE CITY of Rochester, some three hundred and fifty thousand strong, were to journey to the World's Fair and file through the Kodak Building ten complete times, it still would not match the crowds which pressed into Kodak's exhibit last year. A top-flight hit of the Fair, our exhibit drew nearly four million people through its doors. Into the Hall of Color and the other photographic exhibits, a steady stream of thrilled visitors learned of Eastman products, service, and leadership.

This year, the Kodak Building has been altered and prepared with new attractions to entertain and instruct its guests. A complete new front and a tower of new photo-murals have improved the outer appearance of the building. The entrance foyer to the Hall of Color has been enlarged for the greater convenience of visitors.

The Cavalcade of Color, shown on the great hundred and eighty-seven-foot-long screen, will again be offered as the major attraction. An entirely new showing of colored panoramic and grouped pictures will be thrown from the eleven special projectors.

The Kodak Fashion Show, a big hit last year, will be repeated on an enlarged scale.

Between intermissions of the style show, Eastman experts will entertain visitors with startling tricks and demonstrations of photography. High-speed exposures, development of the latent positive image on photographic paper, and examples of picture-taking by invisible light are just a few of the stunts which may be used to impress the onlooker with some of the more spectacular facts and uses of photography and to acquaint him with the important contributions of the Eastman Research Laboratories.

Completely new this year are two model living rooms, in one of which full-color home movies will be projected, while the other will be devoted to a screen showing of color "stills."

New sets and backgrounds have been prepared for the outdoor photographic gardens.

In view of the tremendous popularity of last year's exhibit, the improved Kodak exhibit should enjoy a successful year in 1940. Offering a broad picture of the Company's operations, its products, and its high-quality standards, it will serve a valuable purpose by stimulating the public's interest in photography.


*Somewhat changed in general appearance, this year's Kodak Exhibit at the World's Fair will offer many new attractions to entertain its millions of visitors*

# Electricity Gave Wings to Words

**On May 24th, 1844, the First Telegraph Line Ever Built Carried Its First Message**

EARLY IN OCTOBER, one hundred and eight years ago, the little packet ship *Sully* was anchored at Havre awaiting favorable winds to begin the crossing to New York. Aboard was an eminent American painter, Samuel Finley Breese Morse, who had spent three years working and vagabonding through England, France, and Italy.

Among the passengers who sailed with Morse, after days of waiting for a shift in the wind, was a certain Doctor Jackson, of Boston, who one day fell to discoursing on the subject of electromagnetism. In the course of his discussion, he explained that an electric current could be passed along a wire and its presence detected at any point by breaking the circuit.

Being rather familiar with the electrical knowledge of his time, Morse became feverishly interested in Jackson's account. Thoughtfully he paced the deck, weighing this latest information in his mind, until suddenly one day he remarked to his companions, "If the presence of electricity can be made visible in any part of a circuit, I see no reason why intelligence may not be transmitted instantaneously by electricity."

His listeners paid scant attention to the statement, little realizing that it was the germ of one of the greatest inventions ever to benefit mankind. As Morse disembarked from the *Sully* at New York, he spoke prophetically to the master of the ship, "Captain, should you hear of the telegraph one of these days as the wonder of the world, remember the discovery was made on the good ship *Sully*."

But Morse found little time to devote to his great idea. With motherless children to be cared for and with limited resources, he was forced to seek a living with his brush. In 1835, after failure to win a government commission to paint murals for the Rotunda of the National Capitol, he received a professorship at the University of the City of New York. Though the salary was small, he now found spare time to work on his invention.

Morse's early efforts were directed toward a recording telegraph—an instrument which would trace a message on a strip of paper. It had never occurred to him that the message might be received by ear, as all telegraph messages were in later years and many are even to this day.

*You can get an astonishing variety of services from the telegraph companies. They'll run your errands, look after your baby, or even do a bit of singing for you as shown here. Courtesy: Postal Telegraph*

His troubles seemed endless. He was at first unable to provide a sufficiently strong current to operate his equipment successfully. Professor Gale, of the University, helped to overcome this difficulty by supplying a strong battery and rewiring the coils of the magnet. Gradually his crude equipment was improved until,


*As telegrams come off the wire, a teleprinter types them onto a paper tape. The operator then gums the printed paper onto a blank. The lower picture shows various types of submarine cables which carry telegraphic messages underseas. The bottom of the seven seas is crisscrossed by thousands of miles of these wires. Courtesy: Western Union*

# Under Cover but In Sight


*Fresh from the Packaging Show, held in New York under the auspices of the American Management Association, this attractive Eastman Acetate Sheet display toured the plants and the Kodak Office*

by the fall of 1837, he was able to send a message through 1,700 feet of wire. Later, in October of that year, he filed a caveat with the Patent Office stating that his equipment was not yet completed for a practical demonstration of the invention and that he "prays protection for his right until he should have matured the machinery."

But his difficulties were far from ended. With little money to finance the development of his invention, he went to Washington in the hope of securing a Congressional appropriation. In the meantime, rival experimenters attacked his claims to priority and many court actions harassed his life for years after. Morse at this time was so poverty-stricken that he again took up painting and tutoring. In addition, he endeavored to promote a new invention of his French friend, Daguerre, whereby he claimed—to the jeers of his listeners—that pictures could be taken automatically on a sensitized plate by means of sunlight. Poor Morse—how deluded he seemed, to believe in telegraphy and photography!

In the winter of 1842-43, his bill for an appropriation was again before Congress. Morse, threadbare and gaunt, haunted the galleries waiting for action to be taken. Finally, on the last day of the session, after his appeal had been subjected to scorching ridicule and hope had died, the appropriation was granted.

Now, with the aid of Ezra Cornell, attempts were made to run an underground wire from Washington to Baltimore. Problems with faulty insulation forced the promoters to seek another method, and finally, with the aid of a second appropriation, the wire was successfully strung on poles.

By the middle of May, 1844, the line was completed and experimental messages had gone through successfully. Accordingly, a formal opening was announced for May 24th. On that day, in the presence of government officials and curious onlookers, Morse sent the famous message, "What hath God wrought?"

Today, by land wires and ocean cables, the robust child of Morse's dream and of his years of heartbreaking effort carries man's message with the speed of light over the earth.

# Kodak Scientist Is Honored

THE OPTICAL SOCIETY of America has announced Dr. David L. MacAdam, of the Research Laboratories, as the first recipient of the Adolph Lomb Medal for noteworthy contribution to optics. The medal—which will be awarded not oftener than once in two years, to a person under thirty years of age—will be presented next October at the twenty-fifth annual meeting of the society.

*Dr. David L. MacAdam, of the Research Laboratories, recipient of the Adolph Lomb Medal*

Dr. MacAdam, who came to the Laboratories three and a half years ago, was educated at Lehigh University and at the Massachusetts Institute of Technology. He is author of nearly a dozen important scientific articles dealing with various branches of optics. One of his earliest experimental undertakings was the precise measurement of wave lengths in the extreme ultraviolet region of the spectrum by means of a reflection type of echelon grating. For this work he was awarded the degree of Doctor of Philosophy in 1936 by the Massachusetts Institute of Technology. His most recent investigations have dealt with the measurement and specification of color and the application of colorimetry to the theory underlying present color-photography methods.

## Cover Clicks

"We loved the picture of the cat." "A superb study." "What a beautiful picture." "A magnificent animal." "That was a grand photograph." "Swell shot.". . .

So ran a few of the many comments that have reached us concerning the front-cover picture of February Kodak. The men—commonly supposed to look upon cats with some degree of disfavor (we knew a man once who said they gave him "the screaming meamies," whatever they may be)—outshone the girls in their appreciative remarks.

At this writing, several Rochester readers have carefully cut out the picture, framed it, and given it a place of honor in their homes. In a word, "The Sphinx"—that's pussy—has made a hit. And, once again, our congratulations to the photographer: Edward Hoffman, of Philadelphia.

## March, Too

Speaking of cover pictures, here's a letter from Mrs. Phoebe J. McGill, of the Eastman Kodak Stores, Lincoln, Nebraska:

"There's a slight argument among the employees here as to whether the object of the ducks' interest is a worm or a small snake—front cover of the March issue of Kodak.

"Please settle this for us."

Right gladly. Our we-know-our-worms department reports it's a night crawler. And this, we like to think, explains the surprised expression of the three ducklings who came upon it in broad daylight.

## Suggestion

And, speaking of pictures in general, Gay Pinkstaff, of the Eastman Kodak Stores, Portland, Oregon, writes as follows:

"The picture titled 'Shape of Things to Pop' in January Kodak is certainly a 'dilly,'—probably the most effective bit of imaginative photography seen around these parts in many a day." [The pictures showed some popcorns in various intriguing poses on and around a lens cap.]

"Our friend in Building 13 (Ronald B. Edwards) has given us an idea. In the future, we are going to tell our customers to put their lens caps in the pictures—then they'll be sure to remove them from the lenses.

"Our compliments to Mr. Edwards," concludes Mr. Pinkstaff.

And ours and Mr. Edwards' to Mr. Pinkstaff.

## Queer Lingo

To our desk comes a clipping from the *Kalends* that we wouldn't keep to ourselves for the world:

When the English tongue we speak, why is "break" not rimed with "freak"? Will you tell me why it's true we say "sew," but likewise "few"? And the maker of a verse cannot rime his "horse" with "worse." "Beard" sounds not the same as "heard"; "cord" is different from "word"; "cow" is cow, but "low" is low; "shoe" is never rimed with "foe."

Think of "hose" and "dose" and "lose"; and think of "goose" and yet of "choose." Think of "comb" and "tomb" and "bomb," "doll" and "roll" and "home" and "some." And since "pay" is rimed with "say," why not "paid" with "said," I pray? Think of "blood" and "food" and "good"; "mould" is not pronounced like "could." Wherefore "done," but "gone" and "lone"—is there any reason known?

To sum up all, it seems to me, sounds and letters don't agree.

## Giddy-Up!

Of humorous incidents, that pop up in the export field just as everywhere else, Robert E. O'Bolger, manager of the Shanghai Branch, likes best this recent occurrence. A customer at Sian (Thailand) ordered goods, to be sent by air. The Hong Kong subbranch handled the order, which amounted to two thousand dollars in Chinese cash. Air postage on the order, however, came to more than three thousand dollars.

"And the funny part of it is," says Mr. O'Bolger, "that the darned stuff got to him by muleback instead."

## Softball

We were rambling through the entertaining pages of a recently published volume, *Softball*, by Lowell Thomas and Ted Shane, when we ran into an account of certain doings out in Chicago in the fall of 1936. The authors were discussing highlights of that year's softball championship, and their words stirred a measure of pride in our breasts which you might like to share with us.

". . . the Rochester lads," they wrote, "had a pitcher named Gears, nicknamed, naturally, 'Shifty.' Through six games of this 1936 tournament Shifty had pitched unbeatable ball. At the start he had fanned the first fifteen batters to come to the plate. In the next game, against the champions of Maryland, he struck out twenty men. He followed that up by shutting out the champions of Chicago 1-0, and the top-notch Westport All-Stars from Connecticut, 12-0.

"Such was the moundsman the Weavers faced at Soldier Field in Chicago in the final round. Up to the seventh and last inning they had a bare couple of hits—and not a run to their name. But with two men out in the last frame the Cleveland lads dug in their toes, whammed out two safeties, and before the hitherto invincible Shifty knew where he was, two runners, representing the tying runs, were on base. There were two out.

"The next Cleveland batter drove a sizzling hit through the box. Shifty made a desperate lunge for it—and missed. It looked for all the world like a safe hit, bound to bring in two runs to tie the score. But a young man named Krembel, at second base for Rochester, accomplished one of those miraculous bits of fielding such as we see only a few times a season in major-league baseball. Krembel dived for the ball, by a miracle managed to come up with it, dive for second base, and put out the runner—and there was your ball game, as well as the tournament and the World's Softball Championship."

# Employees Who Have Recently Retired

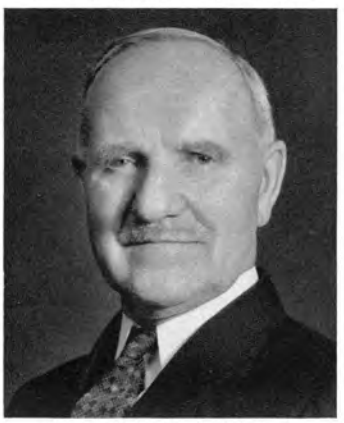

*Thomas Shaughnessy, New York Branch*


*Mrs. G. Magagnos, Oakland Stores*


*Martin L. Walley, Kodak Park*


*Henry C. Fincke, Kodak Office*


*Frank P. Reed, Camera Works*


*Conrad Schmidt, Kodak Park*


*William J. Rolfe, Kodak Park*

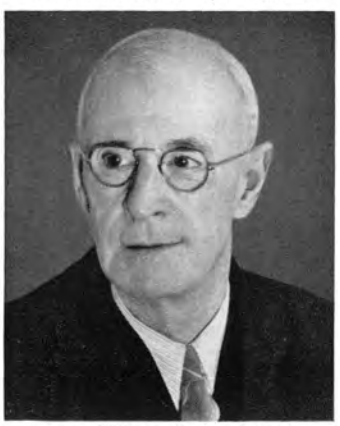

*Emil H. Rombaut, Kodak Park*


*John Gildemeister, Taprell Loomis*


*John M. Lynch, Kodak Park*


*Edwin G. Webb, Kodak Park*


*Michael F. O'Connor, Kodak Park*


*James H. Driscoll, Kodak Park*


*Charles C. Farnham, Kodak Park*


*Henry A. Happ, Kodak Park*


*Henry Kruger, Kodak Park*

# Achievements of Science and Industry

### These Contributions Have Been Made Within the Past Decade

A RECENT ISSUE of the *Wall Street Journal* prefaced an imposing catalogue of industrial and scientific achievements as follows:

"If you are looking back with regret to the good old days of 1929, and feel that the United States is getting old and that its future is behind it—here are a few of the things that industry and science have created in 10 years. Some are just being hatched from their scientific eggs—some we knew about 10 years ago but had not begun to use fully."

Among the new and improved products and processes in the *Journal*'s list are:

Transoceanic passenger air traffic across both the Atlantic and the Pacific.

Thirty-passenger, 4-engine sleeper planes for transcontinental travel, with 2,000-horsepower motors instead of 400 horsepower.

Hundred-octane gasoline for airplane motors, and large production of 70- to 80-octane gasoline.

A whole new technique of oil refining and processing that is going to turn the oil industry into a synthetic organic chemical industry, and which will mean plant expenditures of many hundred millions.

A completely new synthetic organic chemical industry, in the incubator stage in 1930, which has created a thousand new chemicals and new tank-car business.

New synthetic textile fibers; and industrial felts and textiles made from acetylene gas. . . . Synthetic rubber in variety.

Organic chemicals, including synthetic vanilla and plastics from the waste liquors of the paper industry.

New plywoods with plastic glues, sufficiently strong and resistant to the elements so that they can be used for building houses, boats, and airplane wings.

Sulfanilamide and sulfapyridine, drugs that kill the deadly streptococcus germs and cure pneumonia and perhaps many other diseases.

Synthetic vitamins and hormones, once considered mysterious products of living plants and animals and now just new organic chemicals, helpful to health.

Multimillion-volt atom smashers that are enabling the research man to know the structure of the molecule and how to make it do tricks. New devices using infrared light and electric current to make diagrams of organic molecules—which sounds pretty theoretical, but which is being put to highly practical use.

Fluorescent lighting—using new chemicals to coat light tubes which use a fraction of currents now required and give better light in colors if desired.

Modulated-frequency broadcasting that does away with static and gives "clear-as-a-bell" reception.

Television, coming slowly, but rapidly improving in quality and in use. Color movies in widespread use. . . . Better safety glass, using new plastics as a binder. Polarized glass and invisible glass. Fiber glass for insulation and a hundred industrial uses. Glass tiles. Glass building-blocks for homes and for factories.

*The girl in this picture is wearing tunic and slacks of a new fabric that combines for the first time Tennessee Eastman's filament yarn and the new Teca fiber. Her jewelry is a reproduction in brass and Tenite of some very rare museum pieces in jade, lapis lazuli, and carnelian. Tenite was chosen because of its ability to reproduce the coloring of all of these semiprecious stones. The model is seated on a settee, the back of which is woven of extruded transparent Tenite—the first example of the use of woven plastic in furniture, and an outstanding plastic development. Picture from a Kodachrome original*

# Kodak Operations: a Year in Review

## A Report to Kodak Employees On the Status of the Company

ONCE AGAIN, it is time to review a year of the Company's operations—of Kodak business and of Kodak progress. The balance sheet that appears on the next two pages shows, at a glance, the Company's financial position.

### Sales and Profits

During 1939, the sales of the Company and its wholly owned subsidiaries amounted to $140,331,990 as compared with $128,262,832 in 1938. These figures exclude sales by the subsidiary companies and branches in Germany, as wartime restrictions prohibited the sending of financial reports out of that country. The cost of production and distribution involved an outlay of $113,400,603. Such items as raw materials, salaries and wages, advertising, and shipping are included in this figure. Among other items involved in the cost of production are research and experiment, state and local taxes, depreciation, insurance, and the cost of the various plans for employees, such as sickness allowance, group insurance, annuities, and the wage dividend. There were other charges of $5,393,810, practically all of which sum was for United States and foreign income taxes.

Net profits for the year were $21,537,577 as compared with $17,339,408 in 1938.

### Sales Percentages

While the sales of the Company consist primarily of photographic products, the uses to which such products are put are quite diversified. In the following tabulation the consolidated sales of the Company are shown in seven distinct groups, together with the percentage which each group bears to total sales:

*Amateur:* Products for the amateur photographer, such as roll films; cameras; motion-picture films, cameras, and projectors; photographic papers; etc.—33 per cent.

*Professional and Commercial:* Films, plates, and papers for professional, commercial, and industrial uses, x-ray and dental films, Recordak films, etc.—21 per cent.

*Motion-Picture Film:* Negative and positive films for the motion-picture industry—16 per cent.

*Cellulose Acetate Products:* Principally acetate rayon yarn, acetate rayon staple fiber, acetate sheeting, and plastic molding compounds—14 per cent.

*Photographic Accessories:* Includes numerous items for the amateur and professional, such as lenses, printers, enlargers, filters, etc.—6 per cent.

*Chemicals:* Organic chemicals, photographic chemicals, silver nitrate, etc.—6 per cent.

*Miscellaneous:* 4 per cent.

### New Products

Several important new products were introduced during 1939. The Development Department and the Production Department of the Camera Works, in line with our policy of supplying the best possible equipment to our customers, brought out a fine new series of popularly priced cameras: the Kodak Vigilants and the Kodak Monitors. The Kodak Precision Enlarger and the Kodascope Eight, Model 70, were other outstanding developments in the field of amateur equipment. Improvements in Eastman films—particularly noteworthy being those in the ciné-film field, where higher speeds were made available—are also to be recorded. The Company's policy of ceaseless research has helped greatly to keep our sensitized products well to the fore in a highly competitive market. A noteworthy example of the value of this policy is the rapid growth of the Tennessee Eastman Corporation, whose plastics, yarns, and other products are attracting a continually increasing market.

### Buildings and Improvements

Notable in the plant construction program of the Company during 1939 were erection of a Finished Film Building—not yet completed—at Kodak Park and completion of the six-story Camera Works Building, which was begun in 1938. The total outlay of funds for building, improvements in existing facilities, and extension to plants and equipment throughout the Company amounted to $14,414,043 for the year. Approximately 92 per cent of this expenditure was within the United States.

### Foreign Operations

It is probably too soon to foresee just what effect the war in Europe and the disturbed economic conditions in other parts of the world may ultimately have on the business of the Company. Compared with 1938, however, sales volume in foreign countries has not been affected appreciably. During the year 1939, the operations of many of the foreign companies were subject to increased governmental trade restrictions respecting the import and export of goods and the movement of exchange. However, while such regulations increased the difficulties and problems of doing business, they have not as a general rule prevented operations from continuing, although at higher costs. In some cases foreign currency values in relation to the United States dollar have declined, with the result that subsidiary companies importing goods from the parent company have, in effect, paid higher prices. Taxes and wages have increased, and companies located in the countries which are at war have had to bear the greater part of the cost of air-raid precautions which were required to protect the employees and the manufacturing plants from possible bombings.

• • •

The Company exists and operates for various purposes the relative importance of which will vary somewhat, depending upon the particular interests of the individual who considers them.

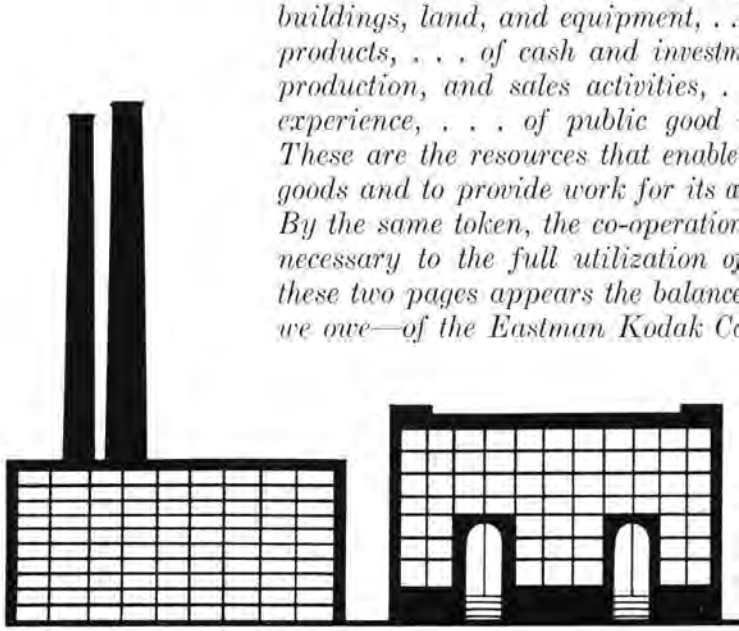
An Eastman customer, for example, would probably feel that the Company exists primarily for the purposes of supplying him with dependable photographic materials and equipment, at reasonable prices. This, certainly, is a purpose that must be conscientiously fulfilled if the Company is to operate successfully.

An Eastman stockholder—and in this classification are several thousand employees of the Company—will feel

(Continued on page 12)

# Kodak's Balanc

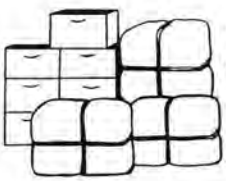
*Viewed as a whole, the Company*
*buildings, land, and equipment, . .*
*products, . . . of cash and investm*
*production, and sales activities, .*
*experience, . . . of public good*
*These are the resources that enable*
*goods and to provide work for its a*
*By the same token, the co-operation*
*necessary to the full utilization o*
*these two pages appears the balance*
*we owe—of the Eastman Kodak Co*




CASH FOR WAGES, RAW MATERIALS, SUPPLIES, ETC.

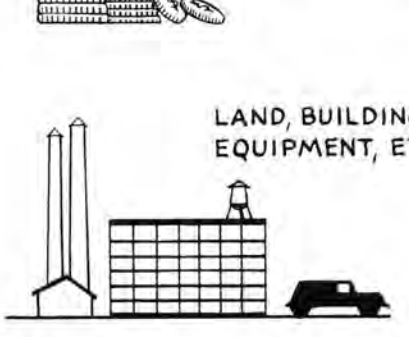

MARKETABLE BONDS AND STOCKS


MONEY OWED TO US BY CUSTOMERS FOR GOODS SHIPPED BUT NOT YET PAID FOR



RAW MATERIALS, GOODS IN PROCESS, AND FINISHED PRODUCTS NOT YET SOLD

INVESTMENTS AND ADVANCES



LAND, BUILDINGS, EQUIPMENT, ETC.


MONEY ALREADY PAID ON CHARGES NOT YET DUE

## What the Company Owns

(*As of December 30th, 1939*)

**Cash** (Needed to pay for raw materials; manufacturing facilities; heat and light; building maintenance; to pay wages and salaries and employee benefits; and to meet many other expenses):

$27,491,119

**Marketable Bonds and Stocks** (Investments of funds not immediately needed by the Company, but which are readily available):

$21,929,887

**Accounts and Bills Receivable** (Money owed to the Company for goods which have been sold but are not yet paid for):

$17,295,649

**Inventories** (Raw materials and supplies on hand, goods in production, and finished goods not yet sold):

$47,929,355

**Investments and Advances** (Includes money invested in wholly owned companies located in Germany, and in several companies affiliated with, but not wholly owned by, Kodak, together with advances to them. It also includes advances to customers which are not due until after 1940; funds advanced and invested in the Kodak Employees' Association and in employees' home projects; and marketable securities which the law obliges us to deposit with the workmen's compensation commissions):

$9,242,743

**Land, Buildings, Plant, and Machinery** (The Company's investment in the buildings we work in. Buildings and equipment wear out and provision must be made during their useful life for their eventual replacement. After deducting the amount of this provision, the value of our land, buildings, and equipment is the figure shown):

$88,817,420

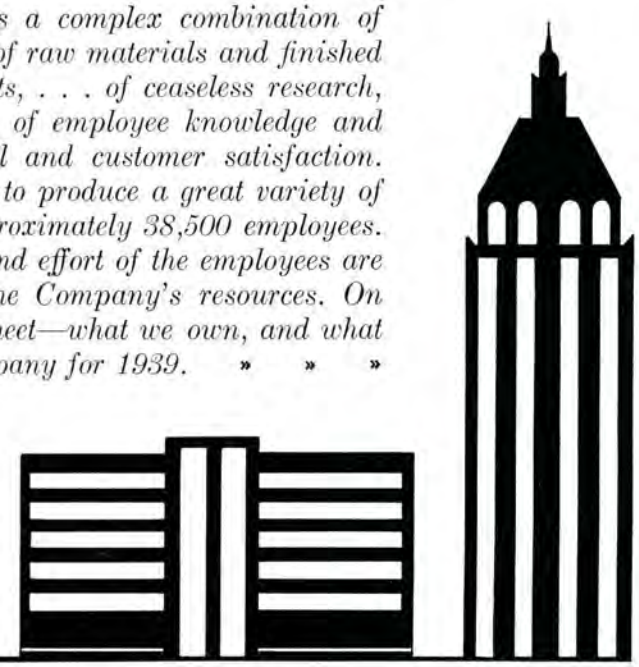
**Deferred Charges to Future Operations** (Prepaid insurance, prepaid taxes, etc. Since this item represents things paid for but not yet used, it is an asset):

$905,454

**Total Assets** $213,611,627

# e Sheet for 1939

*s a complex combination of of raw materials and finished ts, . . . of ceaseless research, of employee knowledge and l and customer satisfaction. to produce a great variety of roximately 38,500 employees. nd effort of the employees are ne Company's resources. On eet—what we own, and what pany for 1939.* » » »



## What the Company Owes

*(As of December 30th, 1939)*

**Accounts Payable** (This item shows what the Company owes for materials, supplies, power, heat and light, and other expenses):
$7,534,303

**Foreign Bills Discounted and Bank Loans** (These arose in connection with the Company's foreign-exchange transactions):
$3,457,999

**Wage Dividend** (This amount was set aside from 1939 earnings for payment to employees on March 25th, 1940):
$2,327,577

**Provision for Taxes** (Set aside on the books to pay federal, state, and local taxes which were unpaid at the end of the year):
$7,930,541

**Dividends Payable** (Money due to the 41,397 stockholders of the Company and paid on January 3rd, 1940, in return for the use of the money they have invested in the Company):
$3,806,505

**Reserves** (Set aside on the books over a period of years as a protection against losses which cannot be foreseen. Workmen's compensation and various insurance reserves are included):
$11,799,012

**Capital Stock and Paid-in Surplus** (Representing the original investments made by the stockholders to provide the buildings, equipment, and working capital which make our jobs possible):
$124,479,722

**Earned Surplus** (This item is not a specific sum set aside in a bank but represents assets which keep the business going: buildings, machinery, operating funds, and so on. It has been derived from the investments made by stockholders and it represents a portion of past years' profits that has been retained in the Company to provide for manufacturing and operating facilities. This policy of building a surplus has made expansion possible):
$52,275,968

**Total Liabilities** $213,611,627

MATERIALS AND SUPPLIES NOT YET PAID FOR

DEPOSITS HERE

THE WAGE DIVIDEND DISTRIBUTED ON MARCH 25th, 1940

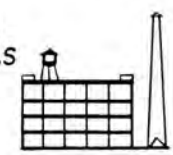
AMOUNT SET ASIDE FOR PAYMENT OF FEDERAL, STATE, AND LOCAL TAXES


THE QUARTERLY DIVIDEND PAID TO STOCKHOLDERS ON JANUARY 3rd, 1940 FOR THE USE OF THEIR MONEY

RESERVES SET ASIDE FOR FUTURE USE

MONEY THAT THE STOCKHOLDERS HAVE INVESTED IN THE COMPANY

EARNINGS WHICH THE STOCKHOLDERS HAVE LEFT IN THE COMPANY



# THE EDITOR'S PAGE

## Improvement Continues

MARKING THE THIRD SUCCESSIVE YEAR of improvement, the United States reduced its accidental-death toll by 800 lives during last year, according to the statistical bureau of the National Safety Council. The total of all accidental deaths during the year stands at 93,000, which is 1 per cent below the 1938 figure of 93,805. Over-all reduction in accidental deaths in the last three years amounts to more than 15 per cent.

"The largest decline came in public-accident deaths not involving a motor vehicle, which dropped from 16,000 in 1938 to 15,000 in 1939—a reduction of 6 per cent," says *National Safety News*.

"Occupational-accident deaths decreased from 16,500 in 1938 to 16,000 in 1939, or 3 per cent.

"Motor-vehicle accident fatalities numbered the same in both years—approximately 32,600. Motor vehicles traveled 6 per cent more miles, however, in 1939 than in 1938. Thus, based on motor-vehicle mileage, the death rate dropped more than 5 per cent to an all-time low.

"Home-accident deaths went from 31,500 in 1938 to 32,000 in 1939—an increase of about 2 per cent. . . .

"Approximately 8,800,000 persons received nonfatal injuries in accidents during 1939. This was about 100,000 fewer than were disabled in 1938," the report reveals.

Economic loss due to accidents was in the neighborhood of $3,300,000,000, according to Safety Council statistics. Included in this figure are wages lost, medical expenses, the overhead costs of insurance, and property damage in motor-vehicle accidents and fires.

### From Village to City

*(See the opposite page)*

1817—The community is incorporated as the Village of Rochesterville

1822—The name is amended to Rochester

1834—A city charter is granted

1844—A new charter gives the city a department of health

1850—A new charter grants the city the office of comptroller

1861—A new charter grants the city a board of water commissioners

1900—Rochester becomes a second-class city and increases its area

1907—Rochester becomes a first-class city

1925—Council-manager plan is adopted

1928—Council-manager plan becomes effective

### The Spring Competition

WITH 750 ENTRIES, the work of Kodak employees in Rochester, the Nineteenth Annual Spring Exhibition of the Kodak Camera Club of Rochester was the largest yet held. Prize-winning prints were selected on April 21st, and the names of the winners were announced May 2nd when the prints went on display at the Kodak Office auditorium. Judges were: Raymond N. Ball and Gertrude Herdle Moore, of Rochester; and John C. Moddejonge, of Cleveland.

Competition in the various classes of the exhibit was keener than ever this year, and the verdict of the experts is that this year's show tops all previous ones in quality as well as in number of entries. The winning prints will be reproduced in our next issue.

### The Patent System

"150TH ANNIVERSARY of founding of U. S. Patent System. Occasion marked in Washington by inventors and manufacturers."

Behind our scratch-pad memo of that event of three weeks ago lies a thrilling story of courage and vision. For, under the United States Patent System have been invented and developed countless new products, often leading to new industries and new jobs.

Almost all of us who have jobs today have them because of inventors who, under the protection and inspiration of the Patent System, devoted their genius to the betterment of mankind. Upon the continued activity of inventors and manufacturers depends the broadening of employment opportunities.

"Our patent system has inspired inventions that have served the causes of art, science, education, better living," says Conway P. Coe, U. S. Commissioner of Patents. "It gives promise of further and greater benefactions. It has made and kept this country stronger than any other in the world, and abler, accordingly, to resist any assault on our democracy: for we should never forget that in the preservation of moral rights, material right is indispensable."

For a glimpse of noteworthy scientific and industrial achievements within the past decade alone, see page 6.

# Sequence Shots Tell Their Own Stories

*Just as sentences mean more than single, disjointed words, so a series of sequence pictures records happy childhood hours more completely than single, unconnected shots. And they make the family album far more interesting. Here we have a busy Saturday morning when young Betty "helped Mother!"—and perchance earned a worthwhile lesson in a household art as well. And we know Dad had a good time with his camera and a Photoflood or two. The pictures show it*

*1. First we beat the eggs . . .*

*2. . . . then add the flour and liquids*

*3. Just a tiny bit more flour . . .*

*4. . . . ah! That's more like it!*

*5. Now to roll out the dough . . .*

*6. . . . and presto! A gingerbread man!*

# It Offers Some Sound Savings Aids

### And They Are Described Briefly By an Official of the "S and L"

ONE OF THE BEST HABITS in the world is regular and persistent saving. As a certain philosopher has put it: "The best place to live is inside your income"; and the surest way of accomplishing this is to put by a regular amount each payday.

"I'm not good at giving messages," says Arthur P. Bartholomew, secretary and treasurer of the Eastman Savings and Loan Association, "but there's one that I could not repeat too often—particularly to new employees of the Company. It is: Get into the habit of saving—regularly."

The association of which Mr. Bartholomew is an official offers to Kodak employees and their families a convenient and safe way of saving. Best testimony to the worth of the nineteen-year-old Association is the fact that its membership has passed the eleven-thousand mark.

### In Brief

For the benefit of new employees and others who are not yet members of the Savings and Loan, Mr. Bartholomew has described briefly for KODAK the three different types of shares offered.

"First, we have *installment shares.* Available at the rate of twenty-five cents a week or a dollar a month, they have a maturing, or par, value of one hundred dollars. When payments on these shares, plus the dividends—four per cent a year—reach that amount, the money is paid in full to the subscriber.

"For the employee who wants to set up a long-period savings plan—towards, say, building a house—installment shares are just the thing.

"Then, we have *savings shares*—a grand way to provide for fixed expenses of one kind or another. These may be subscribed for in any amount and at any time that is convenient to the purchaser. Because payments and withdrawals are at the option of the purchaser, the dividends are at a lower rate than in the case of installment shares: two per cent a year.

### Budget with Profit

"There is no better way I know of to budget for fixed expenses than these savings shares. Say you have a life-insurance premium of a hundred dollars a year. That's a good deal of money considered as a lump sum. But it works out at less than two dollars a week; and this amount put into savings shares for a year not only insures your being able to meet your premium payment without undue strain, but earns a dividend too.

"Finally, for those with money already saved, our *income shares* are a sound investment. With full payment of one hundred dollars a share required at the time of purchase, the dividend is three per cent a year, compounded semiannually."

Total membership in the Eastman Savings and Loan Association, as of February 29th, is 11,599; and the total maturity value of the shares is $23,187,200. Assets of the Association, as of December 31st, 1939, are $7,499,967.81.

For full information about any of the various types of shares discussed in this article, see a member of the Savings and Loan Association staff, or of your employment department.

*To Kodak employees and their families, the Eastman Savings and Loan Association offers several savings plans that are outlined briefly in this article. The Association has more than eleven thousand members*

### Activities Calendar

May 11—Hawk-Eye Camera Club hike, Letchworth Park

May 13—Rochester Major Softball League opening game, Bausch & Lomb vs. Camera Works

—Kodak Office Book Club supper meeting and talk by George Waters, on "A Kodachrome Assignment in Great Britain," also scenes from the 16-mm. Kodachrome film of the royal tour of Canada and the United States

May 25—Kodak Office men's golf tournament, at Midvale

June 8—Kodak Park Athletic Association men's golf tournament, at Lake Shore

## Kodak Operations

*(Continued from page 7)*

that another important purpose of this organization is to make a profit from its business transactions out of which he may receive a reasonable return on the money he has invested.

To us, as employees of the Company, perhaps its most important purpose is to provide employment as stable as general business conditions and the demand for our goods permit.

Within the Company, therefore, are pooled many interests—those of employees, of stockholders, of customers, and of the communities in which it operates. The Company has always endeavored to serve these various interests—and all of them benefit by its successful operations.

# Running Rochester Is a Full-Time Job

**The City Manager, as Chief Executive, Has a Wide Range Of Important Responsibilities**

THERE ARE several different forms of city government within the United States. Some cities operate under a mayor-council form. New York is one of these. Others, such as Galveston, Texas, have a commission form of government. And others, like Rochester, operate under a council-manager government.

Thus, in New York the mayor is the chief executive. In Galveston, a number of commissioners superintend the city's affairs. In Rochester, a city manager, appointed by the council (see April KODAK), is the chief executive. Altogether, 476 cities in the United States operate under the council-manager form of government.

For upwards of ninety years, Rochester had a mayor-council or mayor-alderman government. In 1925 the city charter was amended to provide for the council-manager type of administration.

### Appointed, not Elected

Under the council-manager form of government, the council—chosen representatives of the citizens—decides the policies of the city, and the city manager sees to it that these policies are carried out. It is important to remember that the city manager is not elected but is appointed by the council, and he is responsible only to the council. Furthermore, his appointment is for an indefinite term, and it may be terminated at any time by the council.

Among the most important of the city manager's duties are the appointment of the heads of the seven major departments in the city government (see March KODAK) and preparation of the annual budget. Articles in later issues of KODAK will describe each of these departments, and a special article will be devoted to the city budget and its preparation.

Just as the chief executive of a company is in constant touch with each of its departments and has to deal with widely varied problems in the course of his day's work, the city manager's daily routine calls for an exacting and diversified schedule.

Public welfare, safety, finance, public works, public health, planning and zoning—all important problems in these and the many other activities that come under the heading of city government are submitted to him for action. Each morning is taken up with appointments and conferences either with private citizens or with city officials. For the afternoon, his desk calendar usually lists out-of-town callers and department heads. From four-thirty to six each afternoon, Rochester's chief executive is busy with reports from various divisions of the city government. Committee meetings take up many a weekday evening; and also there are such special committees as the citizens' traffic committee and the safety committee that convene from time to time.

### This Is His Job

To see that all laws and ordinances are enforced;

To appoint (and remove) the heads of all departments and the members of most boards;

To establish the salaries of all city employees;

To supervise and control the various departments;

To attend all meetings of the council, with the right to take part in the discussion, but without the right to vote;

To recommend to the council measures that he may deem necessary or expedient;

To see that all terms or conditions imposed in favor of the city in any public utility or franchise are faithfully performed;

To execute deeds and contracts in behalf of the city except as may otherwise be provided by law;

To prepare and submit to the council the annual budget;

To keep the council informed as to the financial condition of the city;

To perform such other duties as may be required of him by the council.

(These duties are set forth in full in Rochester's home-rule charter, adopted in 1925.)

In brief, to the city manager's desk, for decisive action, go the numerous problems that arise in the functioning of this city of more than 350,000 persons. It is his job, as chief executive of this giant corporation, to keep the wheels turning smoothly and efficiently—so that for each of us Rochester may be a better place to live in.

The city manager is never out of touch with the city's business, which, like that of any other efficiently run corporation, is handled by many different departments and bureaus, each with its own specific duties. Regular reports from these units of the city government keep the chief executive informed of the state of the business he directs.

When an emergency arises, his job demands that he give it his immediate personal attention. Fire headquarters, to take an example, are hooked up by direct wire to his office. Whenever a second-alarm signal is given, the city manager is soon on his way to the scene of the fire. Police headquarters, too, have a direct hookup: and a major accident will, like as not, require his direction of operations of the emergency squad. The weatherman presents many a problem in the running of a city; winter snows and floods, menaces to safety, are attacked strategically and ceaselessly.

Sidelights only, these. But at least they show that: Running Rochester is a full-time job.

## Did You Know?

THAT in 1901 the life expectancy of an American boy was 48.23 years, as compared with 60.75 years today? Incidentally, the rural dweller lives, on the average, four or five years longer than the city dweller.

• • •

That it takes about five years for a product to advance from research laboratory to commercial earnings? And that it generally takes eight to ten years for an industry to develop.

# Activities In and Around the Plants

## Spring Changes to Summer And Kodak Doings Take On A Tempting Outdoor Flavor

KODAK PARK HIGHLIGHTS: As a result of the elections held in March, the following K.P.A.A. officers were elected for the coming year: President, Richard Baybutt, Chemical Plant; 1st Vice-President, George Bodine, Sensitized Paper Packing Department; 2nd Vice-President, Dr. John Norris, Medical Department; Secretary, Jerry Morris, E. and M. Department (re-elected); Treasurer, Herbert Shaw, Pay Roll Department (re-elected); Trustees: N. Lee Hastings, E. and M. Department; Herbert Holt, Industrial Relations Department; and Jane Bliss, Industrial Relations Department. Col. Carey H. Brown, president for the past four years, continues as a member of the board. Mr. Baybutt, the new president, served in the same capacity from 1930 to 1932. . . . With a record of seventeen straight wins the Basketball Team wound up the season by winning the Monroe County invitation championship without the loss of a game. Their victory earned permanent possession of the Weniger Trophy. Danny Meagher, captain, Marty Barnes, Harry Horn, Bill Frank, and Nel Sengle were selected on the tournament All-Star teams. Harry Horn earned the Schlagel Trophy as the outstanding player in the tournament, while the team was awarded the Maier Trophy, emblematic of best all-round play, including ability, character, and sportsmanship. Season's record: 28 victories, 7 losses. Congratulations to the players, to Manager Jack Brightman, and to Assistant Manager Herb Deane. . . . Fred Godsave, Chemical Plant, set the pace for the K.P.A.A. Team in the National Bowling tournament at Detroit. Fred rolled 604 in the team event, 600 in the doubles, and 622 in the singles for an all-events total of 1826. J. Weigand and J. Reynell had high doubles with 1158. The team rolled a total of 2752 pins. The team will compete in the State tournament at New York on May 11th and 12th, and in the City tournament on May 24th. Forty-two Kodak Park teams, a new record, entered the City tournament that started April 14th at Franklin Hall. Winners for the season in the K.P.A.A. leagues: 16-team "A" League—Building 29; 16-team Thursday "B" League—Paper Service; 16-team Tuesday "B" League—Carpenter Shop; 8-team Tuesday "B" League—Reel Manufacturing; Trickworkers' League—Film Emulsion Coating. . . . The Rochester Major Softball League opens its fifth season on May 13th on the Park diamond. Seven-inning double-headers are scheduled for Monday, Wednesday, and Friday evenings. Tickets good for fifteen double-headers, or fifteen admissions for one night are being sold for $1 at the K.P.A.A. Office. The Kodak Park Team currently holds the Major League and State championships. . . . The first Men's Handicap Golf tournament will be held at Lake Shore, Saturday, June 8th.

*The Fashion Show: a feature attraction of the K.O.R.C. Girls' Party held last month at Oak Hill Country Club*

KODAK OFFICE ITEMS: A Bridge Club party was tentatively planned for the first Friday in May at the Locust Hill Country Club. . . . As a result of the balloting, this year's Men's Party will probably be held at some near-by resort about the middle of June. . . . The Kodak Office unit of the Home Bureau ended its season's activities with an exhibit on April 29th in the Office auditorium. . . . David Gordon and Lionel Schultz were defending their championship, won last year, in the Men's Annual Doubles Table-Tennis tournament. A record-size field was competing.

CAMERA WORKS FLASHES: The Basketball Team entered in the "Y" tournament landed in the finals to lose to Kodak Park. . . . The Bowling Team finished in first place in the Industrial Bowling League, capturing the trophy and a large share of the prize money. Captain Herb Scheuch accepted the trophy at the league banquet on April 20th. The Girls' League finished the season with the Bantam team, captained by Mildred Frohm, in first place. Miss Frohm chalked up the high individual average of 182 and high three games of the season with a 620 total. Myrtle Frohm garnered the high single-game honors, with 265. The Camera Works 1 League rounded out the season with the Recomars, captained by Herb Heinrich, out front. . . . The Bingo Party, held in the Kodak Office auditorium on April 10th, drew an attendance of six hundred. . . . Kathryn Burke, Sam Spennachio, and Alberta Stressing were the winners of the round robin for three major prizes. . . . The Table-Tennis tournament ended with Ted Mosher as trophy winner, Bob Criddle, runner-up, and Jimmy Haller romping into third place. *(Continued on the next page)*

# It Banishes Ciné Exposure Problems

### The New Universal Guide Quickly Shows Movie-Makers The Correct Lens Opening

USERS of black-and-white Ciné-Kodak films have never had any particular trouble to get proper exposure. With a built-in exposure guide for "Pan" film on the front of their Ciné-Kodaks, and simple exposure allowances to be made for other black-and-white films, the movie-maker could easily stay within the bounds permitted by Eastman's corrective processing of ciné film. Kodachrome, of course, which cannot be correctively processed, required somewhat greater care to assure good results.

Now, Ciné-Kodak users are offered a new and even simpler method for determining exposure. Instead of the old-style, built-in exposure guide on the front of the camera, all Ciné-Kodaks are fitted with a neat chromium Universal Guide riveted on the side of the cover. To use this guide is simplicity itself.

Packed with each new Ciné-Kodak is a complete set of silver-colored cards—one for each kind of Ciné-Kodak film. These cards are designed to slip into the Universal Guide. When the movie-maker loads his camera, he selects the card for the particular type of film he is about to use. On one side of this card appears light classifications for outdoor use—on the other side, light classifications for indoor Photoflood use. Now, by turning the revolving dial of the guide so that an arrow points to existing light conditions, the proper exposure is revealed by another arrow for Dark, Normal, and Light subjects.

The advantage of this new Universal Guide over the old-style type is clear. The movie-maker need make no mental calculations. Hit-and-miss judgment is eliminated. By consulting the readings from a card designed specifically for the particular film he is using, he has the answer at his finger tips. It's a matter of seconds, and correct exposure depends simply on his accurate judgment of existing light conditions.

The advantages of this new guide will not be restricted to new owners of Ciné-Kodaks. While a complete set of the cards for all Ciné-Kodak films is furnished with every guide on new Ciné-Kodaks, every carton of film will be furnished with its own card just as soon as arrangements can be made for packing them.

Present owners of Ciné-Kodaks may have their cameras fitted with the Universal Guide. Dealers are prepared to ship their cameras to an Eastman branch where the old exposure plate is replaced by a name plate and the Universal Guide is riveted onto the cover of the camera. This service is offered for one dollar. Or the Ciné-Kodak owner can obtain, for one dollar, the Pocket Model of the Universal Guide which can be carried in pocket or carrying case with a set of the silver cards.

All models of the Ciné-Kodak are now being fitted with the Universal Guide. As time goes on, this new method of determining correct exposure should replace the old and less accurate methods and eliminate whatever exposure problems now exist. Easy, trouble-free movie-making with the Ciné-Kodak has taken another step toward even greater simplicity.


*Having inserted the card relating to the type of film in the camera, the movie-maker sets the arrow for the existing light conditions, and the proper lens aperture is automatically indicated by the arrow at the right*

*The Ciné-Kodak Universal Guide is a neat chromium plate with revolving dial and a set of lens apertures engraved at the right. The niche at the left, here holding an instruction card, holds cards relating to specific ciné films*

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HAWK-EYE HAPPENINGS: About four hundred employees and their guests turned out for the Spring Frolic, held in the Kodak Office auditorium on April 13th. Entertainment included a banjo-comedian act, a tap dancer, accordian players, and acrobatic dancers. Guests danced to an eight-piece band. John Vass acted as general chairman of the affair, with Donald Foley in charge of publicity, and Joseph Schneider handling the refreshments. . . . This spring, for the first time, the plant will have an Intraplant Softball League. With play starting this week, the league will consist of eight teams, each of which will play one night a week until each team has played twice against all the others. William Archibald is president of the league; Frank Masters, the secretary. . . . That's all for now.

# OUT OF THE HAT

## Kiteflier

*Walter Grunst: a bicycle tire was the favorite*

IF YOU HAPPENED TO SEE several hundred youngsters flying kites down behind the Ruben Dake School in Irondequoit on April 20th, you might be interested to know how they happened to be there. For several years, Walter Grunst, of the Roll Coating Department at Kodak Park, has been conducting similar kiteflying contests under the sponsorship of an American Legion Post. Medals are awarded for the most neatly designed, the largest, the smallest, the highest-flying, the best two-stick, the best three-stick, and the steadiest-flying kites. The kids love it, and their enthusiasm is a tribute to Mr. Grunst's able promotion.

"There are a great many kinds of kites," Mr. Grunst told us, "but I personally prefer the tailless types." He devotes considerable time to making large war and box kites, while an informal audience of neighborhood boys looks on admiringly. Just recently he sold one of his big war kites to the University of Rochester to be used in making nighttime meteorological observations. But building the kites isn't the most satisfying part of this sport. "I get my greatest kick," he explained, "out of watching the youngsters' faces when we get a new kite in the air and they are allowed to hold the string."

Mr. Grunst has many other hobbies —foremost being indoor baseball and football. Years ago, he was four times runner-up for the city swimming championship, and he was among the first to swim the Australian crawl. While he has many cups and medals attesting to his swimming prowess, he explained that the favorite prize in those days was a bicycle tire.

Mr. Grunst does some free-lance photography, too. He's worked on several assignments for national syndicates, but his queerest job, we felt, was ordered by telegraph from New York. "The Acme people," he related, "wanted a night picture of Lily Pons's name in bright lights on the Eastman Theatre. I got the picture, all right, but I never did figure out what they could possibly want of it, rather than one of her."

## Wanderer

"I LEFT THE HOME PLATE at fourteen," relates John F. Collins, of the Kodak Office, "and went on a little tour." Between thoughtful puffs on his pipe, Mr. Collins retraced his steps for our benefit:

"After some scurrying around, I wound up at the St. Louis Exposition and became interested in photography there. I got a job with the official exposition photographer, polishing ferrotype tins. Then I bought a two-dollar Brownie and proceeded to photograph the fair on my own hook. I've never recovered."

When the exposition closed, Mr. Collins set off once more, covering forty different states, "just looking around and shooting a picture here and there." Finally, he turned up in Edmonton, Alberta, to work in a photographic post card studio.

After a strenuous Alberta winter, he came back to the United States and eventually took up motion-picture photography for a Columbus theater. He shot, developed, edited, and titled a thousand feet of newspictures each week, "and did some newspaper photography on the side."

During the War, Jack was first with the aviation section as a photographer. Then he was transferred to the signal corps, making movies for War College records. He spent some nine months overseas, and on his return came to Syracuse "with about thirty-five cents" in his pocket. "If I'd had a couple of dollars more, I'd have come to Rochester," he assures us.

He eventually did get to Rochester, and to Kodak, where he is a member of the Advertising Department Studio staff. After hours, he goes in for target practice, boating, and model-making. His scale models of boats—they include cruisers, battleships, speedboats, and liners—are all faithful reproductions. One of them, a model of the *U.S.S. Texas* was good enough to warrant a page write-up in the *United States Naval Institute Proceedings*, official Navy magazine. The model took six months to build.

He built his first model plane thirty years ago and has put out many new and improved models since then. Though boats have come first lately, he may "burst out any minute and build another plane."

*John F. Collins: he retraced his steps*

*"PALS": a delightful snapshot that tells its own thrilling story—and summons up an envious sigh*

PRINTED IN U.S.A.
AT KODAK PARK

March 3, 1940

Eastman Kodak Company
Rochester, N. Y.

Gentlemen:

I held off making movies because I had an idea it was expensive. Actually the Ciné-Kodak Eight makes it so genuinely economical that I shoot everything I want.

Took twenty reels last summer - the famous French Quarter of New Orleans, Tampa, the Everglades, Miami, the New York World's Fair. Also took some beautiful underwater shots in the submarine boat at Silver Springs, Florida.

I have a complete film of our baby girl from the time she was a month old until her first birthday. A marvelous picture - I wouldn't take a million for it.

An enthusiastic Ciné-Kodaker,

R. E. Betts

5732 Lisette Street
St. Louis, Missouri

# "genuinely economical," *writes Mr. Betts . . .*

Make your home movies with Ciné-Kodak Eight, the "economy movie maker," and a dime or less pays for an entire movie scene.

Each of these scenes runs as long on your own home movie screen as the average shot in the newsreels, and Ciné-Kodak Eight makes from 20 to 30 such scenes on a roll of film that costs you only $2, *finished, ready to show.*

See Ciné-Kodak Eight and the excellent movies it makes . . . at your Ciné-Kodak dealer's . . . Eastman Kodak Co., Rochester, N. Y.

• • •

**KODAK PRESENTS ENTIRELY NEW COLOR SHOW AT THE NEW YORK WORLD'S FAIR**

Last year, nearly 4,000,000 people marveled at the beauty and drama of Kodachrome full-color pictures projected on a 187-foot screen, longest in the world. Don't miss the new show—and don't forget your Ciné-Kodak.

**MAKES MARVELOUS MOVIES AT EVERYBODY'S PRICE**

# Ciné-Kodak Eight *only* $29.50

*This Eastman advertisement appears in the "American Magazine" for June*