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January 29, 1976

Mr. James A. Petrie
M. W. Kellogg Company
711 Third Avenue
New York, New York 10017

Dear Mr. Petrie:

This will acknowledge with appreciation the receipt of your firm's 1976 membership dues in the National Council.

We are grateful for your continued support of the Council, and we hope that during the coming year you will avail yourselves of our staff and resources to help in any way possible in the development of your commercial relations with China.

With best wishes for the New Year.

Sincerely,

Christopher H. Phillips





Pullman Kellogg

Division of Pullman Incorporated
1300 Three Greenway Plaza East, Houston, Texas 77046
Arthur L. Dowling, Vice President Advertising and Public Relations

NEWS

Contact: Ray Waters, Manager of Public Relations (713) 626-5600

MAR 5 1976

For Release: March 5, 1976

Advance

VENEZUELAN PRESIDENT OFFICIALLY DEDICATES

EL TABLAZO PETROCHEMICAL FACILITIES

Maracaibo, Venezuela, March 5...Venezuelan President Carlos Andres Perez today officially dedicated major units of a giant petrochemical complex at El Tablazo, on the shores of Lake Maracaibo.

The ceremonies at the nearly-\$1-billion complex coincided with the start of operations of the facility's major olefins plant, which has a design capacity of 150,000 metric tons a year of ethylene and 95,000 metric tons a year of propylene. The massive complex will be operated by Instituto Venezolano de Petroquimica, Venezuela's petrochemical agency, of which General Valentin Montana Madriz is director general.

Officials of the Pullman Kellogg division of Pullman Incorporated and of Kellogg Pan American Corporation, a Pullman Kellogg affiliate, attended the dedication ceremonies. Kellogg had full design, engineering, procurement, and construction responsibility for the olefins unit. Kellogg also had overall management responsibility for the critically-important technical services -- or offsites -- for the entire complex.

/ more --



VENEZUELA DEDICATES IVP...2.2.2

The technical services responsibilities included engineering, worldwide procurement, construction, construction management, and management of Venezuelan subcontracts relating to site preparation for the entire complex; utilities, including a 110-megawatt power plant and required utility distribution; feed and product storage, transfer and loading facilities, including metering and meter-proving facilities; waste treatment and collection systems; port facilities encompassing four piers and one wharf capable of berthing both ships and barges; bag and bulk solid handling facilities; flare systems; and other on- and off-site facilities.

This massive support system has been designed to permit 100 percent expansion at the El Tablazo site, in keeping with the Venezuelan government's plan to continue strengthening its petrochemical capabilities.

The Kellogg-designed-and-constructed olefins unit receives its feed from a natural gas extraction facility at El Tablazo which has a design capacity of 170,000 metric tons a year of ethane and 150,000 metric tons of propane. In turn, the olefins unit will supply feed to a 50,000-metric-ton-a-year low-density polyethylene plant and a 50,000-metric-ton-a-year mono and polyvinyl chloride unit. It also supplies both ethylene and propylene for export.

Other processing units in the complex include two 330,000-metric-ton-a-year ammonia plants; two 400,000-metric-ton-a-year urea plants; a 15,000-metric-ton-a-year polystyrene facility; and a chlorine-caustic soda plant capable of producing 45,000 metric tons a year of chlorine and 35,000 metric tons a year of caustic soda.

/ m o r e - -

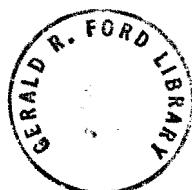


VENEZUELA DEDICATES IVP...3.3.3

Frank H. Shipman, Jr., executive vice president of Pullman Kellogg, and M. Tarnpoll, president of Kellogg Pan American Corporation and vice president of Pullman Kellogg, headed the Pullman Kellogg contingent at the ceremonies. They were joined by Pierre F. Lavedan, Latin American sales representative; Dale Sare, resident project manager; and others from the El Tablazo project site.

- 30 -

#12 - 3-5-76





Pullman Kellogg

Division of Pullman Incorporated
1300 Three Greenway Plaza East, Houston, Texas 77046
Arthur L. Dowling, Vice President Advertising and Public Relations

NEWS

Contact: Ray Waters, Manager of Public Relations (713) 626-5600

For Release: UPON RECEIPT

APR 5 1976

INDIAN AMMONIA PLANT AWARD

GOES TO KELLOGG INTERNATIONAL

Indian Farmers Fertiliser Cooperative Limited has awarded contracts to Kellogg International Corporation, London, and Kellogg India Limited, New Delhi, relative to a 1000-ton-a-day fertilizer ammonia plant to be constructed at Phulpur, in the state of Uttar Pradesh in north India. Both companies are affiliates of the Pullman Kellogg division of Pullman Incorporated, Houston.

The contracts call for design, engineering, procurement and construction advisory services for the large-scale, single-train ammonia plant, which is part of an ammonia/urea complex previously announced by IFFCO. Kellogg India Limited will provide inspection and expediting services within India, and will serve as construction advisors.

Value of the ammonia awards was not revealed, but IFFCO officials said the foreign exchange cost of the entire Phulpur project is estimated at \$109 million. The undisclosed rupee cost of the project, they say, will be met by the cooperative members of IFFCO, the government of India, state governments, and other Indian financing institutions.

/ more --



INDIAN AMMONIA PLANT...2.2.2

The Phulpur complex, which will use naphtha as a feedstock for the key ammonia unit, will have an annual capacity of 495,000 tons of urea. IFFCO officials feel this could add five million tons of food production each year. Anticipated completion date of the complex is 1979.

Indian Farmers Fertiliser Cooperative Limited is comprised of more than 30,000 village cooperatives with an aggregate membership of 20 million farmers spread over ten Indian states.

Last year, Pullman Kellogg completed a similar facility for IFFCO, as part of a major agricultural chemical complex at Kalol, Gujarat. That plant, which uses natural gas as feedstock, was the first large-scale, single-train, all-centrifugal Kellogg ammonia plant in India. An earlier Pullman Kellogg plant with a 360-ton-a-day capacity, went into operation in India in 1967.

- 30 -

#20 - 4/1/76



May 11, 1976

To Washington Office of Kellogg
Information on Oil Conference in Houston on June 23, 1976
sent to Mr. Hallinan by mfc





Pullman Kellogg

1300 Three Greenway Plaza East
Houston, Texas 77046
Telephone (713) 626-5600
Telex 762556
Cable Monologg Houston

AUG 30 1976

August 26, 1976

Ms. Stephanie Green
Associate
Research and Publications
The National Council for
United States-China Trade
1050 Seventeenth Street, N.W.
Washington, D. C. 20036

Dear Stephanie:

We were generally quite pleased with the feature you did on PRC activities and, as we discussed the other day, we have reviewed this carefully here at Kellogg. In reviewing it we made a number of changes, all of which must be made before the story appears in print. We realize that you will perhaps question some of these; however, each one has been discussed carefully and it has been agreed that this approved text is the only text which we will permit. I think you will agree that it retains most of the information; clarifies some of it significantly and does not detract from the very excellent picture you verbally portrayed.

You will perhaps recall, Stephanie, that the initial request for the Council to discuss PRC with Kellogg was made with Nick and that we obtained approval, after much discussion here, on the condition that this was to be a general conversation for Council briefing. The initial request was not for permission to be a major feature, although it was indicated that some material might be used in your magazine and such material would be cleared with us. This change to a major feature was not originally anticipated by our management when the request came in. We have attempted to cooperate with you completely on it and the approved draft is acceptable to us only on the condition that it be run as edited. As a major member of the Council, we do insist that this condition be adhered to.

Congratulations on a very good story. We have ordered a series of pictures and will send them with captions. They will be enroute shortly.

Best personal regards,

A handwritten signature of 'RW'.

Ray Waters
Manager, Public Relations



P.S. Please use this retyped draft for typesetting. It incorporates further changes than those in the rough, marked up copy sent to you earlier.

World headquarters for M.W. Kellogg
technology and services

cc: C. Phillips
N. Ludlow

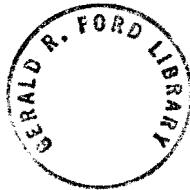
The National Council for U.S.-China Trade

Memorandum

From MFC To CHP, MWS AND ALL STAFF Date 9/10/76

SUBJECT: TV APPEARANCE OF PULLMAN-KELLOGG PERSONNEL

Mr. Hallinan of Pullman-Kellogg called to say that on Monday September 13, 8:30 to 9:00 a.m., on ABC (Channel 7), there will be an interview of two of their people, Mr. and Mrs. Ochs, who were in China working on the ammonia plant.



GERALD R. FORD LIBRARY

The item described below has been transferred from this file to:

- X Audiovisual Unit
_____ Book Collection
_____ Ford Museum in Grand Rapids

Item:

5x7 Bw photograph of Donald R. Mc Draw
5x7 Bw photograph of James R. Lambrix

The item was transferred from:

NCUSCT 86-30
Business Advisory Services
Member Company Files
Kellogg-Pullman (2)

Initials/Date HR 11/21/89



Donald R. McGraw
The M. W. Kellogg Company
A Division of Pullman Incorporated





James R. Lambrix
The M. W. Kellogg Company
A Division of Pullman Incorporated



October 21, 1976

Personnel
M.W. Kellogg Company
1300 Three Greenway Plaza East
10th Floor
Houston, Texas 77046

To Whom It May Concern:

Enclosed is a copy of a change of address we received from Mr. R.A. Koehler of your company.

Could you please advise us if he is still employed by M.W. Kellogg and if so, do you want him on the National Council's mailing list to receive the U.S. China Business Review in Oslo, Norway? (There is a \$20.00 per year charge for all magazines mailed overseas.)

Thank you for your help.

Sincerely yours,

Patricia P. Caperones
Office Manager

Enclosure

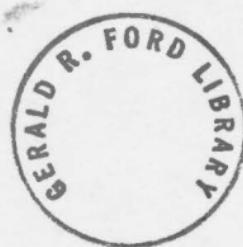


Memo from _____

PAT CAPERONES

10/21

deleted -
write + add
if still employed
by Kellogg Co.



mp
merkle press

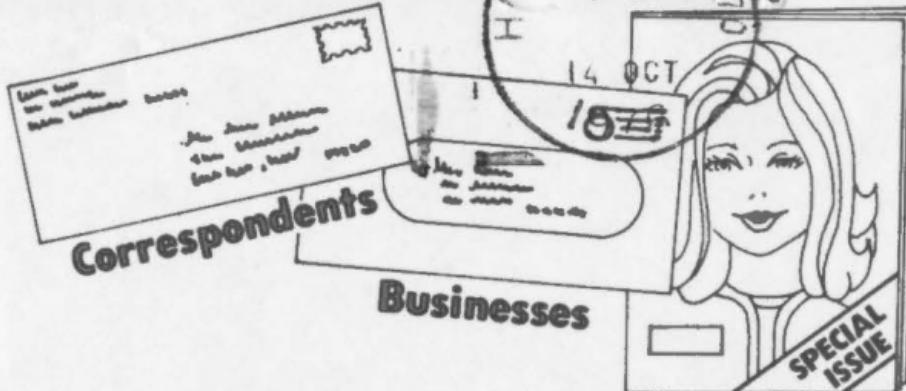
As soon as you know your new address,
mail this card to all the people, businesses,
and publishers who send you mail.

For publishers, paste old label over name and old address sections and complete new address section.

Your Name	Pr 713-960-2000
Old Address	No Cit MR R A KOEHLER M W KELLOGG CO 1300 THREE GREENWAY PLAZA EAST 10TH FLOOR HOUSTON TX 77046
New Address	No. and Street, Apt., Suite, P.O. Box or R.D. No. (In care of) HOLMENVEIEN 42 City, State and ZIP Code OSLO 3, NORWAY
Sign Here	 Date new address in effect NOW Account No. (If any) raKehler

Receiver: Be sure to record the above new address in your address book at home or office.

Change of Address



OCT 18 1976

Name Publishers
THE NATIONAL COUNCIL FOR
U.S. - CHINA TRADE

Address 1050 SEVENTEENTH STREET P.O. Box

City WASHINGTON State D.C. ZIP 20036



Pullman Kellogg

1300 Three Greenway Plaza East
Houston, Texas 77046
Telephone (713) 626-5600
Telex 762556
Cable Monologg Houston

NOV 8 1976

Pat

November 4, 1976

The National Council for
United States-China Trade
1050 Seventeenth Street, N.W.
Washington, D. C. 20036

Gentlemen:

Mr. R. A. Koehler is no longer employed by Pullman Kellogg.

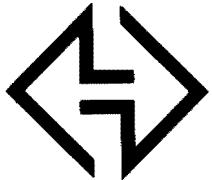
Edith B. Chapman

Edith B. Chapman
Personnel Records Supervisor

EC/pf

Removed 10/21/76





美中贸易全国委员会

The National Council for United States-China Trade

1050 Seventeenth Street, N.W., Washington, D.C. 20036 Cables: USCHINTRAD Telephone (202) 331-0290
659-7681

October 21, 1976

Personnel
M.W. Kellogg Company
1300 Three Greenway Plaza East
10th Floor
Houston, Texas 77046

To Whom It May Concern:

Enclosed is a copy of a change of address we received from Mr. R.A. Koehler of your company.

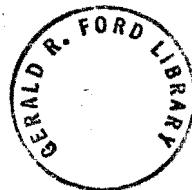
Could you please advise us if he is still employed by M.W. Kellogg and if so, do you want him on the National Council's mailing list to receive the U.S. China Business Review in Oslo, Norway? (There is a \$20.00 per year charge for all magazines mailed overseas.)

Thank you for your help.

Sincerely yours,

Patricia P. Caperones
Patricia P. Caperones
Office Manager

Enclosure



November 26, 1976

Mr. Edward M. Hallinan
Government Relations
Vice President
Pullman - Kellogg
1616 H Street, N.W.
Washington, D. C. 20006

Dear Mr. Hallinan:

I am resorting to a letter since, as you know, I am away this week with Liaison Office personnel visiting various iron mines.

I was able to reach Mr. Anthony Bryan of Cameron last Wednesday, and he confirmed there should be no difficulty in making their aircraft available for Washington/Houston on January 9 and Houston/New Orleans on January 13. However, Mr. Bryan did request that, if possible, the Council/ISC/Cameron dinner be scheduled for Monday evening, January 10th, instead of Tuesday, the 11th, since he will be away from Houston Tuesday evening. I recognize we had tentatively scheduled the Kellogg dinner for Monday, but if plans have not progressed too far, perhaps Tuesday evening would be suitable as a kind of "farewell" if you will to the group. We would not make any other changes to the program, in the sense that during Monday they would visit with you and Tuesday with Cameron and NASA.

We may receive some further input from the Chinese during the trip this week, and we will be in touch. In the meantime, we look forward to seeing you December 6th at 2:00 PM.

Kind regards.

Sincerely,

Melvin W. Searls
Vice President

b6SIS/cmw/Christopher H. Phillips
R. N. Winship (Cameron Iron Works)



December 15, 1976

Mr. J. A. Petrie
Senior Vice President
Pullman-Kellogg Company
711 Third Avenue
New York, N.Y. 10017

Dear Mr. Petrie:

Pursuant to an inquiry from your office regarding our 1977 dues structure, we enclose a copy of a memorandum mailed to all members in August announcing the decision of the Board to increase all dues 15¢ effective January 1, 1977.

With best regards.

Sincerely,

Richard L. Peterman
Accounts

RLP:pc

Enclosure



January 10, 1977

Mr. J. A. Petrie
Senior Vice President and
Assistant to the President
Pullman-Kellogg Company
711 Third Avenue
New York, N.Y. 10017

Dear Mr. Petrie:

We acknowledge with appreciation your firm's 1977 membership dues in the National Council.

With a new leadership in both Washington and Peking, 1977 could be a significant year in the further development of U.S.-Chinese relations. Your continued support of the Council at this time is therefore particularly welcome.

Sincerely,

Christopher H. Phillips

CHP:je



January 11, 1977

Mr. Edward M. Hallinan
Government Relations
Pullman Kellogg
1616 H Street, N. W.
Washington, D. C. 20006

Dear Ed,

It was a delight meeting with you and Mildred on the recent trip, and the warmth and friendship demonstrated by Kellogg was truly memorable.

I'm sure that we will have a chance to see each other soon, and I very much wish to keep in close touch. In the meantime, kind regards.

Sincerely,

MWS:mfc

Melvin W. Searls, Jr.
Vice President



January 11, 1977

Mr. Arthur L. Dowling
Vice President
Kellogg Company
1300 Three Greenway Plaza East
Houston, Texas 77046

Dear Art,

On behalf of the National Council I wanted to thank you for all your efforts in making our trip to Houston a success. Not only was it a success, but an outstanding and memorable trip for all of us and your arrangements and hospitality were absolutely superb.

I certainly learned a lot about organizing the activities of such a group. And it looks like we may be engaged in organizing similar trips to other parts of the country.

I surely hope that I will have the chance to see you in Houston, or Washington, and I certainly intend to keep in close touch with you.

All the best.

Sincerely,

Melvin W. Searls, Jr.
Vice President

MWS:mfc



January 11, 1977

Mr. J. A. Petrie
Senior Vice President
Pullman Kellogg
711 Third Avenue
New York, N. Y. 10017

Dear Jim,

I have written to Art Dowling and Ed Hallinan to express our appreciation for the efforts that were made to host Ambassador Huang Chen and his party in Houston.

The hospitality was indeed memorable, and I know that all concerned very much enjoyed it and were sincere in their appreciation.

We certainly should keep in touch, and, again, many thanks for all your support.

Kind regards.

Sincerely,

Malvin W. Searls, Jr.
Vice President

MWS:mfcc



January 11, 1977

Mr. Clark P. Battin, Jr.
President
Pullman Kellogg Company
1300 Three Greenway Plaza East
Houston, Texas 77046

Dear Mr. Lattin:

On behalf of the National Council, I want to thank you very much for including me in the dinner which you hosted for Ambassador Huang Chen and party.

I certainly was struck by the friendly and cordial atmosphere of that evening, and I know that all concerned enjoyed it. The support of Pullman Kellogg was truly outstanding and the visit made memorable thereby.

I hope that we will have the chance to work closely together again in the future.

Sincerely,

Melvin W. Searls, Jr.
Vice President

MWS:mfc





Pullman Kellogg

Division of Pullman Incorporated

JAN 12 1977

NYWS

Three Greenway Plaza East
Houston, Texas 77046

*Member
File
Jap. given to M.
Aug 1/13/77
AP*

Arthur L. Dowling
Vice President Advertising
and Public Relations

January 7, 1977

(713) 960-2048

Mr. Melvin W. Searls, Jr.
Vice President
The National Council for
United States-China Trade
1050 Seventeenth Street, N. W.
Washington, D. C. 20036

Dear Mr. Searls:

The Houston Chamber of Commerce asked me to present to the Liaison Office of the People's Republic of China a portfolio of statistical data on Houston. Mr. Hsu appeared to be quite interested in statistics on Houston. With this in mind, you may wish to present one copy and keep the other for your own files.

It is also my plan to forward to you photographs taken during the Ambassador's trip at a later date after we have had an opportunity to review and edit all that were taken.

I enjoyed working with you on the project of the Ambassador's visit and thank you for your help and cooperation before and during the visit.

Sincerely yours,

ALD/1d
Attachments (2)
cc: Mr. E. M. Hallinan



emo from

NANCY E. PRESTON

Pat:

David K. Janet
Manager of Construction
Liaison Team
Room 1235
Peking Hotel
Peking, People's Republic of China

Kellogg Corp.

Nick wanted 2 copies for him (magazine)
to be on mailing list.

Thought maybe this fuller address could
help.

NP

*Added to
Code # 9 (twice)
1/19/73
PC*



mpp
merkle press

memo from _____ PA CAPERONES

11/30/76

Nick,

I want to put Mr. David
Janet on mailing list
to receive two issues
of UCBR, however, I need
address for him. Is he
staying at Peking Hotel
indefinitely?

Pat

Yes



NNNN

AAZCZC 2023310290□/MAIL

THE NATIONAL COUNCIL FOR US-CHINA TRADE

1050 17TH ST NW RM 350

WASHINGTON DC 20036

C. H. Phillips

202 . 333- 4884

M. W. Searles Jr.

703 . 273- 5634

NOV 29 1976

TRB3515 RML1315 CAA615 NP1540 DQ68

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NANKING 100 24 1355 PAGE 1/50

LT

USCHINTRAD

WASHINGTON/D.C./U.S.A

STAYING NANKING HOTEL ROOM 245 THRU NOV 27 MEETINGS IN PEKING
 WENT VERY WELL CONSTRUCTIVE TWO WAY AND CORDIAL ATTENDED
 BY 46 TECHNICAL PEOPLE STOP MET 81 PEOPLE IN SEVEN DAYS
 USLO VERY HELPFUL STOP HAD BANQUET FOR 37 INCLUDING
 HSIAO OF CCPIT DAVID DEAN AND HEAD

COL 245 27 46 81 37

USCHINTRAD PAGE 2/50

CONFIRMATION COPY
 OF TELEPHONED MESSAGE TO MWS
 AIRTEL MESSENGER RPL

FM *TIME*
mailed: 11-29-76

OF TECHIMPORT DEPT ONE

CCPIT ARRANGEMENTS EXCELLENT PLEASE AIRMAIL DAVID JANET

KELLOGG MAN AT PEKING HOTEL ROOM 1235 LAST SIX ISSUES OF

UCBR WITH MY COMPLIMENTS AND ADD TWO COPIES FOR HIM ON MAILING

LIST STOP NANKING CCPIT HAS ARRANGED ONLY TWO RELEVANT VISITS

IN FOUR DAY STAY REGARDS LUDLOW

Add
P Code 9



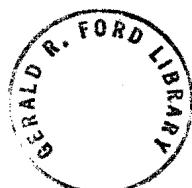
Parlour Note
710-1

Chemistry In Canada
Ottawa Ont., Can.
11xyr. 0,679

MAR 1977

CONSTRUCTION. Canadian Kellogg, Toronto, apparently continues to be successful in providing Canadian engineering know-how to the international market. According to a news release at end of December the company had five engineers or technicians at work in the People's Republic of China; an engineer on a project near Moscow in the USSR; three designers at work in Mexico; three more in England; an engineer preparing to go on an extended assignment on a liquid natural gas project in Algeria; and nine more at work on projects in the United States. These people are on Kellogg jobs contracted with various clients which may or may not be one of the Pullman companies with which Kellogg is affiliated. The company's engineering manager, Walter Leitner believes that getting "our first class field professionals on the job in foreign countries is the best way of establishing a strong Canadian presence in the international market for engineering contracting." He believes this market for the immediate future offers excellent

opportunities for Canadian engineering firms. He says that, while the association with the international Pullman Kellogg organization "gives us an advantage in bringing foreign engineering contracts to Canada, we still have to win the contracts on our merits. One of these merits is now a staff of Canadian engineers with solid and diversified international experience."





Pullman Kellogg

1300 Three Greenway Plaza East
Houston, Texas 77046
Telephone (713) 626-5600
Telex 762556
Cable Monolog Houston

JAN 28 1977

AMH

*Free
Kellogg*

January 21, 1977

Ms. Stephanie Green
U.S.-China Business Review
1950 17th St., N.W.
Suite 350
Washington, D.C.
20036

Dear Stephanie,

Enclosed is the material we used in our house organ concerning Ambassador Huang's visit to Houston.

I have also included some additional photographs.

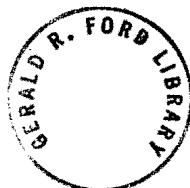
Please feel free to call for any additional information.

Sincerely,

Mickey Gentry
Advertising/Public Relations

MG/am
Encl.

cc: Mr. Melvin W. Searls, Jr.
U.S.Council for China Trade



CHECK LIST FOR NEW APPLICANTS

COMPANY Kellogg

Amount of Membership Dues _____

Payment Received - Yes Name Charge No

Amount _____

Approved Application _____

Date _____ By _____

Acceptance Letter _____

Membership List ✓

Mailing List - Code No. 1 ✓

Files ✓

Billing Card ✓

Fact Sheet ✓

Address Sheet ✓

Index Card _____

STAFF MEMORANDUM
(3/17/77) ✓



Pullman Kellogg

711 Third Avenue
New York, New York 10017
Telephone (212) 697-5200
Telex 126696
Cable Monolog New York

March 2, 1977

James A. Petrie
Senior Vice President

MAR 08 1977

The National Council for United States-
China Trade
1050 Seventeenth Street, N.W.
Washington, D.C. 20036

Gentlemen:

It would be appreciated if you would change our company

name

from

The M. W. Kellogg Company

to

Pullman Kellogg

Thank you for your cooperation.

Very truly yours,

D.C. Bullard
D.C. Bullard
Sec'y to Mr. J.A. Petrie



World headquarters for M. W. Kellogg
technology and services
Houston, Texas 77046

Mr. J.A. Petrie

Division of
Pullman Incorporated

711 Third Avenue
New York, N.Y. 10017



Pullman Kellogg

The National Council for United States-
China Trade
1050 Seventeenth Street, N.W.
Washington, D.C. 20036

NATIONAL COUNCIL FOR U.S.-CHINA TRADE

Member Fact Sheet

MEMBER COMPANY: M.W. Kellogg Company

ADDRESS: 711 Third Avenue
New York, New York 10017

CONTACT: ~~Allen F. J. Harkes~~
~~Mr. James A. Petrie~~
(NY address)

(212)697-5200

3/22/71
M.W.K.
3/22/71
Mr. E.M. Hallinan
M.W. Kellogg Company
1616 H Street, N.W.
Washington, D.C. 20006
(202)393-4373

PRINCIPAL LINES OF BUSINESS:

International research, engr. & construction company which designs & builds petro-chemical & chemical process units fertilizer & power facilities & cement & minerals processings plants throughout the world, fabricating power piping & erection services to power industry

PARENT, SUBSIDIARIES OR SIMILAR ENTITIES:



NATIONAL COUNCIL FOR UNITED STATES-CHINA TRADE

MAILING LIST RECIPIENTS

CODE 1

OFFICIAL NATIONAL COUNCIL CONTACT:

MR. ~~JAMES A. PETRIE~~ Assistant to the President
M. W. KELLOGG COMPANY
711 THIRD AVENUE
NEW YORK, NY 10017

*retyped
3/22/77
gc*

ALTERNATE REPRESENTATIVES:

1. MR. R.A. Koehler

M.W. Kellogg Co.

1300 THREE Greenway Plaza East
10th Floor
Houston, Texas 77046

*deleted 10/21/76 to: HELMENVEIEN #2
NO LONGER EMPLOYEE OF M.W. KELLOGG
BY KELLOGG per letter 11/4/76. PC*

2. MR. W.M. BURYN

(same as above)

WASHINGTON, D.C. REPRESENTATIVE:

MR. EDWARD M. HALLINAN, VICE PRES.
GOVERNMENT RELATIONS
THE M. W. KELLOGG COMPANY
1616 H STREET, N.W.
WASHINGTON, D.C. 20006

REPRESENTATIVES OF SUBSIDIARIES OR AFFILIATES:

MAGAZINE RECIPIENTS, DOMESTIC AND FOREIGN: CODE NO. 9

MR. RAY WATERS
M. W. KELLOGG
1300 THREE GREENWAY PLAZA EAST
HOUSTON TX 77046

1/19/77
David K. Janet (on twice)
Manager of Construction
Liaison Team (Kellogg)
Peking Hotel - Room 1235
Peking
People's Republic of China
AIR MAIL



for your information

Pullman Kellogg

MARCH, 1977, Issue No. 135

Went to Free

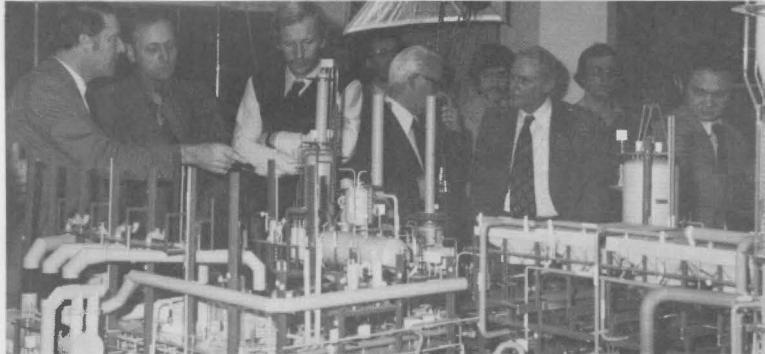
Pullman Reports

Good Year

See pages 4 and 5



Kellogg Continental Engineers Work on Syrian Ammonia Job



HERE IT IS: Kellogg Continental employees inspect a model of a 1000-metric-ton-a-day ammonia plant which is to be built at Homs, Syria. KIC has project management responsibilities. Viewing the model (left to right) are: Jo Kerkhoff, process; Fred Kippersluis, Middle East sales; Frank ten Hage, project management; Ben Huele, model shop; Jaap Frantzen, project management; Andre Ancher, piping; W. K. Hennink, planning and scheduling; Joost de Haer, piping; and Max van Duren Wata, electrical engineering.

Design and detailed engineering work continues in Kellogg Continental's Amsterdam headquarters on a 1000-metric-ton-a-day naphtha-fed ammonia project at Homs, Syria for Unichem, a Syrian state agency.

The ammonia plant will be the key unit of an agricultural chemical complex being built at Homs, Syria. The contract, awarded to Kellogg International Corporation in London, which has overall project management responsibilities, also calls for design and engineering of the ammonia plant, as well as of necessary utilities and offsites. KIC has completed analytical engineering on the project.

Amsterdam Personnel

Working on the detailed engineering at Kellogg Continental in Amsterdam are: Jaap Frantzen, project manager; Jolle Soet, project engineering manager; W. K. Hennink, head of planning and scheduling; Jo Kerkhoff, process; Frank ten Hage, project management; Max van Duren Wata, electrical; and Joost de Haer and Andre Ancher, piping; and Ben Huele, modeling.

Also, Harm Hofstra, piping job leader; Wout van de Berk, civil job engineer; Hans Ritseester, instrumentation job engineer; Hans Arendzen, vessels and exchangers job engineer; and Ad Koekkoek, schedule engineer.

Presstime Flash!

Paul Williams has been named managing director of Kellogg Continental. FYI will cover the move of this long-time member of the Pullman Kellogg group in an upcoming issue.

London

At KIC, Doug D'Albertson is senior project manager; John Dos Santos, process manager; A. M. "Tony" Hall, project engineering manager; and Bill Brown, adviser.

For this project, special coordination procedures were arranged among London, Amsterdam and Paris offices. Working on this coordination effort are Max Moerman, KC; Croft Register, KIC; and Yvonne Fernandez of Creusot-Loire Enterprises in Paris.

The project was awarded by Creusot-Loire Enterprises of France. Louis J. Cafiero of Kellogg France, who also is commercial vice president of KIC, handled the commercial details.

Hoffing to Latin American Operations, Nedelmann Heads Mid-Continent Sales

Edgar H. Hoffing has transferred to Latin American operations as a commercial vice president and Rolf C. Nedelmann has been named to succeed him as manager of mid-continent regional sales.

In yet another commercial move, A. J. "Jack" Stanley has transferred from project management to southwest sales, where he will report to Charles E. Scholer, commercial vice president.

Edgar H. Hoffing

Dr. Hoffing, who joined Pullman Kellogg in 1951 as a process engineer, moved into the commercial area in 1956, as sales representative for the Gulf Coast area. In 1968, he was named manager of mid-continent commercial operations, and, in 1973, was promoted to the post of commercial

Eastern U.S. Sales Moves

The eastern United States commercial operations of Pullman Kellogg are moving from New York City to Hackensack, New Jersey, headquarters of the company's 400-man Northeast Operations Center.

According to E. Newbold Black, IV, commercial vice president, the transfer of the offices will be completed April 4. He said three key commercial representatives will join him in the move to the new quarters on the fifth floor of the NOC headquarters building in Continental Plaza at Route 3 and Hackensack Avenue—Graham N. Griffiths, Alfred N. Holmberg, and Stanley D. Vehslage. Alice Maggiano, senior secretarial staff assistant, also will make the move, he said.

Mr. Black said the move "keeps our sales offices within easy commute to New York City clients, while obtaining closer proximity to those corporate headquarters in nearby states."

New York Office

The senior Pullman Kellogg official in the northeast, James A. Petrie, senior vice president and assistant to the president, will continue at the 711 Third Avenue, New York, office.

Commercial activities of the power piping and chimney operations of the company, as well as those relating to Pullman Kellogg's air quality control system, also will continue to function from the New York facility.

Kellogg International To Move To Wembley Centre In April



MOVING IN: Kellogg International Corporation will start moving home office and field construction personnel into its new office building in early April. The Pullman Kellogg Building is located in the Wembley Conference Centre complex, near London's West End. A portion of the Wembley Conference Centre building is shown in the right hand corner.

Kellogg International Corporation will begin the move of its home office and field construction personnel into the new Pullman Kellogg Building in Wembley Centre in April, combining four current London-area locations. The company is planning an immediate personnel increase of more than 25 percent at the new location.

Roger Guillet, president of Kellogg International Corporation, calls the signing of a long-term, 25-year lease on the facilities "a mammoth investment and commitment, which is the proof of our optimism for the future," and indicated the new London area facility will provide adequate space for "substantial future expansion," which is anticipated as KIC broadens its worldwide activities. Currently, Kellogg International Corporation is engaged in petroleum and petrochemical projects in 15 countries spanning the globe.

Mr. Guillet said the company

has reached "a stage of maturity in our business life which deserves, and has obtained, recognition. To continue our growth," he added, "we needed new premises . . . providing better and more efficient working conditions (which) would allow us to be increasingly successful."

He said the company has searched "for some time (and) our choice fell on a prestigious office block at Wembley, which is, at present, being completed to provide just what we want . . . modern lifts, air conditioning, the latest computerized telephone system, and large floors suitable for an engineering company."

Local Significance

In addition to benefits which will accrue to Kellogg International and its clients through coordinated activities at a single facility, the move of KIC's offices also should have a favorable impact on the local community near the Wembley center.

Pullman Kellogg Featured



CENTER SPREAD: A four-page, four-color photographic foldout appears in the center of Pullman Incorporated's 1976 annual report. This Mexican refinery, in which a fluid cracker of Kellogg's riser-cracker design, is the first photo featured.

(Continued on page 8)

Project Engineering Now Part of Contract Management

Project engineering management activities have been transferred to contract management in a move which John H. Keneffick, Jr., senior vice president of Western Hemisphere operations, says is intended to further "strengthen the project management function."

In a concurrent announcement, Matthew J. Wall, vice president of contract management, named Robert R. Bragman his assistant, and said his "primary responsibility initially will be to supervise closely the integration of the project engineering management function into the project management department."

The new structure will permit the project manager, who has responsibilities for overall control and organization of projects, to work more closely with and through his project engineering manager to develop and follow whatever engineering plan is needed to execute projects efficiently.

In carrying out his assignment, Robert Bragman will be responsible for developing and administering training programs designed to help project managers and project engineering managers become more aware of the increasingly complex and expanding scope of work on Kellogg projects.

Bob said such programs will keep project managers and project engineering managers abreast of the latest improvements and techniques.



Bragman

Robert R. Bragman transfers to his new position from project engineering, where he had been director since 1975. He joined the Kellogg organization in 1945 as an equipment engineer and held various mechanical and design engineering positions before moving to project management in 1965.

In 1972, he was named senior project manager, and in 1975, director of project engineering.

Bob graduated from the City College of New York, with a bachelor of chemical engineering degree. He belongs to the American Institute of Chemical Engineers and is a registered professional engineer in New York.

tive is expected to be completed in July.

Giant Roller Skate

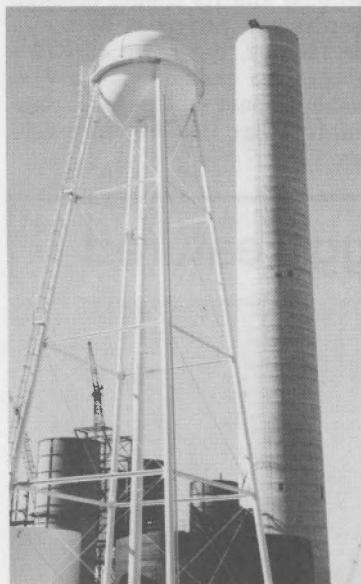
Constructing the chimney posed an unusual onsite problem. A water tower was located where the chimney now stands. It was relocated 500 yards away, by jacking the tower onto what William B. Rhodes, field construction supervisor, called a "giant roller skate," which was assembled from tractor tires.

Project Personnel

Kellogg's project manager on the project is Thomas G. Farber. Clark Shaw served as acting field construction supervisor for a brief period while Bill Rhodes was away from the site. Field accountant was Jim Martinez.

More in Arizona

Kellogg also is working on a 500-foot chimney, which also will contain two liners, at the Coronado Generating Station of the Salt River Project, located in St. Johns, Arizona, northeast of Phoenix. The company also is providing four Weir horizontal desulfurization modules for the site. Like the dual-lined chimney, they will serve Units #1 and #2, enabling the utility to meet stringent air quality control regulations.



CHIMNEY TOPPED: Pullman Kellogg's chimney group recently topped out this 385-foot-tall jump-formed concrete chimney at Cochise, Arizona, and currently is installing two steel liners inside the chimney. To erect the structure, the utility's water tower had to be moved in one piece a distance of approximately 500 yards.

Bergman, Marcin, Move to New Positions

Rudolph A. Bergman has been named director of project services, reporting to Matthew J. Wall, vice president of contract management, and Benjamin G. Marcin has been assigned to a special technical staff post, reporting to Robert R. Bragman, assistant to Mr. Wall.

Rudolph A. Bergman

Rudy Bergman moves into his new position from project management. In his new post, he will be responsible for project planning, cost services and re-graphics. Project services no longer oversees the data processing department.

(In a concurrent move, data processing will now report directly to Mr. Wall, who said the department will be separated from project services in order to facilitate the MIRP—Management Information Requirements Project—project now underway.)

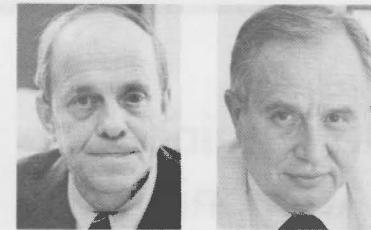
Rudy, who currently is marking his 35th year with Pullman Kellogg, has held various positions of increasing responsibility in mechanical engineering, estimating, design engineering, project engineering and project management. Mr. Wall said his strong background in estimating and project scheduling will play an important role in his new post.

Rudy holds a bachelor of mechanical engineering degree from Stevens Institute of

Technology, and is a registered professional engineer in the state of New York.



Bergman



Marcin

In his new position, Ben Marcin, who had been director of project services since 1974, will be working on an in-progress modular plant development program.

Ben joined Pullman Kellogg in 1947 as a draftsman. After serving in various design engineering positions, he was named assistant manager of design engineering in 1968.

In 1972, he was named assistant to the vice president of Western Hemisphere operations. A year later, he became assistant to the senior vice president of Western Hemisphere, Frank H. Shipman, Jr. Mr. Shipman now is executive vice president of worldwide engineering and construction.

Ben holds a bachelor of sanitary engineering degree from the University of Illinois and bachelor and master of civil engineering degrees from Carnegie Institute of Technology.

Welcome Back, Texan



BACK AT THE RANCH: J. Robert Taylor has returned to Pullman Kellogg's legal department in Houston after approximately two years at Kellogg International Corporation in London.

Award of Honor



SAFETY FIRST: C. Herman Powers (left), Pullman Kellogg resident construction manager, and James J. Kelly, manager of construction safety, display the National Constructors Association "Award of Honor" recently presented to Kellogg for excellence in construction safety in 1976. The award is given by NCA to members who compile safety records at least 25 percent better than the national average for the construction industry. It was originally accepted by Paul M. Weberling, vice president of construction, at NCA's recent annual meeting in Orlando, Florida.

Powelson Heading New Engineering Control Group

With the formation of an engineering control department within general engineering, Roy E. Powelson has been named head of the newly-formed group, reporting to Gunther P. Eschenbrenner, director of general engineering.

The engineering control group comprises principal job engineers and engineering administration personnel assigned to projects and proposals to coordinate work and maintain high work quality within the general engineering department.

Roy's most recent position was senior project engineering manager. He joined Pullman



Powelson

Paramount Picture



DISTINCTLY DISPLAYED: Eugene B. "Gene" Curcio, Pullman Kellogg commercial vice president and manager of Kellogg's Paramount, California power piping fabrication shop, displays new sign. The Paramount shop is currently fabricating nuclear and conventional power piping.

A Meeting of Procurement Minds

IN HOUSTON: Procurement department heads and supervisors from the worldwide Pullman Kellogg group of companies recently visited Houston. Clockwise from left are: Harry W. Hollingshead, vice president of procurement for Western Hemisphere operations; Robert R. Shea, senior project procurement manager in Houston; Paul Williams, who was recently named manager director of Kellogg Continental; Alfred A. Northacker, manager of procurement for Kellogg's Northeast Operations Center; R. Wayne Lynch, supervisor of procurement contract administration in Houston; Richard T. Arnott, senior project procurement manager in Houston; Pat B. Larkin, director of procurement for Kellogg Continental; Ronald E. Wonnell, manager of expediting, inspection and traffic in Houston; John M. McNamara, director of procurement for Kellogg International; and Ronald Schielke, manager of procurement administration for Western Hemisphere operations.

Kellogg International Sponsoring Young British Engineer Contest

As the energy crisis continues to be a major problem, skilled engineers who can attempt to alleviate the pressure continue to be in demand. Therefore, in Great Britain, Project Engineers and Technologists for Tomorrow (PETT), a government-industry-schools organization, was set up to inform students of opportunities in industry for professional engineers. J. Michael Wentworth, director of public relations and advertising for Kellogg International Corporation, is a member of the PETT committee.

Major UK industrial concerns co-sponsored the Young Engineer for Britain competition to encourage students to consider a professional engineering career. KIC is the only British-based engineering contractor to participate. Students from universities, technical colleges or other further education establishments, specifically between the ages of 16 and 19, were eligible.

Engineering Minds

Interested British students were required to submit a production of a mechanical apparatus, electronic or chemical equipment. The entry had to, in some way, benefit industrial production, have commercial potential, save waste, make better use of energy sources, or improve an existing mechanical, electrical or chemical process. Ideas could include devices to aid the disabled worker and devices or hardware of any kind which improve safety and comfort in the home, or are of use to society in general.

Entrants were allowed to obtain advice and material from outside sources but details of these must have been stated when projects were submitted for judging. This in no way implies that such assistance would have any bearing in the adjudication. It was only to comply with contest rules that

the project can be described honestly as the student's own work.

The Judging

The judging panel presently is reviewing entries and winners will be chosen this summer. The main points of judging criteria are originality, marketability, export potential, engineering skill, and general presentation of exhibit.

Kellogg Guests

Prizes will include a week-long trip for two winners to the United States via British Airway's Concorde jet. Their first stop will be Washington, D. C. where they will tour the city. As guests of KIC, they

will then fly to Houston to be hosted by Pullman Kellogg. They will tour the Lyndon B. Johnson Manned Space Center and Kellogg-engineered-and-constructed petroleum and petrochemical facilities. A 1,000 pound (approximately \$1,700) scholarship, 500 pounds (approx. \$860) worth of Decca radio and television equipment, and a Young Engineer for Britain trophy also will be awarded.

England's Prime Minister, James Callaghan, has endorsed the contest with the statement: "Those people that make things to make money will have the priority in this country—those who just spend it will have to take second place."

When Senules Joined Kellogg, Company Wasn't New to Him

Many Pullman Kellogg employees have the opportunity of visiting the company's foreign offices after they have worked in one office a while, but Edward Senules, associate vessel analytical engineer, visited the company's London and Houston offices before doing an hour's work for Pullman Kellogg.

Ed visited Houston in March of 1976 for a job interview, and, two months later, visited the Kellogg International Office as part of a five-week summer course conducted for 26 chemical engineering students from Georgia Institute of Technology and Iowa State University. The courses were held at University College, London. KIC has hosted tours of the London offices as part of the program for the past three years.

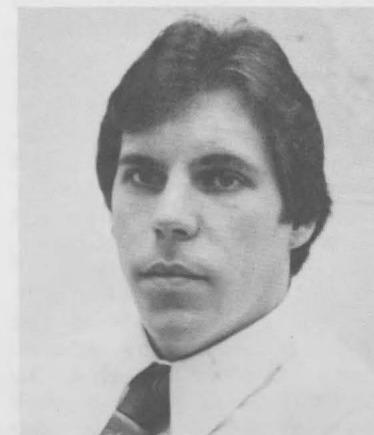
Prior to traveling to the United Kingdom for the summer course, Ed had accepted a job with Pullman Kellogg in Houston.

"Novel Experience"

J. Michael Wentworth, KIC's

director of advertising and public relations, said "it was quite a novel experience to be talking to a party of students . . . and hear one of them say he was shortly going to join Kellogg."

After his return to the United States, Ed received his bachelor of science degree in chemical engineering from Georgia Institute of Technology, and started work with Pullman Kellogg in September.



Senules

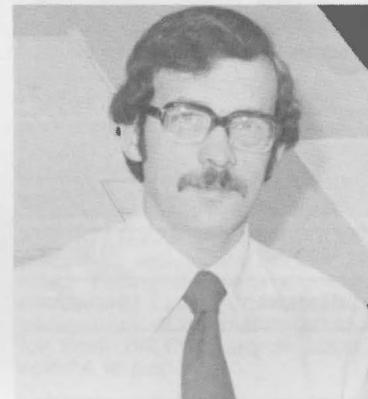
Canadian Kellogg Engineers On International Projects

Canadian Kellogg engineers and technicians now are at work on projects in the People's Republic of China, the Soviet Union, England, Mexico, Algeria and the United States, as well as in Canada. During the past two years, approximately 30 CK engineers have been on international assignments.

Walter Leitner, CK engineering manager, recently told Canadian government and industry officials that such international work does not represent a "brain drain." Our people are on these jobs on the basis of a contract between us and our client. We sell these individual services vigorously," he said, with the object "both reputation and revenue."

He stressed that "getting first class Canadian field professionals on the job in foreign countries is the best way of establishing a strong Canadian presence in the international market for engineering contracting. And, in the immediate future, that market offers excellent opportunities."

Mr. Leitner said that, while Canadian Kellogg's association with the international Pullman Kellogg organization "gives us an advantage in bringing foreign engineering contracts to Canada, we still have to win the contracts on our merits, one of which is a staff of Canadian engineers with solid and diversified international experience."



IN MEXICO: Keith Bailey, Canadian Kellogg piping designer, one of 30 CK engineers and technicians who have been on international assignments in the past two years, recently returned from 11 weeks on a job in Mexico.



OVERSEAS: George Hlousek, Canadian Kellogg senior designer, was recently at Kellogg International Corporation in London working on a liquefied petroleum gas facility for the Ministry of Oil of the Government of the State of Kuwait.

Kellogg Construction Team In Ireland Sets Record

Kellogg Construction Limited, an affiliate of Kellogg International Corporation, set a record for the heaviest single construction lift undertaken in Ireland with the recent erection of a 360-ton ammonia synthesis converter.

The lift, which took approximately an hour, was a major milestone in the construction of Nitrogen Eireann Teoranta's (N.E.T.) grassroots ammonia-urea complex at Marino Point in Cork Harbour, Ireland.

The complex, when completed in 1978, will be the largest fertilizer facility in Ireland and is among the first to incorporate a new ammonia primary reformer furnace developed by Heat Research Corporation, a Pullman Incorporated subsidiary.

The complex will comprise a 1350-metric-ton-a-day ammonia plant of Pullman Kellogg design, a 1000-metric-ton-a-day urea plant of Stamicarbon design and related offsite facilities.

Kellogg International has the overall contract for design, engineering, procurement and construction of the complex.

Kellogg Continental has the responsibility for the engineering and procurement of the urea plant with related offsites.



ON ITS WAY UP: A 360-ton ammonia synthesis converter is lifted onto its foundation at the construction site of the Nitrogen Eireann Teoranta ammonia-urea fertilizer complex at Marino Point in Cork Harbour, Ireland. The converter, which is part of a 1350-metric-ton-a-day ammonia plant of Pullman Kellogg design, was lifted by Kellogg Construction Limited, an affiliate of Kellogg International, who has the overall contract for design, engineering, procurement and construction of the fertilizer complex. Kellogg Continental of Amsterdam is responsible for the urea facility, which is of Stamicarbon design.

Kellogg Shines as Pullman Chalks

"With great pride . . . I am pleased to report that last year was the fourth best in your corporation's history. (This) success . . . and your management's confidence in the years ahead were reflected by your directors on October 20, when they raised your dividend rate by ten percent . . . the fourth dividend increase in as many years."

Those words, by Pullman Incorporated president, Samuel B. Casey, Jr., open a letter to Pullman shareholders which provides the keynote to the corporation's 1976 annual report, which was released early in March.

Mr. Casey said the "star performers last year were the people of our engineering and construction group of compa-

nies. They generated more than two-thirds of our more than \$2 billion in revenues, and most of our \$30 million in net income." He pointed out that "engineering and construction contracts made up 86 percent of our year-end business backlog of \$3.1 billion."

He acknowledged "transportation equipment . . . faced many difficulties last year, primarily because of the low order level of their cyclical business. Nevertheless," he commented, "they continued implementing plans for the future, with installation of new equipment in freight car manufacturing plants, improvement in management capabilities . . . additional truck trailer manufacturing capacity, and expanded or improved truck trailer sales

and service facilities. Further," he continued, "several new transportation equipment products were introduced."

Mr. Casey said Pullman's "leasing and financing businesses continued their strong performance, with record high pre-tax earnings, although net income from these operations . . . was reduced . . . because of lower investment tax credits."

Communications and Planning

Mr. Casey reminded stockholders of the company's communications efforts, citing "re-designed quarterly reports" containing newest corporate developments, and the continuance of "a modest advertising program."

He said current "strategic planning efforts . . . are increasingly affecting the future course of Pullman activity." He cited the "new high-pressure research development laboratory at Houston . . . the acquisition of a . . . producer of special heavy-duty trailers to broaden our product line for the trucking industry (and) closer coordination of various operating units as specific market needs dictate."

Management Changes

The letter cited "significant management changes" in 1976. These included the naming of Roger J. Kowalsky, a Pullman Kellogg alumnus, as vice president of finance to succeed Donald H. Larmee, who retired, and the election of D. James Staas as vice president and controller to succeed Roger Kowalsky.

John S. Burr, also previously with Pullman Kellogg, was named vice president and secretary, and Rosemary A. Mazon was elected vice president of corporate affairs.

In announcing these changes, Mr. Casey also told of the retirement of John T. Pirie from the Pullman Incorporated board of directors, on which he served for 11 years. He said Mr. Pirie's "counsel and sound business advice will be missed."

Future Growth

The Pullman president stressed that, "as 1977 begins, we are committed to future growth and continued development and refinement of our specific . . . skills and capability. As world population grows, as developing countries call on us for our technological answers to their problems . . . we are responding. Your corporation," he added, "has successfully carried the spirit of America's free market economic system around the world . . . We believe that healthy international trade stimulates international understanding, and, from understanding, all people, everywhere, will benefit."

"For the successes of last year, for continuing achievement . . . we owe much to the 29,000 Pullman people at work on your behalf, and to your board of directors whose guid-

ance and counsel are most appreciated. Together," he concluded his keynote letter, "we pledge our best efforts for you in 1977."

Pullman Kellogg

The opening letter is followed by a review of the activities of the various Pullman divisions. The first division covered is Pullman Kellogg.

A full-page photograph of Pullman Kellogg president,



PULLMAN MESSAGE: This photo of Samuel B. Casey, Jr., president and chief executive officer of Pullman Incorporated, appears with his keynote letter to shareholders in the corporation's recently-released 1976 annual report.

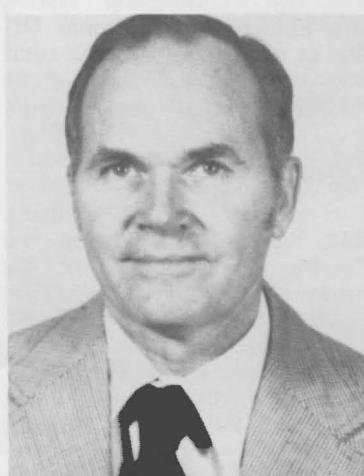
Colvin Named Swindell VP

M. Gordon Colvin has been named vice president of construction of the metals industries group of Pullman Swindell.

Mr. Colvin joined Swindell in 1971, moving from Pullman Kellogg, where he had served in various construction posts since 1954. Prior to his transfer to the sister-division, he was an assistant resident construction manager.

While with Kellogg, he worked on refinery, ammonia and other fertilizer projects in the United States, Canada, Mexico and Australia.

A native of Montreal, Canada, Mr. Colvin holds a bachelor of science degree in civil engineering from the University of Toronto. He is a registered member of the Association of Professional Engineers of Ontario.



Colvin

Clark P. Lattin, Jr., in the foreground of the recently-completed Louisiana olefins plant for Shell Oil Company, precedes the division report.

Following is the text of the corporation's review of Pullman Kellogg:

"Pullman Kellogg reached new revenue and profit records in its 75th anniversary year and ended 1976 with a backlog matching the previous year's record volume. Increased corporate planning and management training enabled improvement in the utilization of manpower and funds.

Major Contributions

"Projects for hydrocarbon processing plants to produce fuels, petrochemicals and related plastics made major contributions to the division's excellent performance and income. They included new contracts for both refinery and petrochemical projects in the United States, completion of a petrochemical complex in Venezuela, startup of a grassroots refinery in the Middle East, and refinery expansions completed in both Texas and Mexico. Refinery engineering work continued in Nigeria, Mauritania, and Saudi Arabia; and Kellogg won new contracts in Australia and France for Orthoflow® fluid catalytic cracking units, which increase gasoline yields from crude. The division won a contract to engineer the world's largest ethylene plant on the Gulf Coast and began construction of a polypropylene plant in Louisiana.

Fertilizer

"In the nitrogenous fertilizer field, where Pullman Kellogg technology continues to lead, the division announced contracts for plants in the United States, Brazil, India, and Sri Lanka, as well as design and engineering for five additional ammonia plants in the Soviet Union and project management for an ammonia-urea complex in Indonesia. In the People's Republic of China, four ammonia-urea complexes were mechanically completed and in startup operation at the year-end. Another four were under construction and scheduled for completion in 1977. Fertilizer processing facilities in both Spain and Canada also started operations.

Energy

"Involved in the search for new and changing energy resources throughout the world, Kellogg was engaged in a variety of major gas-processing projects. They included completion of a substitute natural gas (SNG) plant near Chicago; completion of engineering for a liquefied natural gas (LNG) receiving terminal in Maryland; and start of engineering for an LNG project in Algeria; plus the beginning of construction for a liquefied petroleum gas (LPG) extraction plant in Kuwait.

Power

"Chimney construction de-

Pullman Incorporated and Consolidated Subsidiaries

Year ended December 31	1976	1975
Revenues	\$2,085,338,000	\$2,017,390,000
Net Income	30,309,000	39,350,000
Net income per share	2.77	3.61
Dividends per share	1.23	1.16%
Average common shares outstanding	10,923,699	10,902,388
Orders received	2,015,970,000	1,848,740,000

At December 31

	3,108,732,000	3,162,033,000
Backlog	31.17	29.64
Book value per share	29,000	26,300
Number of employees	16,183	16,187
Number of freight cars in Pullman Leasing Company fleet	10,891	9,710

HIGH HIGHLIGHTS: Financial highlights of 1976 as they appear in the recently-printed Pullman Incorporated annual report. In an opening letter to shareholders, Samuel B. Casey, Jr., president of Pullman, said "star performers (were) our engineering and construction group, (generating) more than two-thirds of our more than \$2 billion in revenues, and most of our \$30 million in net income." He said "engineering and construction contracts made up 86 percent of our year-end business backlog of \$3.1 billion."

John Diesel Named To Pullman Board

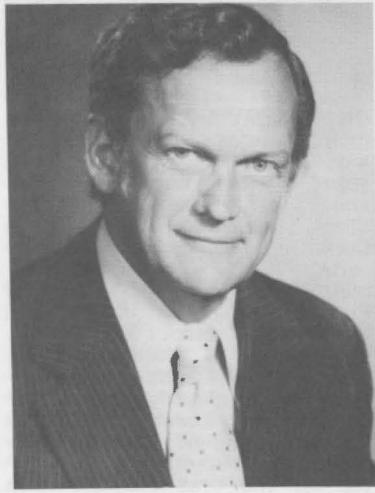
John P. Diesel, executive vice president of Tenneco, Inc., has been elected to the board of directors of Pullman Incorporated.

In making the announcement, Samuel B. Casey, Jr., Pullman's

president and chief executive officer, said "we are fortunate to gain the counsel and leadership of a director with such a rich and varied business experience." Mr. Diesel also is a director of Fansteel, Inc.; Virginia Bankshares, Inc.; and Tenneco.

Mr. Diesel became executive vice president of Tenneco in 1976, after four years as president of Newport News Shipbuilding & Dry Dock Company, a Tenneco subsidiary. He also had been chief executive officer of Newport News since 1973, and chairman of its board of directors in 1976. He still is chairman. He previously held a variety of executive positions in other companies.

The new Pullman Incorporated director holds a bachelor of science degree in industrial engineering from Washington University.



Diesel



Up Fourth Best Year in History

clined, partly because of a trend toward smaller chimneys used in conjunction with SO₂ removal systems. This has created chimney-liner corrosion problems. As a solution, Kellogg introduced and sold new corrosion-resistant coating for liners. Environmental legislation developments indicate future growth in use of sophisticated methods such as Kellogg's air quality control system, which employs patented chemical processes and scrubbing technology. Two utilities ordered Kellogg systems in 1976.

Record Backlog

"Sales to power companies boosted power piping fabrication to a year-end backlog which is the largest in the company's history and more than offset a drop in chimney sales. Most significant were new power piping fabrication orders for a total of seven nuclear plants. An Ohio utility awarded Pullman Kellogg a contract for nuclear piping erection work, and a postponed power piping fabricating contract for a nuclear plant was reinstated by a major power company in the Southeast. Also, fabricated piping was sold and delivered to fossil fueled power plants and process plants in the United States and abroad.

Expansion

"Pullman Kellogg opened new offices in Los Angeles, Abu Dhabi, and Jakarta to increase market penetration. A 25-year lease was signed for a new building that will consolidate

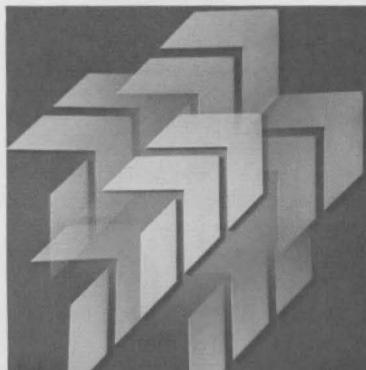
Up, Up Away!



NICE IN NITRIC: This nitric acid plant photo, shot by FYI directly from the center spread of the 1976 annual report, is part of Agrico's massive agricultural chemical complex built in Oklahoma by Pullman Kellogg.

four London offices in 1977, and will be named the Pullman Kellogg Building.

"In 1976, the new Pullman Kellogg research and development center in Houston completed its first year of opera-



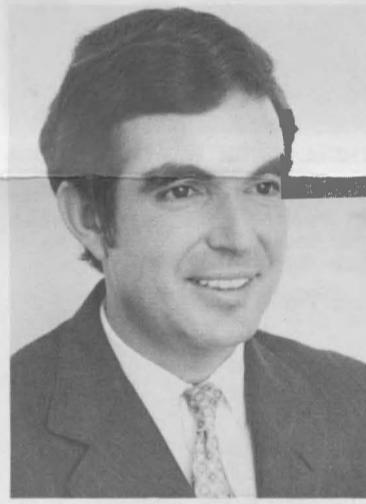
SYMBOLIC SIGN: The Pullman Incorporated symbol is printed in gold on the cover of the corporation's 1976 annual report, which records Pullman's fourth best year ever.

tion. Primarily, efforts were directed toward improving the technologies of steam-reforming, ammonia synthesis, fluid catalytic cracking, sulfur dioxide removal from stack gases, and catalyst evaluations, with heavy emphasis on energy conservation and pollution abatement. The center's major contribution to 1976 business results was participation in the sale of the first scrubber system to a major generating plant. Another indication of success was the start of an expansion program which includes a high pressure laboratory where work will be done on processes operating under pressures in the range of 1000 pounds per square inch."

Copies of the annual report are available upon request from the advertising and public relations department.

Roger Kowalsky Named to Pullman Leasing Board

Roger J. Kowalsky, vice president of finance for Pullman



Kowalsky

Incorporated, has been elected to the board of directors of Pullman Leasing Company.

Mr. Kowalsky, who joined the Pullman organization as vice president of finance of Kellogg International Corporation in London in 1969, transferred to Pullman Kellogg in 1970 as director of Western Hemisphere financial operations. He became vice president of Western Hemisphere financial operations in 1972, and vice president of Western Hemisphere administration and finance in 1973.

He moved to Pullman Incorporated in 1973 as controller, and became vice president of finance in 1976.

Arthur Kelly Named Venture Manager

Arthur W. Kelly has been named venture manager, reporting to John J. McKenna, vice president of venture and commercial operations.

In announcing the appointment, John McKenna said Art will be responsible "for the identification, pursuit and consummation of diversification opportunities for the Pullman Kellogg group of companies."

Art joined Kellogg in 1956 as a process engineer, and has held various posts including supervisor of chemical engineering development, manager of computer applications and head of information systems. In 1973, Art transferred to Pullman Incorporated as director of Pullman's computer services operation.

After rejoining Kellogg in 1976, he became executive assistant to Frank H. Shipman, Jr., executive vice president of worldwide engineering and construction, a position he held prior to becoming venture manager.

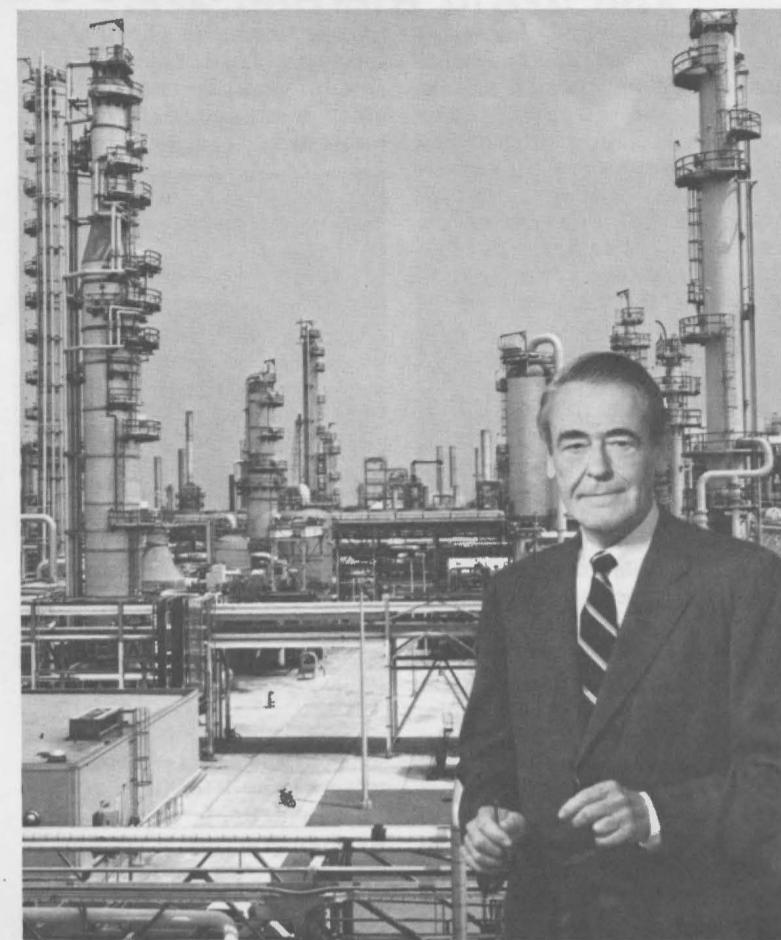
Art graduated from Poly-

technic Institute of Brooklyn, New York, with a bachelor of chemical engineering degree, and holds a master of chemical engineering degree from New York University.

He is a registered professional engineer in Texas and New York, and a member of the American Institute of Chemical Engineers and American Chemical Society.



Kelly



KEY KELLOGG CONTRIBUTIONS: Pullman Kellogg is the first division discussed individually in the 1976 annual report of Pullman Incorporated. Facing the page discussing the division's activity is this photo of Clark P. Lattin, Jr., president of Pullman Kellogg, shown against a background of an olefins plant engineered and constructed by Kellogg for Shell Oil Company in Louisiana. The olefins facility is one of the world's largest.

Hannah Moves to Pullman, Klein Heads NOC Personnel

Robert D. Hannah has been appointed manager of corporate personnel for Pullman Incorporated in Chicago, moving to the post from his most recent position as supervisor of personnel for Pullman Kellogg's Northeast Operations Center (NOC) in Hackensack, N.J.

Donald R. Klein has replaced Bob as supervisor of personnel at NOC. Don was a senior personnel representative at NOC prior to the move.

Robert D. Hannah

Bob Hannah joined Kellogg in 1974 in Hackensack as a senior personnel representative, bringing ten years of personnel administration experience

to the post. He was named supervisor of NOC personnel in 1975. Bob was a senior personnel recruiter for Amtrak in Washington, D.C. before joining Kellogg.

He received a bachelor of arts degree in sociology from Allegheny College.

Donald R. Klein

Don Klein, NOC's new personnel supervisor, joined the company as a senior personnel representative in 1975. He came to Kellogg after 13 years as an administrator for Columbia University—including six years as dean of students in the Engineering School.

Don holds a bachelor of arts degree in English from Brown University.



PULLING FOR EACH OTHER: Congratulating each other are Robert D. Hannah (left), who moves to Pullman Incorporated in Chicago as manager of corporate personnel, and Donald R. Klein, who replaces Bob as supervisor of personnel at Pullman Kellogg's Northeast Operations Center in Hackensack, N.J.

Just Passed Their Tricentennial

While the United States begins its third centennial, nine Pullman Kellogg employees at Houston headquarters have passed a combined total of 315 years of engineering experience. Seven now are in contract management positions; one in process engineering; and one in operating.

During the first quarter of 1977, Rudolph A. Bergman, director of project services; Joseph D. Yanak and Nelson W. Lewis, senior project managers; Victor P. Weidner, Jr., Edgar D. Stowell and David Kaess, Jr., project managers; Henry W. Sterbenz, project engineering manager; Martin R. Smith, assistant to the director of process engineering; and John M. Rafalski, operating adviser, each celebrated his 35th anniversary with the company.

World at War

When they were hired, many historic events were occurring. The world was struggling to emerge from a severe depression, while becoming engulfed in a second world war. Eligible manpower was being called into the armed forces or into industries which were critical to the success of the war effort.

Kellogg turned its efforts towards the engineering and construction of refineries and petrochemical plants to provide the fuel and materials needed for the long siege.

During this critical period, Rudy Bergman joined as an estimator after graduating from Stevens Institute of Technology with a bachelor of mechanical engineering degree.

Martin Smith joined Kellogg after receiving his master of

science degree in chemical engineering from Massachusetts Institute of Technology. The other seven joined from other companies.



NEW RECRUIT: Rudolph A. Bergman, director of project services, as he appeared when he joined Pullman Kellogg as an equipment estimator in 1942 after graduating from Stevens Institute of Technology in New Jersey.

Nels Lewis and Joe Yanak came to Kellogg as a direct result of the misfortunes of war. They had been working for Barber Asphalt Company in New Jersey. The company owned a 10,000-barrel-a-day refinery and two tankers.

Torpedoed

After one tanker was damaged and the other sunk by a torpedo from a German submarine, the company closed. Joe and Nels joined Kellogg a week apart in January; Joe went into operating, and Nels, into mechanical engineering.

Ed Stowell had been working as a chemical analyst. He left because the "work was not challenging enough," and joined Kellogg in February as a junior engineer in mechanical engineering.

Vic Weidner, Dave Kaess and

Henry Sterbenz also had jobs which did not satisfy them. Vic came in January; Henry and Dave, in March. All joined as draftsmen.

John Rafalski joined in January as an operator, and has remained in operating ever since.

Rudy Bergman

After joining Kellogg, Rudy's career ventured into several areas of engineering and management. From estimating, he moved into administration, design, project engineering, and project management.

In project management, Rudy has worked on ammonia, liquefied natural gas (LNG), refinery and petrochemical projects throughout the world. He recently has been named to director of project services. He is a registered professional engineer in New York.

Joe Yanak

When Barber Asphalt went out of business, Joe joined Kellogg as an operator and since has held jobs as engineer, refinery operator, flow sheet engineer, assistant project manager, project manager, and senior project manager.

Joe is a member AICHE, Sigma Xi, The Scientific Research Society of North America; and is a registered professional engineer in New York, Louisiana and Texas.

Nels Lewis

Finding himself in the same boat as Joe Yanak, Nels joined Kellogg and was assigned to mechanical engineering. From there, he worked in operating, process and project engineering, operations administration and project management.

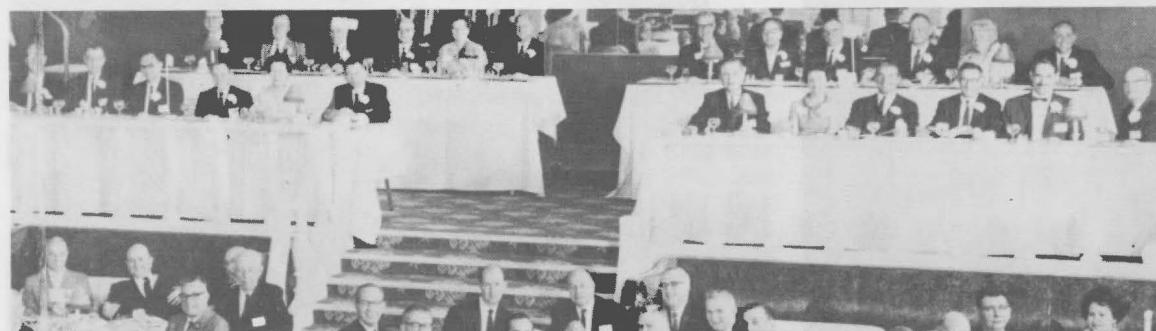
He is a member of AICHE and is a registered professional engineer in New York and Texas.

Ed Stowell

Ed has held positions in mechanical, project, and process engineering, and in project management. As a project manager, he has worked on major petrochemical and refinery projects in the United States, Far East, Canada and Brazil. He now is working on a domestic refinery project. He is a member of the AICHE and is a registered professional engineer in New York



BACK AT KWINANA: Project manager Victor P. Weidner Jr. says his most enjoyable assignment with Kellogg was at Kwinana, Australia where he spent two years in the mid-fifties as a field engineer on a 12,500 barrel-a-stream-day refinery for BP Australia Proprietary Limited. Standing in front is M. P. Mourning, operator, and behind him are H. W. Williams, steel superintendent; Vic Weidner, and A. H. Weder, mechanical superintendent.



BEING INDUCTED: This elaborate setting is not for any induction into the armed forces. This picture was taken in 1967 at Hotel Pierre in New York City at the 16th annual quarter century club dinner. Among those joining the quarter century club at that time, and seated at the four head tables are Joseph D. Yanak, senior project manager; Edgar D. Stowell, project manager; Victor P. Weidner, Jr., project manager; Nelson W. Lewis, senior project manager; David Kaess, Jr., project manager; Rudolph A. Bergman, director of project services; Henry W. Sterbenz, project engineering manager; and Martin R. Smith, assistant to the director of process engineering, who are currently celebrating their 35th anniversaries with Kellogg. John M. Rafalski, operating adviser, was away on assignment in Japan.



IT'S RIGHT THERE: David Kaess, Jr., project manager, shows Vincent L. Surdi, assistant to the director of general engineering, some detailed design work on a model Kellogg used to engineer a project. The picture was taken in 1957 when Dave was section engineer for the plant layout group. Dave held that position from 1957 to 1968.



THOSE DAYS: When this picture was taken in 1944, Ed Stowell was working as an engineer in the mechanical engineering group, then located at 225 Broadway in New York.

and Texas.

Vic Weidner

From draftsman in mechanical engineering, Vic worked his way up through positions in production, design and process engineering; operations administration; financial; project engineering and project management.

He has worked on ammonia, olefins, and refinery projects in the United States, Venezuela and Australia. Currently, he is a project manager on a liquefied natural gas project for Sonatrach, the Algerian petrochemical and natural gas company.

Dave Kaess

After Dave joined Kellogg as a draftsman, he moved into various positions in mechanical, production, design and project

engineering. He was named project manager in 1976.

He is a member of Sigma Xi, The Scientific Society of North America.

Henry Sterbenz

Henry has held various positions in mechanical, design, project engineering; and project engineering management.

He is a member of the National Society of Professional Engineers and Texas Society of Professional Engineers. He is a registered professional engineer in New York and Texas.



Sterbenz

Smith

Martin Smith

Martin joined Kellogg after he received his master's degree from Massachusetts Institute of Technology. He started as an engineer in research and has worked in various posts in process design and development and process engineering. He was named assistant to the director of process engineering in 1973.

He belongs to the American Institute of Chemical Engineers (AICHE); Sigma Xi, The Scientific Research Society of North America; and American Chemical Society. He is a registered professional engineer in New York.

(Continued on page 7)



35-YEAR ANNIVERSARIES: During the first quarter of 1977, seven men from contract management celebrated their 35-year anniversaries with Pullman Kellogg. They are (left to right): Nelson W. Lewis, senior project manager; Rudolph A. Bergman, director of project services; Victor P. Weidner, Jr., project manager; Matthew J. Wall, vice president of contract management who did not celebrate his 35-year anniversary with the seven employees; Joseph D. Yanak, senior project manager; David Kaess, Jr., project manager; and Edgar D. Stowell, project manager. Not pictured is Henry W. Sterbenz, project engineering manager.

On Track for Sonatrach



WELL, IT WAS ABOUT THIS BIG: William M. Malone, assistant to the director of general engineering, shows part of a model of a one-billion-standard-cubic-foot-a-day liquefied natural gas facility to be constructed in Algeria for Sonatrach, Algeria's petrochemical agency, to Muhammed Fayed, Pullman Kellogg process engineer, and Dr. Bakr Khoshaim, newly-named dean of engineering of the University of Riyadh, Saudi Arabia. Dr. Khoshaim visited Kellogg as part of a North American tour.

Tricentennial

(Continued from page 6) tered professional engineer in New York and Texas.

John Rafalski

John joined Kellogg as an operator. His career with the company has been mainly with refinery operating, on assignments in the United States, England, the U.S.S.R., Canada and various countries in Europe and South America. He was named operating adviser in 1975 and is currently working in the Republic of Korea on an ammonia plant.

Memories

FYI asked these men which experiences they have had with Kellogg that were the most en-



IN ARGENTINA: Joseph D. Yanak, senior project manager, was working as an operator in 1951 on a toluene unit in Argentina.



A WARM CHEER: Henry Georgs, (left), manager of technical services, congratulates John M. Rafalski, operating adviser, for his 35 years with Pullman Kellogg. John joined Kellogg in 1942 as an operator.

"Good Guys" Get Recognized

In February, Barbara Brasseaux, Pullman Kellogg's manager of services, was honored as one of Houston's outstanding women. A luncheon, sponsored by the YWCA, was held at the Hyatt Regency. More than 400 people were present as 150 women were honored by their respective companies.

David L. Bartlett, director of personnel and facilities, nominated Barbara for the award. Dave, Barbara's first boss at Kellogg, says she has "certainly progressed rapidly and substantially" in her six and a half years with the company. She is evidence that someone who does a good job has a chance for advancement, he says, adding—"She is really a good guy."

"Dave Bartlett is super. I was very flattered by the nomination," Barbara says. "I really appreciate it."

careers with Kellogg. They commented that projects have become larger and more sophisticated with an increased reliance on computers.

More Complex

Joe said "its more complicated." Ed commented that "plant design and engineering are more complex because technology continues to advance."

Yet, changes in technology and methods are not the only things which have changed at Kellogg. To Dave and Nels, the company has become more sociable since its move to Houston.

"I think the move made it a more social company. It created new friendships and a friendly atmosphere. It's nice," Dave said.

Nels pointed out that "people are more concentrated geographically in Houston than in New York. There is more social life between Kellogg employees in Houston."

Henry said that, "with the expanded work force and new surroundings in Houston, opportunities for further personal growth and development are ever present."

"After being here for 35 years, it is obvious I think Kellogg has been good to me. I enjoy the people, and I enjoy the way the company is run," Rudy said.

Vic Weidner said "Kellogg has always been a good company. It treats its employees fair and well."

For Ed, he's "thoroughly enjoyed it. I can't think of any other work I would have preferred."

To Dave and Henry, time flew by. Dave said, "You never dream you will make 35 years. You wonder, 'How could a guy be here so long?' The years just creep up on you, and then you're there."

What's Your Problem? Ask Barbara Brasseaux

In an office overlooking Houston's spacious Greenway Plaza, the blinds are drawn back to let in the full sunlight. The office decor hints to the fact that the executive who sits behind the desk is a female. Barbara Brasseaux is the female who occupies that seat and she seems quite at home in it.

The phone rings. Someone reports a problem in one of the men's facilities. Barbara makes a call to get the matter taken care of as soon as possible. The phone rings again. The painters scheduled for the 16th floor have not arrived yet. And so it goes. With a confident air and a smile, Barbara, manager of services, answers complaints and channels them to the proper department for fast service.

"What I like most about this job is the challenge," Barbara says. "When problems arise, I enjoy being able to solve them."

Barbara joined Pullman Kellogg in 1970 as a personnel department secretary to David L. Bartlett, now director of personnel and facilities. She was promoted to executive secretary and, in 1973, she moved to fill a position in purchasing—a move which Barbara says was the turning point in her career. She was promoted to supervisor of facilities under Gerald E. Donovan in 1974 and became manager of services in 1975, when Mr. Donovan was named director of real estate.



Brasseaux

Barbara, who says she expected always to be a secretary, is now in charge of the mail room, Telex, telephones, maintenance, travel, purchasing and remodeling. She says that being familiar with Kellogg through experience in various departments has been a great asset. She regrets, however, not knowing more about engineering, but adds: "You never quit learning in this job."

Barbara says the making of an executive requires hard work, applying oneself, learning and stick-to-itiveness. She calls herself tough and independent, athletic and outdoorsy. She is an avid camping buff. She also enjoys quilting and shows off with pride the blue ribbon she won for a quilt she entered in Kellogg's arts and crafts show last year.

Swing to Spring

The third annual company-sponsored picnic, Kellogg's Spring Thing '77, is scheduled for Saturday, April 30. As in the past two years, it will be held at Camp Manison, near Friendswood, Texas.

There will be numerous activities for both young

and old, including softball and volleyball, horseback riding, and midway rides, as well as barbecue and refreshments for all. Further details will be announced at a later date.

FYI will cover the event in a future issue.

Ten-Gallon-Per-Day Salute



GOIN' TO THE RODEO: March was rodeo time in Houston and many Pullman Kellogg employees commemorated it by wearing western fashions. Some of those participating were (left to right): John P. Hunt, senior specifications engineer; Jo Rae Di Menno, analytical engineering clerk; Milo J. Valencic, Jr., heat exchanger technician; E. J. "Zaz" Lemieux, manager of analytical engineering; Suzanne Cox, specifications technician; and Charles S. Ford, senior specifications engineer.

Hoffing, Nedelmann

Hoffing



Nedelmann

(Continued from page 1)
1972, he served in a liaison capacity between Kellogg and Didier-Kellogg, a former joint venture company in Essen, Germany.

The Essen-born executive returned to the United States as a mid-continent sales representative in 1972. He became a senior sales representative in 1975, the post he held prior to his promotion to manager of mid-continent regional sales.

Rolf holds a degree in business administration from the business school of Bochum, in the German Federal Republic.

A. J. "Jack" Stanley
Jack Stanley joined Pullman Kellogg's project management group in 1975, bringing 11 years of project and process engineering experience to his post. Before his transfer to southwest sales, he was project manager on a polypropylene project for Shell Oil Company.

A registered professional engineer in New Jersey and Virginia, Jack holds a bachelor of science degree in chemical engineering from North Carolina State University. He is a member of the American Institute of Chemical Engineers.



SALES TALK: Charles E. Scholer, commercial vice president of southwest sales, discusses commercial operations with A. J. "Jack" Stanley, sales representative, who transferred into the southwest sales group from project management.

Costello Retires — Iberia Bound

TIMELY GIFT: Robert B. Costello (center) receives an electronic clock from Fred D. Paleologo, Quarter Century Club president, of general engineering, as Paul M. Weberling (right), vice president of construction, looks on. Bob Costello retires from the construction staff after 28 years of service with Pullman Kellogg and Pullman Incorporated. Bob, who now lives in Portugal, served the company in many foreign posts including Tehran, Moscow, and Peking.

For Your Information

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Crowley and Wickert Had Designs on Kellogg

CONGRATULATIONS! John B. Dwyer, vice president of engineering, is flanked by Joseph A. Crowley, (left), manager of the design department, and Charles H. Wickert, senior design supervisor. Joe celebrated his 40th anniversary with Kellogg in December. Charlie marked his 30th the same month.

Joseph A. Crowley joined The M. W. Kellogg Company in 1936 as an office boy. Ten years later, a young draftsman by the name of Charles H. Wickert joined the company's production engineering department as a draftsman, working closely with Joe, who, by that time, had risen through drafting positions to the post of design engineer.

Last December, Joe marked his 40th year with the company, as manager of the design department. Concurrently, Charlie, now senior design supervisor, marked his 30th year.

Joseph A. Crowley

Two years after Joe Crowley joined the company, he became a tracer of drawings; then, a draftsman. He progressed steadily through posts of designer, job leader, section supervisor; manager of methods and procedures, manager of systems, and manager of administrative engineering.

In 1965, he transferred from New York to Syosset, Long Island, where he established and headed up a design engineering office to handle an in-

creased petrochemical workload. When that office was closed, and its operations incorporated into the New York City headquarters, Joe returned to Manhattan as assistant to the vice president of contract operations, one of two special executive assistant roles he was assigned during his 40-year career.

With the move from New York City to Houston, Joe joined an advance cadre to establish the new headquarters, with the assignment of setting up the design department, which he was named to manage.

Of his 40 years, Joe says he has "always been in the middle of stuff. I've enjoyed it, and especially enjoy handling people."

Charles H. Wickert

During his 30 years, Charlie Wickert moved through draftsman and designer posts, attaining job leader position in 1955. After the company's headquarters move to Houston, he became plant layout coordinator and, later, piping design supervisor. He was named senior design supervisor in 1975.

Service Awards**MARCH****Pullman Kellogg—E&C Project Management**

David Kaess, Jr. 35 years

Henry W. Sterbenz 35 years

Research & Development

Robert A. Schreiber 20 years

A. Glenn Sliger 20 years

Design

Johan S. Christensen 15 years

Lewis M. Duncan, Jr. 5 years

Andrew Fleming 5 years

Western Hemisphere Sales

Rolf C. Nedelmann 15 years

Mechanical Engineering—NOC

Siegfried Gils 10 years

Personnel

David L. Bartlett 10 years

Civil-Mechanical

Vince Hartley, Jr. 5 years

Project Engineering

Toni J. Hughs 5 years

Power Piping—Chimney Williamsport Purchasing

Robert N. Babcock 30 years

Manufacturing Engineering

John H. Johns 15 years

Shop

Ralph W. Flick 10 years

Harold E. Schultz 10 years

Charles W. Keller, Jr. 5 years

Chimney Warehouse

Calvin G. Greiner 5 years

New York Power Piping Sales

Olga C. Grannis 25 years

Kellogg International Construction—Field

Leslie J. Smith 10 years

Project Engineering

Stuart P. Watson 5 years

Heat Research Corporation Administration—New York

Robert G. Bucholz 5 years

Editor's note: Recent service awards listings, as received by this department, were incomplete, unfortunately resulting in the omission of several employees. These include: Alfredo

A. Cardoso and Luis F. Lanca, of field construction, who completed 15 years of service in January and December, respectively; and Joseph S. Cordaro,

of Northeast Operations Center's pipe design department, who completed five years of service earlier this year.

Inquiring Photographer

QUESTION: Do you think life exists in other parts of the universe?

Johnnie M. Linscombe—proposals, Houston, Texas.

"Well, what makes you think life exists here? But seriously, I believe life exists elsewhere. It would be awfully egotistical of us to think we are the only ones that exist."

Robert J. Shields—process sheet writer, Paramount, California.

"Oh, sure it does. There are more than 200 million plants in the universe, and two million of these have atmospheres like ours. I definitely believe life exists in other parts of the universe."

Elizabeth "Liz" Rassweiler—financial, Toronto, Ontario.

"There has been no evidence to date to substantiate that life, as we know it, exists in other parts of the universe. I don't believe life exists in other places."

Wayne Hall—electrical design, Hackensack, New Jersey.

"I won't rule out the possibility that life exists on other planets. However, I would rather deal with more natural things that are closer to myself than thinking about things I'm not positive about."

Mark C. August, Jr.—reproduction, Houston, Texas.

"Yes I do. I find it hard to believe that out of all the planets in this universe, only one sustains life. We have only partially explored our solar system and it seems premature to conclude that no other life exists."

Lynda R. Gavaghan—receptionist, Paramount, California.

"Why not? I really do believe that life exists elsewhere. I read everything I can about it. The universe is too big for just one planet to have life on it."

JUN 07 1977



Pullman Kellogg

Division of Pullman Incorporated

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Walter M. Buryn
Vice President
Far East Operations
(713) 960-2035

June 3, 1977

The National Council for United States-China Trade
1050 Seventeenth Street, N.W.
Washington, D.C. 20036

ATTENTION: Secretary to Christopher H. Phillips

This is to confirm advise that I will be attending the Annual Membership Meeting scheduled for June 16, 1977 at the Madison Hotel in Washington, D.C. Enclosed is a check in the amount of \$50.00 requested by your office.

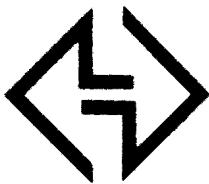
Very truly yours,

A handwritten signature of "W.M. Buryn" in black ink. To the right of the signature, there are handwritten initials "d" and "pr".

WMB/jw
Attachment



World headquarters for M.W. Kellogg
technology and services



美中贸易全国委员会

The National Council for United States-China Trade

1050 Seventeenth Street, N.W., Washington, D.C. 20036 Cables: USCHINTRAD Telephone (202) 331-0290
659-7681

October 4, 1977

Mr. Joseph D. Yanak
Pullman Kellogg, Div. of Pullman
Incorporated
200 S. Michigan Avenue
Chicago, Illinois 60604

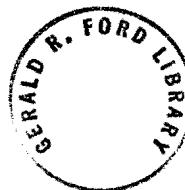
Dear Mr. Yanak,

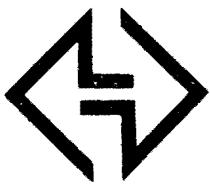
In the September issue of For Your Information, the Pullman Kellogg company newsletter, a review appeared of your speech on technology transfer which was presented at the Second Pacific Chemical Engineering Conference. We would like very much to obtain a copy of the speech, if possible; we are planning a conference on technology transfer to the People's Republic of China for next spring and at present striving to collect all relevant documentation. Pullman Kellogg's contribution to developing countries in the realm of technology has been very great, and we are especially interested in your reflections and those of other company officers on the transfer process.

In addition to your paper, if you are aware of other company literature on Pullman's projects in China to which we may have access, we would be very grateful to receive them.

Yours,

Edith Terry
Edith Terry
Research





美中贸易全国委员会

The National Council for United States-China Trade

1050 Seventeenth Street, N.W., Washington, D.C. 20036 Cables: USCHINTRAD Telephone (202) 331-0290
659-7681

January 9, 1978

TO: Robert W. Scott, Chairman
Petroleum Committee
Gulf Publishing Company
Box 2608
Houston, TX 77001

FROM: ERIC KALKHURST'S OFFICE

The following would like to be added to the membership roles of your committee. Please contact him as to any pertinent information that would be useful to him as a new member.

Mr. James A. Petrie
Senior Vice President
Pullman Kellogg
711 Third Avenue
New York, New York 10017

cc: Mr. Petrie



Pullman Kellogg

711 Third Avenue
New York, New York 10017
Telephone (212) 697-5200
Telex 126696
Cable Monologg New York

January 5, 1978

James A. Petrie
Senior Vice President

JAN 9 1978
EK

Mr. Eric T. Kalkhurst, Director
Business Advisory Service
National Council for U.S.-China Trade
1050 - 17th Street, N.W.
Washington, D.C. 20036

Dear Mr. Kalkhurst:

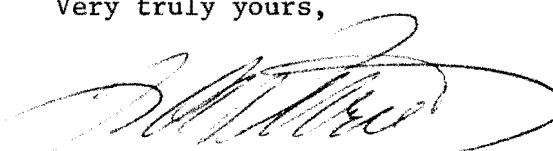
As one of the original member companies of the National Council for U.S.-China Trade we, as you know, maintain an active interest in the People's Republic of China and in the work of the Council. At the time that the Council organized the various committees representing different interests of its members we, because of our diversification, did not seek to identify ourselves with any particular group. While our current contracts in the PRC are in the ammonia-fertilizer field we as a company are also active in petroleum, petrochemical and chemical plant design engineering and construction.

The Petroleum Committee of the National Council appears to have the broadest coverage as related to the Pullman Kellogg activities and accordingly we would like to request an opportunity to participate in the Petroleum Committee. Pullman Kellogg is represented in Washington through the office of Pullman Incorporated, and Mr. E.M. Hallinan in Washington, Mr. W.M. Buryn in Houston, as well as myself in New York are already on the mailing list of the National Council.

It would be most appreciated if Pullman Kellogg can be included on the Petroleum Committee and the same individuals also kept informed with regard to its program and activities.

Thanking you, I remain

Very truly yours,



JAP:db



World headquarters for M.W. Kellogg
technology and services
Houston, Texas 77046

Date _____

Code _____

To: _____

PC

From: Nicholas H. Ludlow

New number for Bullman Kellogg
(713) 960 2000

