

CELEBRATING 100 YEARS OF ULBRICH STAINLESS STEEL



MORE THAN METAL

CELEBRATING 100 YEARS OF ULBRICH STAINLESS STEEL



Dedicated to all of the past and present coworkers who have made Ulbrich Stainless Steels what it is today, and what it can be tomorrow.

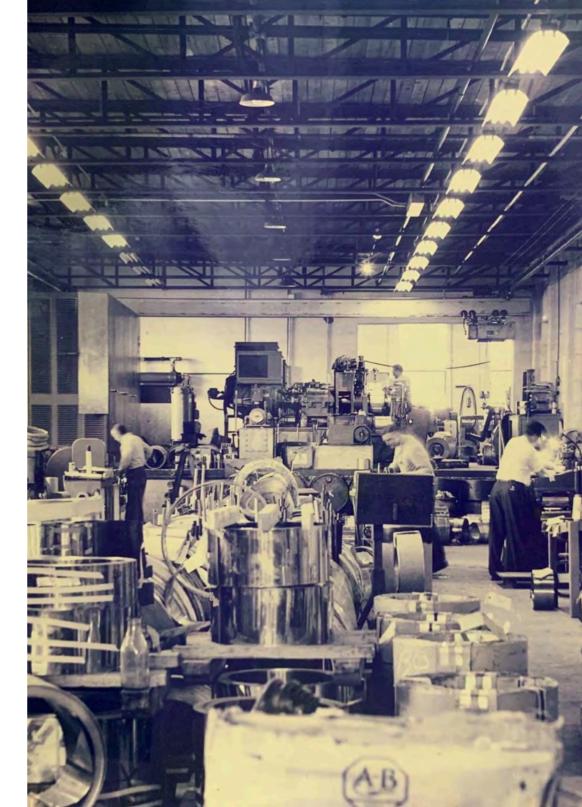
— The Ulbrich Family





EXCEEDING EXPECTATIONS SINCE 1924

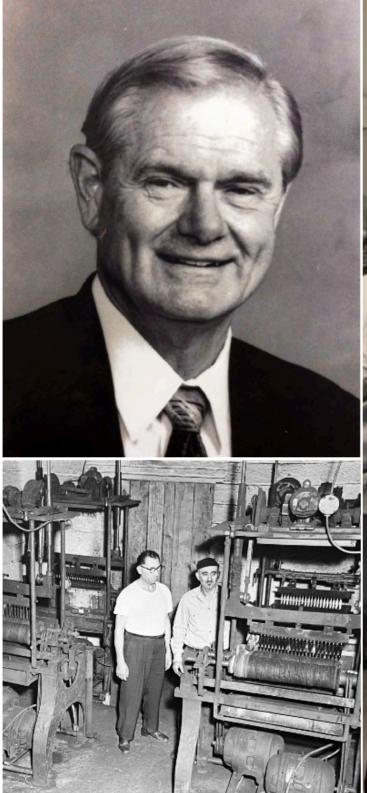
The following publication is dedicated to the thousands of people who have worked at Ulbrich over the last one hundred years. Our talented personnel have led the company to exceed industry expectations for a century. Ulbrich employees have transformed the business from a depression-era scrapyard into a high-tech, global supplier of precision metals. It is the skill, knowledge and experience of so many that has made the company an industry leader. Today, Ulbrich continues to set the standard in stainless steel manufacturing capabilities because of the commitment and expertise of our people.



Lots of people have come before us — generation after generation. Now we've been here a hundred years. That's a century of history and a hundred years of people working together. It's remarkable. Ulbrich team members get the job done by creating new ways to improve our business every day.

> **Frederick Christian "Chris" Ulbrich III,** ceo, ulbrich stainless steels & special metals, inc.

THE WORLD'S BEST CO-WORKERS







Ed Gary (center) Group Leader of the Wire Drawing area, is pictured above with Percy Glidden (left) and Mike Silbo (right) accepting a check for a suggestion that he recently submitted. Ed is very active in his local church and is a veteran having served in the U.S. Marine Corps. Ed is also quite an athlete especially on the basketball court.

Congratulations Ed!

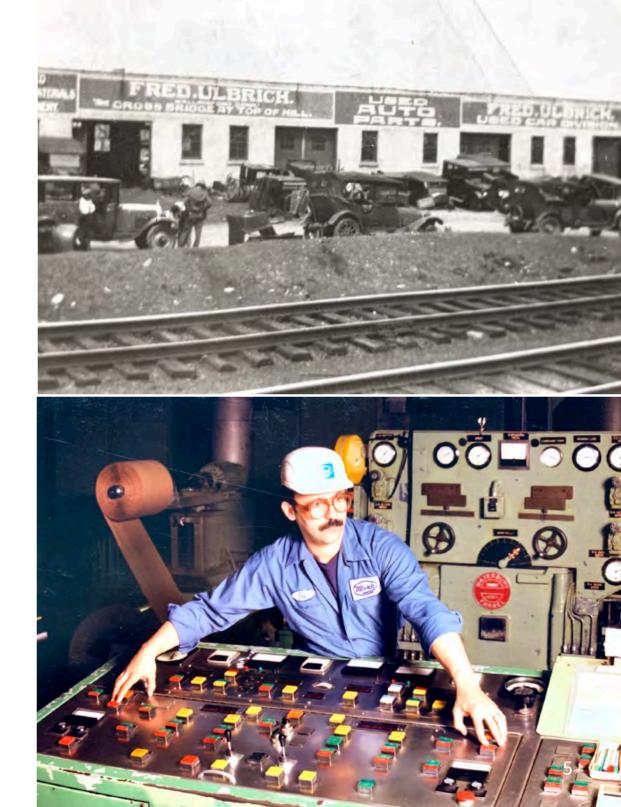




CONTENTS

CHAPTERS

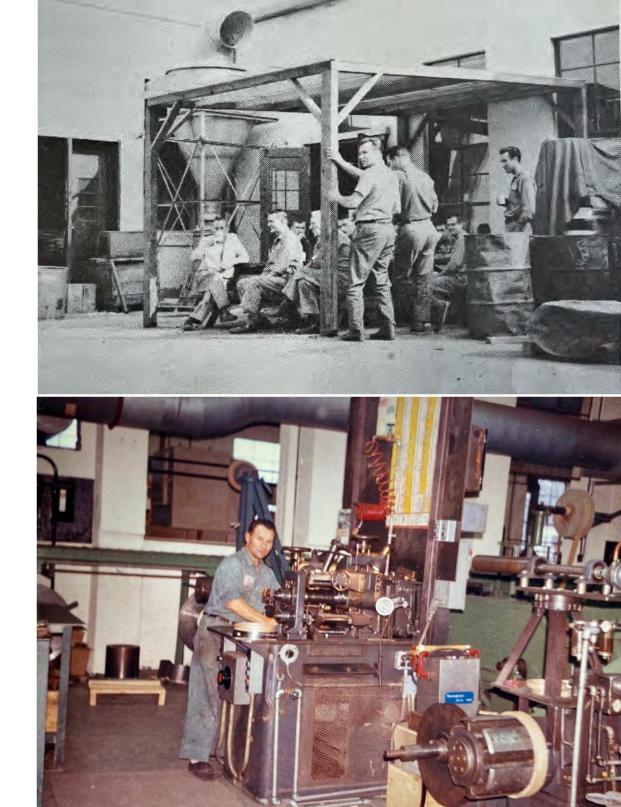
Foreword: New American Heroes	1
The Founder	9
The Melting Pot	19
The Dream	29
1929	37
The Depression Years	51
Another Great War	61
The Foundation Years	73
The Biggest Little Mill	93
Expansion & Stalemate	123
Death Of Fred, Sr.	139
The Difficult Years	147



CONTENTS

ADDITIONAL CHAPTERS

Betting The Farm	155
In Need Of Change	173
A New President	187
The Ulbrich Revolution	199
Going Abroad	211
The Acquisition Trail	225
A Challenging Milestone	233
The 75 th Anniversary	241
The New Millennium	252
The Lean Transformation	261
One Ulbrich	271
The Next 100	283

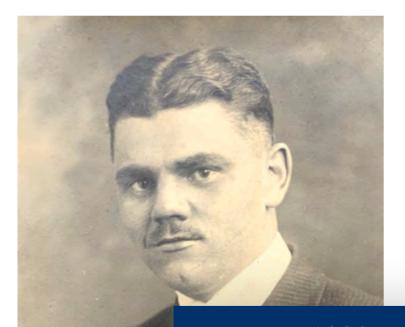


FOREWORD

by Spider Bulyk, Former Vice President of Corporate Development

his is the story of one man's vision, who with his family and thousands of co-workers, achieved the improbable. Starting with little more than courage and intellect, Frederick Christian Ulbrich Sr. founded a small business during one of America's most hopeful economic booms, *The Roaring Twenties*. Fred Sr. committed to his dream of running a reliable business and eventually, the company would secure a special purpose in the stainless steel industry. When Fred Sr. began a scrap iron and steel yard, he was 23 years old and working extremely long hours. He named the fledgling firm after himself — perhaps a sign of his sincerity and confidence. The *Fred Ulbrich Company* became what we now know as *Ulbrich Stainless Steels & Special Metals, Inc.* The rolling mill division in Wallingford, Connecticut, called *Ulbrich Specialty Strip Mill (USSM)*, is currently located on the site of the original scrapyard. While starting a company from scratch requires a great deal of grit, those who knew Fred Sr. were not surprised.

From his early years, Fred Sr. radiated an energy for entrepreneurship. He was an excellent student throughout grade school and high school. However he was bothered by a foot injury which kept him from participating in most extracurricular activities. After school he went into business for himself. He tried his hand at multiple ventures like selling food and newspapers on the train. He habitually worked out new ideas — sometimes two or three different businesses at a time.



1920 Frederick Christian Ulbrich, Sr.



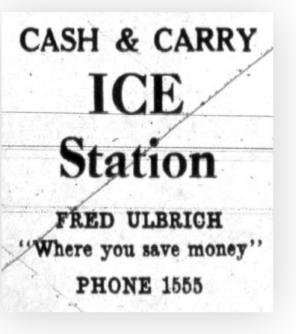
CORPORATE HEADQUARTERS North Haven, Connecticut

Ulbrich's Global Divisions

- Ulbrich Shaped Wire (North Haven, CT)
- Ulbrich of Illinois (Alsip, IL)
- Ulbrich Precision Wire Products (Westminster, SC)
- Ulbrich of California
- Ulbrich of Austria
- Diversified Ulbrich of Canada (Woodbridge, ON / Pointe Claire, QC)
- Ulbrinox

(Queretaro, MX)

As a first generation American, Fred Sr. was a pioneer of the metals industry in Connecticut. He embodied the spirit of an industrialist and the vigor of a tycoon. Risks to entrepreneurs during the 1920's were substantial. Most

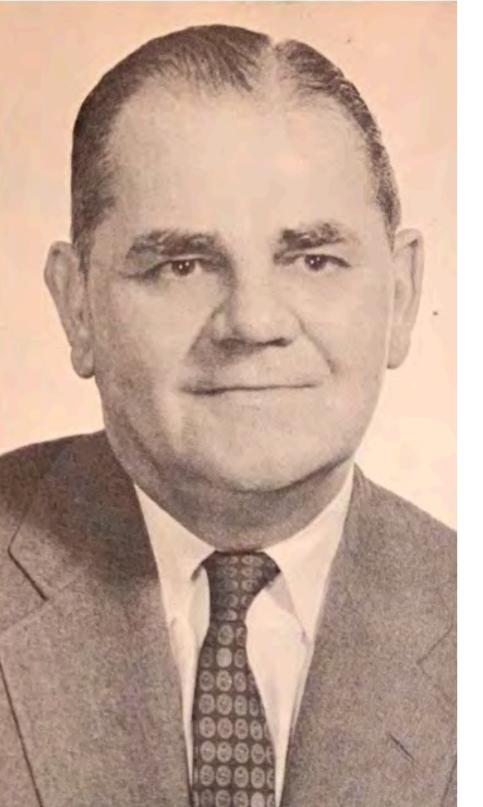


businesses began with flimsy ideas and minimal support. They were in short supply of almost everything needed: cash, supplies and skilled experts. Many wellestablished and ruthless competitors would stop at nothing to crush small businesses.

There were no anti-trust laws to protect people from unfair business practices. Large manufacturers like Carnegie Steel and United States Steel Corporation could buy and sell what they wanted without government intervention. Anyone foolish enough to start a business was fair game for these behemoth corporations. Yet, there were rewards to the entrepreneur lifestyle — a sense of independence and a freedom from regulations. Fred Ulbrich Sr. could hire and fire whom he wanted and pay what he wanted. Freedom of this magnitude, it is said, shows the true colors of a person's character.

Many industrialists took advantage of people and became no better than robber barons. Some of them defrauded the public, attacked competition, deceived employees and stole intellectual property. Others with integrity, like Fred Sr., treated people well and paid employees fair wages. He





anticipated new possibilities, not only for himself, but for others. He believed that everyone should profit as an equal measure of their own contributions. While he envisioned prosperity for his wife and his family, his triumphs also created opportunities for his friends and his hometown.

At the helm of Ulbrich, Fred Sr. conceived of products and services that were missing in the marketplace which allowed other businesses to invent new technology. He helped to strengthen the economic conditions of Wallingford during the most difficult of times. By producing metal for the first Moon Landing, Ulbrich contributed to the prestige and the security of the United States during the Space Race. Men like Fred Sr. were in a new wilderness of technological advancement and pioneering their way without maps — but getting the job done nonetheless.

With help from his wife Ada and his neighbors, Fred Sr. entered the cutlery industry during a flatware boom in Meriden and Wallingford. He then sold his successful cutlery business upon predicting a niche market for cold rolling small quantities of stainless steels and special metals. Within a span of three decades, he went from having the job

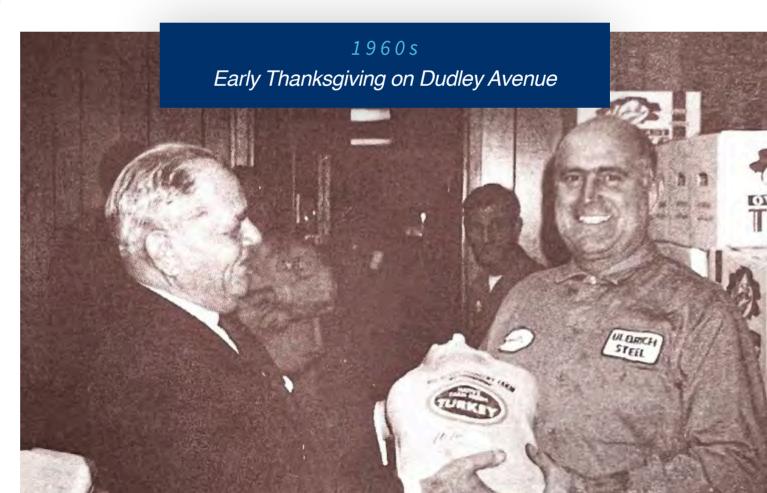
title of "Junker" to becoming president of an international steel business. Before passing away in 1974, Fred left the company to his sons, Fred Jr., Dick and Dan, whom later entrusted the company to the next generation of family members.

Nowadays, Ulbrich Stainless Steels & Special Metals, Inc. is a fourth-generation family business with 12 locations in 5

countries. Ulbrich Specialty Strip Mill has remained the company's flagship facility for a hundred years. Across the bridge, at the top of the hill and parallel to train tracks is what was once called *The Biggest Little Mill in the Country* or simply, *The Mill*. Inside those walls the thinkers and doers of Ulbrich have mastered the art of manufacturing rolled steel. This capability makes Ulbrich a leader in precision metals.

The company is headquartered in

North Haven, Connecticut. Other divisions include: Ulbrich Shaped Wire (North Haven), Ulbrich of Illinois, Ulbrich Precision Wire Products (South Carolina), Ulbrich of California, Ulbrich of Austria, Diversified Ulbrich (Ontario and Quebec) and Ulbrinox (Mexico). In total, Ulbrich deals in more than one hundred and sixty metal alloys in a range of grades, gauges, tempers and finishes for quick delivery to customers anywhere on Earth. Whether it's metal for a



spoon or a jet engine, Ulbrich has supplied the most influential manufacturers in the world from Boeing to SpaceX.

FREDERICK F. ERFF CHAIRMAN

CONNECTICUT

IOUSIN

CHAIRM

UT

UTHORI7

DR. HARRY BOYARSKY

ST

NE

Other bygone Service Centers and sales offices have included England, Ireland, Malaysia and China. However, Ulbrich was not always big and strong. Expertise was not attained overnight. It has taken decades to refine production capabilities. Continuous improvements are ongoing from Sales to Production and every department in between. Ulbrich's Commercial Team is one of the largest in the industry with local representatives in every part of the United States, Canada, Mexico, Europe and Asia.



1949 Wallingford housing named after Fred Sr.

At the heart of the company is employee experience, which Ulbrich has worked tireless to retain. By working according to specific guiding principles described as The Four Tenets, every person at Ulbrich, past or present, is responsible for making the company a global leader in precision metals. Due to decades of effort and focus, Ulbrich customers now enjoy extensive metallurgical knowledge and technical support. Today, Ulbrich is on the forefront of engineering metal solutions for a myriad of industrial, medical, defense and consumer applications.



From scrap metal to stainless steel, from roadsters to rockets, Fred Ulbrich Sr. became one of the New American Heroes.

The Founder





U pon graduating from Wallingford High School in 1918, Fred Ulbrich's yearbook page read, "*I aim to be the best in all that I do.*" He personified this motto. Fred was a natural leader who earned the loyalty of his peers. He cared for his neighbors and those neighbors instinctively reciprocated. People went the extra mile for him because they knew he would be there for them. He was interested in all people, regardless of status, wealth, race or religion. His first son, Fred Ulbrich, Jr. once recalled a memory of his father:

"Two men from New York City came up to buy some metal. My father, not knowing them, said they would have to go to the Wallingford Bank & Trust Company to establish credit. I drove my father and these two gentlemen to the bank (he had a few errands to do on the way, if they didn't mind). The first stop was the Post Office. My father greeted not only all the employees by name, but every customer as well. The next errand was at Town Hall, where he called everyone by name, including clerks, policemen and the judge. Next stop was Footes, an ice cream parlor, where he spoke to everyone in the store. Finally they arrived at the bank, and stopped on the sidewalk for Dad to talk with a passerby. While talking, a dog walked by, and Dad said, 'Hi, Rover.' One of the New York men cried out, 'He even knows the names of the dogs in town!' It was a typical day for my father."

Fred Sr. cared for his fellow man, but he was also a stern judge of talent. He distinguished between those with Godgiven talent and those without. He expected people to do their best at whatever they did; be it a homemaker, plumber, metal worker or executive. It was as if he could neither accept nor comprehend mediocrity. If someone was unable to function correctly for whatever reason, such as an accident, insufficient schooling or an addiction, Fred Sr. expressed his support. Though if a person had abilities and did not properly utilize them, and did not live







up to his or her potential in life, then Fred Sr. did not hold them in high esteem.

He was known to be generous. After World War II, there were hundreds of thousands displaced Europeans. Fred Sr. brought about 150 refugees to America over a period of six years. United States Immigration Law allowed displaced families but they had to be sponsored by an employer that guaranteed wages for six months. Ulbrich became a safe haven for immigrants at Fred Sr.'s expense. Many of these individuals, after working at Ulbrich for a short period, sought out other jobs in professions or trades they had held before the war - such as tailors, printers, bakers and carpenters. Many people have stuck around and employees over the years have been

sons, daughters, grandchildren, in-laws and relatives of families who were displaced during those war-torn days.

Fred Sr. had another strong trait: persistence. Once he had a plan, nothing would deter him until the task was accomplished — or if he discovered that his idea was untenable. He was rarely on the wrong track. Fred Sr. had a gift for sifting through non-essential information to get to the heart of a matter. He would sometimes announce that problems were, "opportunities in work clothes." So many of his best problems turned out to be terrific opportunities.

He was able to accomplish so much for his fellow man through business, public service and philanthropy. He was a

Get Your Scrap Iron and Metal Rolling To The Mills!!

We are now set up to handle small lots as well as the large ones we customarily handle.

Anything containing Metal—Old Boilers— Auto Tin-Stoves-Old Autos-Form Scrap-Miscellaneous—anything.

Simply phone 2000. We'll see that your scrap gets to the melting furnaces in less than a month.

are operating under War Production

workaholic motivated by the challenge — not the money. His first consuming interest in life was always his family. Fred Sr. was not only a good person and a persuasive businessman, but he was also an unusually fine human being and a credit to his hard-working immigrant parents who had high hopes for their eldest son. Like so many men and woman, Fred Sr. lived out

END A DOLLAR

SAVE A DOLLAR!

ne Dollar

DULBRI

"The Auto Parts Man"

For Friday and Saturday Only

Two Gallons of Oil

This is the same grade of automobile oil sold a stations for \$1.00 a gallon. Bring your own contained get two gallons for the price of one.

lew Auto Parts

500 feet south of the iron bridge on the State Road-Phone 1803. The regular run of Used Auto Parts as always at the wrecking yards-Phone 1555.

TODAY? That old auto or scrap metal of ours may be part of tomorw's bomb if you'll phone 2000. RED ULBRIC

ANY BOMB

the American Dream of free enterprise, prosperity and innovation. After 50 years of service to the company and to others, he left behind an immense legacy.



R. WALLACE & SOSY MIG. CO.'S PACTORIES.

II. L. JAB DA'FRADHS.



SIMPSON NUCCEL SILVER CO., INTERNATIONAL NUMBER CO., PROTORY "M"

м. л

611

444



WALLSOFORD WALLS W



FIRST BAPTUT CAUR-



METHODIST ERISCOPAL Cau



HOLY TAINITY R. C. CHUSCH



COLORT STREAM SCHOOL



Hog Scrool.



63

COMMUNITY LAKE



W. J. HOMETTS, REIDENCE AND FACTORY.

THE C. F. WOODSG CO.

1905

Wallingford, Connecticut



E. M. LOCHT'S BLOCK.



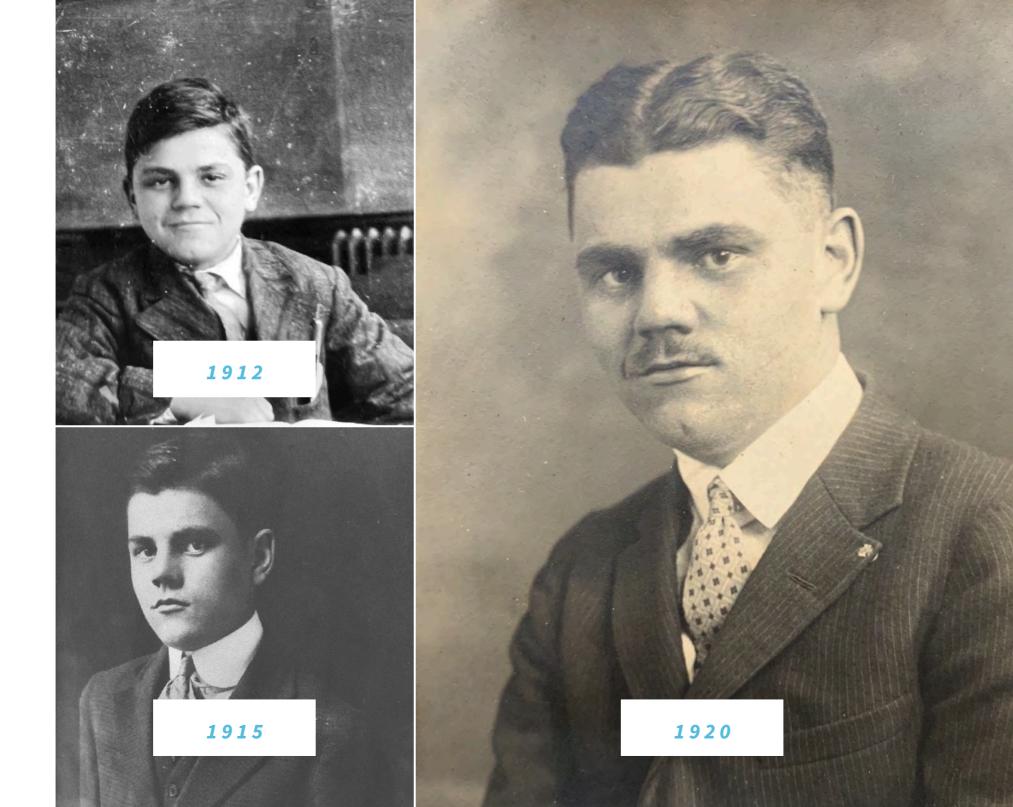
DIPORTAL LAUNCE

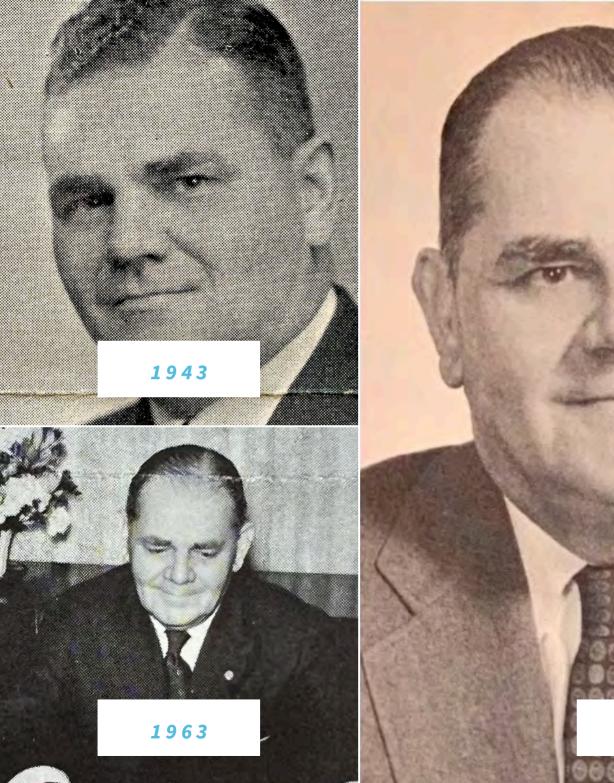


THE BOOMS-Renorms Co.

FRED ULBRICH SR.

17







FRED ULBRICH SR

The Melting Pot





1908 H.L. Judd Company

he Ulbrich story began in Europe, the Old Country — a place where centuries of endless wars, tyrants, prejudices and social ladders prevented common people from living free. Then the advent of the steam engine allowed even the poorest of people to cross the ocean to start anew. Europe's brightest and most adventurous citizens left by the millions. Many families foresaw better opportunities abroad, so clutching to a glimmer of hope, they packed up their belongings and set off for America.

Two of these *New World* immigrants were Christian Pfannekuchen Ulbrich and his wife, Ida Marie Ulbrich. In 1888, they emigrated from Hamburg, Germany, by way of New York's Ellis Island. They moved into a small home in Meriden, Connecticut, on Graveline Avenue. Christian and Ida had said goodbye to friends and family and left the European way of life. Most of the Ulbrich family had originated from the Hamburg area — a thriving port city tracing back to the Middle Ages. Back then, Europe was divided into patches of states and principalities governed by nobility. Christian and Ida likely descended from a long line of serfs and tenant farmers who served nobility. Ulbrich ancestors were also said to be traders, saddle makers, clock-builders and silversmiths. These were folks tied to the land by an oath of loyalty sworn to their lord or baron. In exchange, serfs were offered protection and rights to work the land. Working class people had few rights and were forced to pay various taxes and fees.

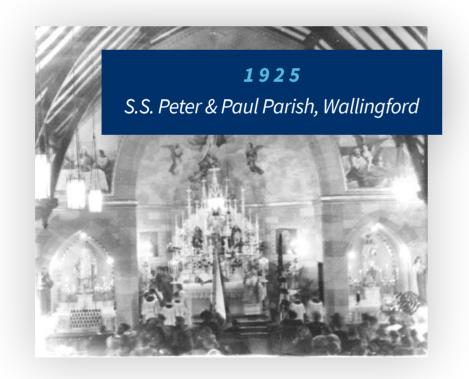
The promise of America changed these dated customs and widespread capitalism gradually replaced feudalism. Christian Ulbrich, a talented painter, seized on that promise. He found work as an artist at *C.F. Monroe Company* in Meriden. He and Ida had four children. Louisa was born in 1888 but unfortunately she died in childhood. Christine was born in 1889, then Fredericka (Freda) in 1892 and Edith in 1897. Sadly,



Christian's three daughters then lost their mother when she passed away in 1899.

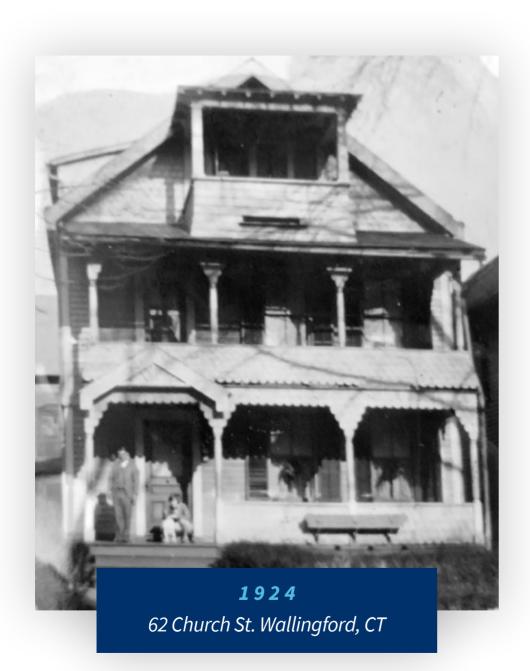
As a widower of three children Christian Ulbrich was in need of help at home. He arranged for a Prussian woman, Marie Peschke, to come to America and become a nanny to his children. In a fateful twist, Christian married Marie a





year later, and he moved the family to Williams Street in Wallingford, Connecticut. Christian took a new job as Foreman of the Art Department at H.L. Judd Company. He was also known to have an excellent tenor voice and served as president of the Eintracht Singing Society.

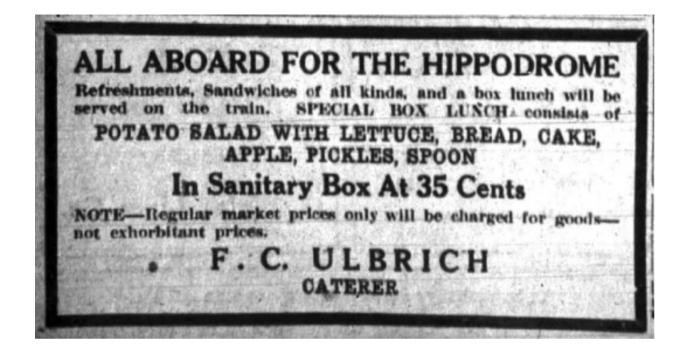
Marie Peschke Ulbrich served as head of the Ladies Auxiliary at Wallingford's Saints Peter & Paul Parish where Christian voluntarily painted the apse and the walls of the sanctuary. Christian converted from Protestant to Catholic, and he and his wife had seven children — five boys and two girls. The couple not only raised Christian's three



daughters, but they had Frederick, Frank, Henry, Carl, William, Gertrude and May. Their children were well-educated and each of them showed promise in their own way. For example, all five Ulbrich boys were local bowling champions.

For Judd Company, Christian designed household and luxury items. Judd manufactured curtain rods, valences and household ornaments of all kinds. These decorative curtain rods had bulbs on each end that were elaborately handpainted. Christian was in charge of about thirty people in the Art Department. As expected, he hired his fifteen year old son, Frederick, as a material handler.

Frederick Christian Ulbrich Sr. was born in Wallingford on June 8, 1901. He grew up to be 5'4" tall with a stocky appearance. During his high school years, the United States entered World War I, but he was too young to join the military. After graduating in 1918, he was busy with small business ventures in addition to his job at Judd Company. On the side, he ran a mail order business selling household items out of catalogues.



Fred Sr. had multiple side jobs. He sold boxed lunches, newspapers and candy to rail passengers. Joined by one of his friends, Morton Downey (who became a nationally known singer), they hopped on the train in Wallingford three times a week to sell what they had to riders bound for New York City. However, one day while working at Judd Company, Fred Sr. was trucking materials down a ramp when a wooden shard stabbed the sole of his shoe and punctured his foot. An initial medical operation was unsuccessful in completely removing the splinter. Fred Sr. was unable to perform his job at Judd Company and could no longer cater to his train route. Several surgeries and many years later, the remnants of the splinter were finally removed, and he was able to walk without the aid of crutches. While his foot ailed him throughout his life, Fred Sr. carried on without complaint. He would need a job that did not require walking or physical exertion.

He was hired on as a salesman at *Wallace Silversmith Company Sons*, one of the two large silverware, cutlery and hollowware manufacturers in Wallingford. The other was *International Silver Company*, which had several plants in Wallingford and Meriden. As a matter of fact, the Meriden-Wallingford area was once the second largest silverware and flatware manufacturing centers in the world behind Sheffield, England.



Fred Sr. loved his job on the sales desk. His role consisted of pricing and processing orders, as well as communicating by telephone with customers. He had a terrific memory and managed to memorize the price book. His output of work was substantial. For his abilities, jovial personality and work ethic, Fred Sr. was well-liked by his workmates. Consequently, his office manager allowed him to sell candy and sandwiches on breaks.

Even though his job at Wallace Silversmith provided excellent training, he felt terribly confined and knew that opportunities for advancement were limited. As mentioned, Europe's prejudices were obvious, but the United States was not perfect either. In order to advance to a better position Fred Sr. either needed a college education or his family needed to be part an accepted social order. He had neither a college education nor was his family part of Wallingford's business establishment, so he decided it was time to seek his fortune elsewhere. Prone to taking risks, he left his steady job and headed west.



1928 Marie, Christian, May & Gertrude Ulbrich visit Germany

At twenty years old, Fred Sr. drove to Pennsylvania in an old touring car. His first destination was the coal mines. Coal mining was not what he expected. He once recounted his gratitude for getting out of the mine alive. He worked in a mine for a single day, though he did receive a day's pay. Fred Sr. continued to travel the Midwest in search of a daily wage. He worked on a railroad, on a farm, in a factory and performed every type of task imaginable.

Ulbrich Children

METAL SPECIALTIES ALLOYS - HIGH STEELS. UF B

CHAPTER 2 The Dream





Fired worked as a fishermen on Lake Eerie for two months under the supervision of a boss who carried a revolver. On what was supposed to be payday, the boss simply refused to pay. Then he threatened Fred Sr. with violence if he went to the police. So Fred Sr. moved on to the next job; a traveling carnival. When he became tired of one job, or if he didn't get paid, he simply moved on to the next town or city.

In the United States after World War I, odd jobs were plentiful but pay was sparse. Fred Sr. gained new skills and knowledge, some good and some bad. It was experience Fred Sr. would not have had if he stayed in Wallingford. He landed a steady job at the Donora Works of the *United States Steel Company* in Donora, Pennsylvania. His first role was as a utility man to fill in at factory positions when somebody got hurt or failed to show.

To put it mildly, conditions at the steelworks were absolutely atrocious. The noise was unbearable, the heat was fierce and it was extremely dangerous. A portion of the mill had pickling acid tanks that fumed through the air. Hundreds of horses carted material from one place to another, but they were not allowed in the pickling building due to potential illness. There were, however, people working in that building.

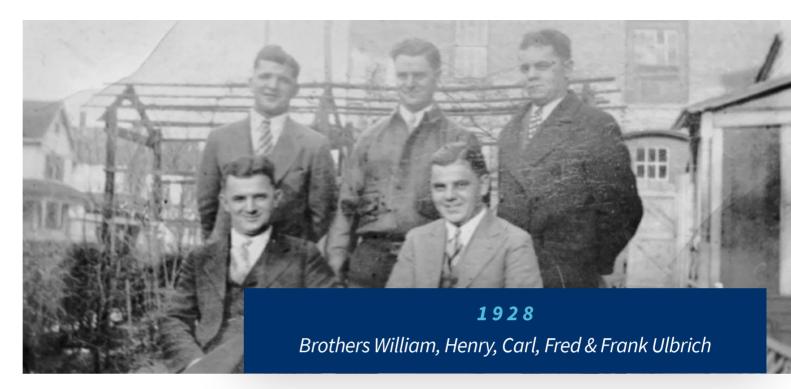
Eventually, Fred Sr. earned a full-time job as a scrap inspector at Donora Works. The role was important. If scrap was not properly separated, then the melt mixture would be incorrect. Improperly dividing copper, zinc brass and other alloys created voids or holes in the final steel product. When a bad melt solidified into metal, further processing was needed and the material had to be remelted. Since scrap dealers were paid per pound, they often hid rocks in scrap bundles. Fred Sr. came to understand the value of honestly and carefully segregating scrap before the melting process.

Sorting scrap is one of the fundamentals of the steel industry, which Fred Sr. learned well and never forgot. This would prove to be his master key to success in the steel business. After nearly a year with U.S. Steel, he had the ambitious idea of returning to Wallingford to establish a



metals scrapyard. He realized something that few people did central Connecticut lacked a reliable small-scale scrap dealer with insight into how scrap should be prepared for melt mills. There was a reliable scrap dealer located in New Haven, some ten miles away called *Schiavone & Sons*, but Fred knew he could create a similar, yet more dependable operation.

At 23 years old, he bought a parcel of land on Wallingford's Dudley Avenue, parallel to train tracks and located a mile from the center of town. It was an uninhabited area in 1924. Wallingford was a small town with a population of about 5,000 divided by the railroad tracks. The wealthiest families lived on the east side of town and the working families resided on the west side where three major manufacturing concerns were located. Immigrants from Italy, Germany,



Ireland, Poland, Hungary, Lithuania and other Eastern European countries tended to live on the west side of town.

Land On South Colony Street Sold For Taxes Land on South Colony road in the name of Henry M. Stannard has been

Fred Sr. gathered scrap iron and steel from automobile owners and from farmers with rusted tractors. In many instances, the transaction did not deal in dollars, but in chickens, eggs, milk, and vegetables. It was a scrapyard on the barter system. He would go into the fields, torch the old equipment, bring it back to the scrapyard, segregate it and then sell it to Schiavone & Sons or to a nearby steel mill called Wallingford Steel Company.

Fred Ulbrich acquired Model-T Ford automobiles and other wrecked vehicles headed for the scrap heap.

In the process of dismantling automobiles, Fred and a few coworkers separated different elements: iron, steel, copper, zinc, wood, glass, rubber, upholstery, engine blocks and more. They kept operable auto parts and sold them to locals and people passing by the shop. Fred's company became a secondary source for cheap, reliable and plentiful used parts for cars, trucks and tractors. In fact, Fred started calling himself "The Auto Parts Man."

He had minimal help and the work demanded long hours — but it was worth it. Fred enjoyed his occupation as a "Junker" and he loved the rush of starting a business. Fred Ulbrich Company was an instant success. He named the



company after himself, as many independent businessmen often did, and he became well-known in the Wallingford area. Later, when the State of Connecticut started to regulate scrapyards, Ulbrich was awarded "Permit #1" before any other scrapyard in the state.

Fred had come a long way in a short amount of time. The principles instilled in him by his parents of honesty, frugality, hard work and respect for others were part of his character. To many people Fred was viewed as a go-getter and a risk-taker. Not many people left Wallingford, and then moved back to start a business. Fred had gained selfesteem and confidence from his previous work experience. He was familiar with dangerous and hostile working conditions. He had been exposed to environments that conflicted with his conscience.

He dealt with moral quandaries and he toiled endlessly to earn a living wage. In return, Fred learned the basics of business and life itself at young age. Sometime he was bothered by pains in his foot. They were difficult to overcome, but he got by well enough. He experienced many of the difficulties involved in getting a promotion. He witnessed the ugliness of ethnic prejudice as a kid from a German family living in an Irish neighborhood. During World War I, Fred was subjected to many taunts, shoves and even a few fists.



1 9 2 6 Fred Ulbrich Company Expansion

By the time Fred had come back from the mid-Atlantic states, he had been through a lot — especially when compared to other young men of Wallingford. He founded his company with a certain level of knowledge, but he strived to know more. Fred often sought higher education for himself and for those around him. He was extremely curious and ready for greater challenges. He wanted life in its fullest form, and he worked tirelessly towards his dream of his owning a company, and raising a family.

Within his own company, Fred vowed to create a friendly and spirited workplace that always paid workers on payday. The 1920's were exciting for Fred, because he was living his dream, and he was shaping his company one day at time. However, personally, a year would come that would change the course of his life. For the Ulbrich family, 1929 would be a year to remember - even more thrilling than founding the business in 1924.

CHAPTER 3
1929





1929 Ada & Fred Ulbrich

First and foremost, he married the woman he loved, Ada Marie Cei.

A da lived about a half-mile from Fred's scrapyard with her brother and parents. The Cei's were born in the Tuscany region of Italy near Pisa. Italy had its own system of power and privilege, and the family had lived, like many generations before them, in a house owned by the local Duke. They were tenet farmers and their life was dedicated to raising chickens and pigs and harvesting artichokes, figs and grapes for wine. Ada's father, Giovanni, had been conscripted in the Italian Army in 1896 and sent to fight in Ethiopia. When he returned home, knowing that there were no opportunities beyond being a tenant farmer, he and his wife, Theresa decided to pursue a better life in America.

In the small town of Wallingford, manual laborers who worked for an hourly wage were in short supply. Therefore individuals from Europe became immigration brokers. They arranged contracts with laborers and the four large manufacturers in town — Judd Company, Wallingford Steel Company, Wallace Silversmith Company and the International Silver Company. There was the Hungarian broker, the Polish broker, the Irish broker and the Italian broker. The Italian broker was from a town close to where



1928 Giovanni Cei & Theresa Beconcini Cei

Giovanni lived, and some of Giovanni's friends were already working in Wallingford.

Giovanni's work contract required that he leave his family in Italy while he worked at the International Silver Company for two before he could have his entire family immigrate. In 1913, the entire family passed through Ellis Island on their way to their new life in Wallingford. Ada was 5 years old. The family was reunited in a small home on Carlton Street. The Cei's homestead included a modest vineyard, a vegetable garden and plenty of chickens, rabbits and pigs.

Ada met Fred Sr as a result of the proximity of her place of employment. Ada worked at a sweater factory, which she called a "sweat shop", which was in a wooden structure nearby Fred's scrapyard. The two were married at Holy Trinity Church in Wallingford on September 15, 1929. The wedding reception was held outdoors at the Cei's small vineyard on Carlton Street. Fred bought a small house adjacent to the scrapyard (where Ulbrich's annealing furnaces are now located). Ada tended to a vegetable garden, a chicken coop and walked back and forth to visit her parents each day. The Cei family was realizing the American Dream just as the Ulbrich family had.

The second important event of 1929 for Fred Ulbrich occurred when stainless steel became commercially available in the United States.

As backstory, a new form of corrosion-resistant steel had been conceived in 1913 by an Englishman named *Harry Brearley*. In a research laboratory in Sheffield, England, Brearley and his colleagues were tasked with improving the wear and tear on rifle barrels. They mixed elements for testing purposes, and discarded the samples when results were unsatisfactory. Then Brearly discovered a rustless sample containing nearly 12% of chromium: stainless steel.



1929 Fred & Ada's Wedding Reception

1923 The Cei Family

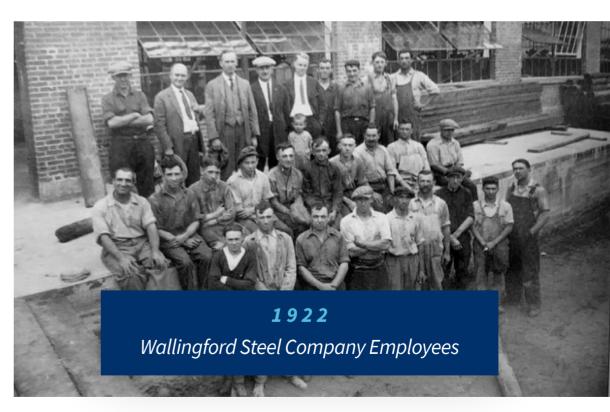
Great Britain pioneered the use of stainless steel for cutlery and for ceremonial swords for the British Army. Although the English were the first to develop a *rustless steel*, the Germans anticipated its potential use for armament purposes. They were especially interested in the alloy *KA2* —

Fred Sr. & Ada's home, Carlton Street, Wallingford, Connecticut

the *K* stood for *Krupp*, a massive munitions and steel complex in Essen, Germany; and the *A* stood for *Alloy*. Today, this alloy would be called *301 stainless*. After *WWI*, Krupp licensed its technology to a melting firm in the Pittsburgh, Pennsylvania area called the *Ludlum Corporation*.

One of the suppliers for Ludlum Corporation was the Wallingford Steel Company. Wallingford Steel was originally an offshoot of the Wallace Silversmith Company, so now there were four major industries in town. Wallingford Steel converted raw steel coils into a rolled end product. The steel was used by other manufacturers to make anything from machine parts to automobiles. Most applications of Wallingford Steel coils were tied to the cutlery industry. Ludlum eventually bought out Wallingford Steel in 1935.

By this time, Fred Ulbrich was already selling scrap to Wallingford Steel. They enjoyed his quality and service so much that they made him a broker for scrap material coming into their plant. Fred greatly appreciated and valued Ludlum's Wallingford Steel scrap account. He was Ludlum's primary scrap broker in the Northeast. Fred also serviced two dozen other companies producing extra scrap metal as a byproduct from the products they were making. He bought their scrap, segregated it and sold it to the Ludlum Corporation or to Schiavone.



Fred made sure that the scrap was not contaminated with unwanted elements, such as zinc, copper, or brass. He collected scrap made out of this new rustless steel, he made sure it was segregated properly, and he shipped it back to the Ludlum Corporation to be melted again for reproduction. He was closely involved with America's introduction to stainless steel, even though it was at the scrap level. He understood from the beginning its importance and potential. He was friendly with experts and businessmen who dealt in stainless steel.

Its various applications in the cutlery, automotive and architectural industries became familiar to Fred. To learn more about metals, he attended night courses in metallurgy at Yale University for several years. He learned the theoretical side - which he called "the book side of metals" and became an amateur metallurgist. Unknowingly, Fred was also on his way to achieving his dreams while becoming a significant pioneer of stainless steel in the New England region.

The third event of the year was a harbinger of widespread financial calamity — The Wall Street Crash of 1929.

Fred Sr. started his company four years into the decade known as the *Roaring Twenties*, a time of American prosperity and confidence. Jobs were plentiful, the middle Class was growing, houses were being built for soldiers coming home from war. Times were good for hard-working and optimistic Americans until the Stock Market Crash of



1929. People lost their jobs, money was scarce and confidence in the economy sunk to its lowest possible point.

Fred Sr. and Ada were on their honeymoon in New Hampshire that week in late October when the stock market crashed. Fred often said he never lost a cent in the crash because he dealt heavily on the barter system. He didn't have much money in the bank. What money he made, he saved for his family and entrepreneurial pursuits. Fred's scrap accounts also provided him with a small income. Wallingford Steel actually reported a profit during the *Great Depression* era — therefore, Fred Sr. had plenty of work to do and he was seeking to grow operations.

Fred Sr. and Ada came from frugal families, and since neither grew up with money, they weren't used to spending it. They were almost self-sufficient from



1930 Ada & Fred Ulbrich Jr. 46



1933 Christian Ulbrich

the start of their marriage. Ada planted a large garden that supplied most of their food. Both the Ulbrich's and Cei's knitted and sewed much of their clothing. Fred bartered used auto parts for money items that the family needed. However his customers were not generating much money, and Wallingford Steel wasn't buying much scrap. It became survival time.

The next five years were spent collecting scrap and old automobiles. He erected a fence around his property, and fixed up his building. This was completed with the help of transient labor. During depression times, very little money was exchanged for services. The barter system was a common form of exchange. What little money Fred Sr. received was from an occasional sale of scrap, a rare cash sale of used auto parts, and from the unusual leasing of his chicken coop. Fred once claimed that, "Even the chickens had to make sacrifices."

While the Ulbrich's were protected by Fred's specialized work, other families weren't so lucky. Many people lost their jobs, income and life savings. It was a disaster that would take nearly a decade of recovery led by heavy governmental intervention. As a result, scores of penniless men went from town to town, searching for work or for food. There were many of these drifters riding on rail cars across America.

In Wallingford, the Fred Ulbrich Company scrapyard became a popular train stop for those in need of work and a meal. Fred Sr. made handshake agreements with many of these men. Knowing that he could provide laborers with basic necessities, he hired men riding the rails for short periods of time. They were paid a wage and Ada Ulbrich would feed them soup, vegetables, chicken and eggs.

In return, the transient men worked for Fred Sr. by helping to double the size of his building. Along with his brother Henry, Fred Sr. oversaw every moment of the expansion. By the time it was finished, the entire structure was 120 feet in length.

Fred Ulbrich Company did much more than merely survive the Wall Street Crash. In comparison to other companies, the small business flourished.





PERSON AND AND PROVIDED AND

1940s Fred Ulbrich Sr. with his brothers Henry & William

Ser.

-

CHAPTER 4

The Depression Years

SCKA





n addition to the Great Depression, the *Prohibition Era* dominated American life in the early 1930's. Making alcohol was illegal but people still wanted to drink. Fred claimed that practically every bathtub in Wallingford was filled with "bathtub beer" or "bathtub gin," and it was collected by unmarked trucks that made covert deliveries. Demand for booze was so high that Fred was approached to lease his chicken coop as a secret distillery. A huge still was installed in the coop. The mixture was twice distilled to make sure it was drinkable. This distillery required tons of ice. It wasn't long before Fred and his partners were top customers of the only icehouse in Wallingford. As a cover for the operation, he erected a small hut, and each Saturday ice was delivered to South Colony Street (U.S. Route 5) near the

intersection of John Street Bridge. He filled the hut with ice and customers purchased it on their way to New Haven. Yale baseball or football games were big events in those days. Only a small portion of the ice was in Fred's hut, while the great majority was being used down the hill in the distillery.

Soon, men from the icehouse were mimicking Fred's ice hut idea. They built a larger hut near Fred's on South Colony Street, stocked it with vast amounts of ice, undercut his prices and stole his customers. Neither hut was profitable and the icehouse men nearly went bankrupt as their ice melted away. They never figured out how Fred Sr. could buy so much ice without going

broke, and

they never knew about the secret distillery. Fred would chuckle when he told this story, which often ended with him saying, "Crazy laws make honest people dishonest."

During tough times Fred made a living any way he



1937 Fred Sr. & Dick Ulbrich

could. He stockpiled cases of canned fruit vegetables as a precaution because he could not be careful enough. After all, he had a new member of the family on the way. Ada gave birth Fred Ulbrich Jr. was born on December 15, 1930. His early years were spent at home on Carlton Street with his Italian-speaking mother and grandmother. Fred Jr.

The Signature of Fred Ulbrich Sr.

DON'T BE A BOTTLENECK!

Every pound of scrap metal we get will be at the melting furnaces in less than 30 days.

We are buying old autos-old stoves-old anything containing metal.

PHONE 2000

FRED ULBRICH

Est. 1924

"JUNK" NOW HAS A FANCY NAME!

It's Called "Vital Material."

Old Autos - Old Stoves - Old Metal Is Needed.

Phone 2000 and your "vital material" will soon be "war material."

FRED ULBRICH

Est. 1924 GREAT OAKS FROM LITTLE ACORNS-ETC.

That applies to scrap iron, too.

That old auto or small heap of metal multiplies pretty fast if you'll phone 2000.

Est. 1924

repeated kindergarten at Washington Street School since he only spoke Italian.

Then Christian Ulbrich, beloved father, artist and singer passed away in 1933 at the age of 73. Fred Sr. became the family's de facto patriarch and had a second son, Richard "Dick" Ulbrich on July 16, 1934. Then Fred Sr. moved his family closer to his mother. He rented out the Carlton Street homestead and made a \$1,500 downpayment on 36 Franklin Street, Wallingford; over the tracks on the east side of town where his sons could grow up in an English-speaking neighborhood.

By 1936 the Ulbrich's were settled and America's economy was in recovery mode. That year, the Ludlum Corporation merged with the Allegheny Corporation, forming *Allegheny-Ludlum*. Fred Sr. was replaced by as scrap broker and could no longer sell scrap directly to Wallingford Steel. The scrap business had become more sophisticated. Substantial scrap operations would soon require capital-intensive equipment on an international scale. Major scrap dealers had loading docks in deep water harbors, equipment, personnel and scrap to fill cargo vessels en route to Europe or Asia.

The Ulbrich's did not have the funds to fulfill this capability. For the time being, Fred Sr. still had two dozen industrial scrap accounts but he no longer solicited new accounts. His venture had reached a ceiling of sorts. The local metals market proved to be too small to support two major scrap dealers, so he sold his material exclusively to Schiavone & Sons. He and the Schiavone's were close friends.

Potential for new scrap metal sales was nonexistent, so Fred Ulbrich Sr. pursued other business ventures.

FRED SR. EXPERIMENTED WITH OTHER **BUSINESS VENTURES.**

Fred Sr. opened a shop on North Colony Street as part of the Western Auto franchise of stores. The shop specialized in selling new auto parts and accessories. It was not a wild success in the least. Though he advertised his low prices for

WANTED-AUTOMOI ALL makes of cars sy. Fred Ulbrich. 1555. Old Colony rd. Tel. Walingford.

PHONE 1312 WALLINGFORD

FRED ULBRICH

JSED AUTO PARTS

AND USED CARS

Fred Ulb



56

WALLINGFORD, C

Auto Part

uth of the iron bridge

e Road-Phone 1803.

run of Used Auto

ays at the wrecking

Vote for Fred Ulbrich DEMOCRATIC CANDIDATE FOR WARDEN

parts like mufflers and windshields, the customers had tight pockets. There wasn't enough money to go around, and people weren't buying.

He then tried investing in real estate. The Wallingford Bank & Trust Company foreclosed on a few properties, and Fred, Sr. arranged to assume control of them (no money changed hands). Fred Sr. acquired two inexpensive houses on Colony Street, and an apartment building on Meadow Street. He fixed them up and rented the units. This house-flipping venture never moved the needle financially, but on the whole, Fred Sr. was able to provide for his family through his entrepreneurial lifestyle.

Fred Sr. was also an active member of the community. He chaired Wallingford's Knights of Columbus Pinta Council No. 5. He once represented the Council at an international convention in Seattle,



1926 Fred Ulbrich Company

Washington. He was a member of the *Wallingford Lodge of Elks*, the *Loyal Order of Moose* and the *National Institute of Scrap Iron & Steel*. Soon enough Fred Sr. was a part-time politician, serving as Chairman of Wallingford's Democratic Party - in the mid 1930's, when the town was dominated by the Republican Party.

His favorite politicians were President Franklin D. Roosevelt and Mayor of New York City, Fiorello LaGuardia. Friends of Fred Sr. endearingly nicknamed him "The Little Flower" due to his resemblance to LaGuardia. Both men were known for their boundless energy, inspiring attitude and short stature. Like LaGuardia, Fred Sr. felt a patriotic inclination towards public service. He first ran for elected office in 1937 when he lost a Democratic Party primary for Warden of Wallingford (equivalent to Mayor when the town operated under a town and borough form of government). In 1939, he conceded another primary for the Second-Selectman position.

Life was hectic for the Ulbrich's. In need of more income to support a growing family, Fred Sr. used his connections and

1926 Fred Ulbrich Company

know-how to enter the cutlery trade. The Wallingford and Meriden area was the second largest silverware center in the world, so it was only natural that Fred Sr. tried his hand at cutlery. One of his major scrap accounts, the *Sta-Brite Corporation*, located in New Haven, manufactured stainless cutlery. He had scrap metal, he knew the industry and he knew how to manufacture the product.

The Fred Ulbrich Company went into the business of making a "diner" quality cutlery line of knives, forks and

spoons. Diners were at their peak popularity in the United States, and diner utensils were simple in design, easy to make and inexpensive. Forks, knives and spoons were made of stainless steel, and were either one piece or two pieces with a wooden or zinc-based handle.

Fred Sr. converted part of his South Colony Street building to manufacture cutlery. His brother Henry supervised the enterprise. For an inexpensive item, the quality was excellent. He obtained orders, hired people and shipped a

SCRAP!

WHICH DO YOU PREFER?

FOUNDRIES AND STEEL MILLS ARE DESPERATE FOR MATERIALS

No Scrap — Means Less Castings and Steel LESS STEEL MEANS LESS JOBS

THIS IS AN EMERGENCY!

Our Foundries Must Be Kept Going OBSOLETE MACHINES AND PARTS IN FACTORIES AND FARMS

MUST BE CONDEMNED

The shortage of scrap, both iron and steel, has been aggravated first by the unfortunate fire at the Mystic from Wark in Event, Maas, and second by the change in operations of the government-owned plant in Cleveland from Republic Steel to Kainer-Frazer. The normal scarcity of scrap plus the shortage of iron from these furnames has actually renated an emergency. No one can afford to be idle with the high cost of living scrap and keep industry going.

Your Industrial Scrap Committee Will Advise You

THESE SCRAP DEALERS WILL SERVE YOU ALSO



good product. The cutlery business was successful and Ulbrich was a known entity in the New Haven area.

Fred Sr. and Ada had thrived in tumultuous decade. They had a family of three boys after the birth of their last son Daniel on November 26, 1939. Things were looking up, though the future was clouded due to Adolf Hitler's rise to power in Germany. The Ulbrich's and their Wallingford neighbors were receiving ominous letters from relatives in central Europe. Words of worry and talks of war were a part of almost every letter. For a war to start, it seemed to be only a matter of time — and it officially began when Hitler invaded Poland in 1939.

Another 5 Great War



I remember December 7, 1941, vividly. I was nearly eleven years old. As was our custom every Sunday after Mass, our family would visit relatives, or, if no trip had been planned, I would play ball with my buddies. On this particular bright Sunday, I was going to play basketball at the Whittlesey Avenue School Playground, and as I was leaving, my father was sitting in a chair listening to H.V. Kaltenborn reporting on the radio from the White House on the number of casualties in Hawaii at Pearl Harbor. My father was sitting in the chair crying, which was the first time I ever saw him crying. I did not realize the consequences of that broadcast at the time.



Fred Ulbrich Jr., FORMER PRESIDENT & CEO



W orld War II changed everyone's life, and yet it brought about the *Ulbrich Steel* that we know today. Not long after Pearl Harbor, Fred Ulbrich Sr. was awarded a "*mess-kit knife*" contract to supply the United States Army. This government-issued knife would be deployed all over the world to military personnel in all types of environments. The Army contract called for an allpurpose knife with utility and durability.

Back then every government contract had a priority rating. The knife was not a high priority compared to ammunition, tanks, airplanes and other weapons of war, but the *Department of Defense* demanded a quality product nonetheless. Fred Sr. and his brother Henry made machine upgrades to fulfill the knife orders, and they were proud to support the America's saving of Europe. The work needed to be exact, and Fred Sr. felt his countrymen deserved nothing less than precision.

Meanwhile their other brother Frank Ulbrich was an executive at H.L. Judd Company. Another brother, William Ulbrich was working in Wallingford's Water Division — for

whom *Ulbrich Reservoir* was named on the east side of town. Against considerable odds, the Ulbrich's were thriving. Fred Sr. in particular was fortunate to have relationships with local manufacturers that aided his business. For the knife contract, he called on Schiavone and other suppliers for raw material stainless steel.

However, the steel was rarely the right-sized *gauge* (thickness). Fred Sr. accepted the steel at various sizes, knowing that he could re-form the raw material. With extensive knowledge of rolling mills, he planned to re-roll these relatively small quantities of steel to the correct size

and shape. In order to meet the exacting specifications of the United States government with nonconforming starting material in hand, Fred Sr. had to piece together the company's first rolling mill.

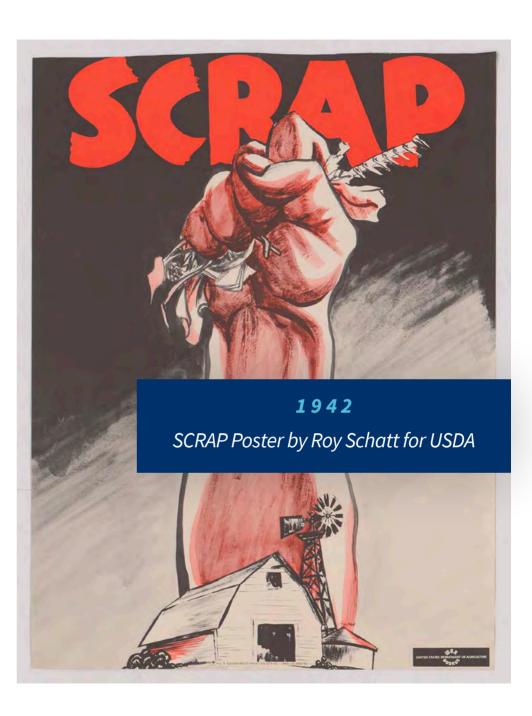
He found an old mill housing and had steel rolls fabricated. Motors and electrical controls were purchased in addition to reels that would roll the metal on and off the machine. He had developed a crude but effective rolling mill. Cold rolling operations reduced the material to the correct gauge - though not without errors. Then Fred Sr. bought another machine called a slitter to sheer the steel into coils



with smaller widths. These narrower coils were stamped into the mess-kit knife.

All throughout, technical issues persisted. Camber or arched imperfections in the metal sometimes occurred in the rolling process. Fred Sr. contacted *Glenn Machine Company* of North Haven, Connecticut, to make a rollerleveler which uniformly flattened the material. This allowed Ulbrich to consistently produce the same knives, with the same measurements nearly every time. From that moment on, Glenn Machine Company acted as Ulbrich's outside maintenance and did so for over fifty years.

Fred Sr.'s family business was finally prepared to handle the army knife order. Contracts were assigned by the military in those days - instead of today's bidding process. A representative from the United States Department of Defense came all the way from Washington D.C. to Wallingford to survey Ulbrich's machinery and capabilities. After a testing phase, Fred Sr.'s cutlery operation was officially given the stamp of approval from the government

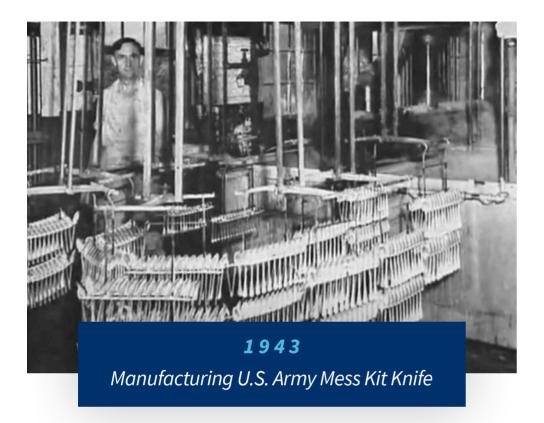


1 9 5 0 Fred Jr. & Dick Ulbrich

to manufacture the mess-kit knives for the army. Together with his brother Henry and a handful of co-workers, Fred Sr. fulfilled the cutlery orders on-time in support of the war effort.

The company was able to convert steel to the right sizes and within acceptable tolerances - then repeat the process thousands of times. This was something that many other steel companies could not do, and it was the beginning of Ulbrich as a specialty re-roll mill. Metalworking, rolling, slitting and leveling would become Ulbrich's core competency.

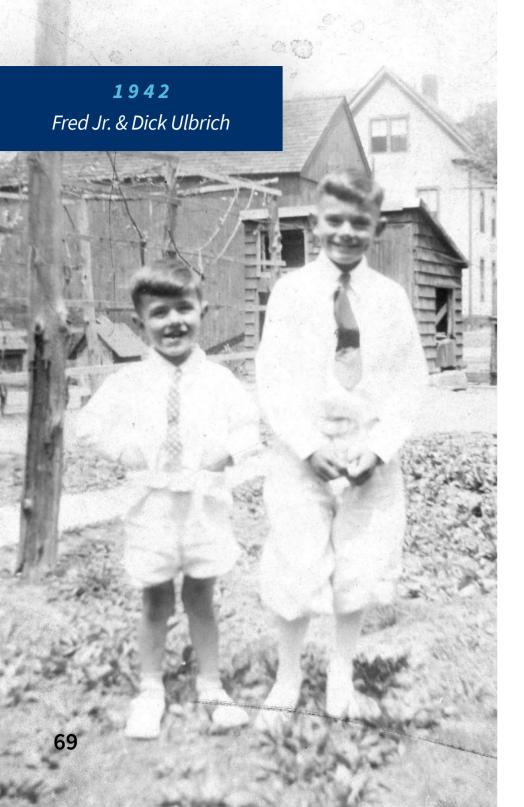
Along with the war years came a new appreciation. Fred Sr. cherished his country and the American Dream. He was living proof of the concept, and his hard work had paid off. Additional contracts were incoming and Ulbrich was a major supplier of knives, forks and spoons to the United States Military during the world's most horrific conflict. A sense of urgency and a thankfulness motivated Fred Sr. to



do more, so he organized "scrap drives" throughout the Town of Wallingford.

The more scrap Fred Sr. collected, the more he could help American troops overseas. His responsibility was to pick up every conceivable kind of scrap: iron beds, fencing, used refrigerators, broken electronics and more. Material was driven to his scrapyard, dismantled, cut up by torching and divided by grade and alloy. In 1942, three regular employees and about ten part-timers were working for Ulbrich. It was difficult, dangerous and dirty, but Fred Sr. would work right along with his men, while his wife Ada was the sole secretary and bookkeeper.

Fred Sr. already owned two businesses in cutlery and scrap metal, when he made another ANY BOMBS attempt at public office. In 1942, he campaigned for the scrap metal of General Assembly as of tomor-That old auto bomb if you'll phone 2000. State Senator of Connecticut's 12th FRED ULBRIC district. Once again he lost the race. Finally, in Est. 1924 his fourth political campaign, Fred Ulbrich Sr. was elected Warden of



Wallingford, effective January 1, 1944. He ran for re-election twice, winning by more votes each time. As Warden for six years, his major accomplishment was leading the town through wartime. He wrote reassuring editorials in the Meriden Record newspaper and gave public speeches to lift spirits.

His administration was credited with paving roads in the *Shupack* district on the west side of town. Each springtime International Silver Company and Wallace Silversmith Company emptied buffing compounds on the streets, and if a motorist threw a lit cigarette on the road, the asphalt would catch fire. Robert Ripley's column "*Believe It Or Not*" featured Wallingford as the only town in America with flammable roads. Under Warden Ulbrich, dumping chemicals was banned and safer roads were assured.

Fred Sr. was a dynamic leader and served as a champion for his town. He contributed greatly to its safety and progress by working with the Wallingford Police Department to Wallingford Public Schools to upgrade their facilities. Perhaps the most consequential action happened in 1948 when Fred Sr. approved a new power plant in Wallingford — still in existence today. As a result,

1949 Ulbrich Steel, Wallingford, CT

Wallingford has become known for its relatively inexpensive electric rates.

WID BLERICH

In the 1940's, Wallingford's population was less than 15,000. Today it's about 45,000. There were fewer than ten policemen, and nowadays there are approximately eighty. Ulbrich's growth and that of its hometown are historically inseparable. This symbiotic bond between Ulbrich and the Town of Wallingford has benefitted many people, near and far.







Vote for Fred Ulbrich

DEMOCRATIC CANDIDATE FOR WARDEN



CAPABLE

Born in Wallingford on June 8th, 1901. Educated in the local schools and was graduated from Lyman Hall High School, Class of 1918.

Employed at R. Wallace & Sons main office from 1918 to 1923.

Employed in one of the largest Steel Mills in Western Pennsylvania for a year, gaining the knowledge of steel melting and metallurgy. A student in the metallurgical field for many years.

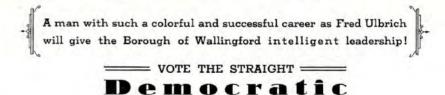
Started Wallingford's first and largest Scrap and Alloy Steel yard in 1924 -- in fact, the most extensive Alloy Steel Yard in Southern New England.

Married Ada Cei of Wallingford in 1929, and has 3 sons, Fred, Jr., Richard and Daniel. Resides at 36 Franklin St.

Awarded the coveted War Production Board's "Citation Emblem" in 1942 as an outstanding metal producer.

Local Chairman of the National Foundation of Infantile Paralysis for 1943.

A member of the Wallingford Lodge of Elks, Knights of Columbus, Loyal Order of Moose, National Institute of Scrap Iron and Steel of Washington, D. C.



BE SURE AND PULL THE SECOND LEVER

TICKET

TUESDAY, NOVEMBER 16, 1943





Get Your Scrap Iron and Metal Rolling To The Mills!!

We are now set up, to handle small lots as well as the large ones we customarily handle.

Anything containing Metal—Old Boilers— Auto Tin—Stoves—Old Autos—Farm Scrap— Miscellaneous—anything.

Simply phone 2000. We'll see that your scrap gets to the melting furnaces in less than a month.

We are operating under War Production Board Supervision.

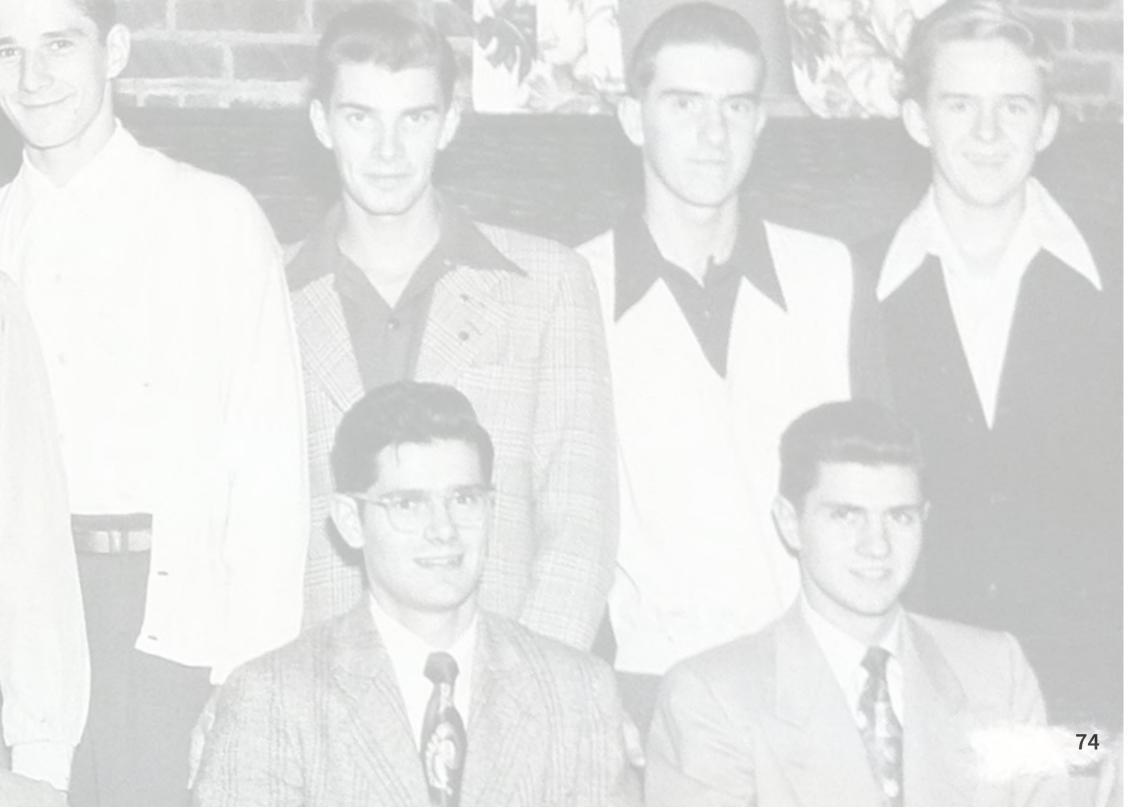


Old Colony Road

Phone 2000

CHAPTER 6

The Foundation Years





When World War II ended, America gradually changed back into a consumer-driven economy. Millions of military personnel re-entered the commercial labor force. In 1945, Ulbrich had twelve employees involved in the industrial scrap business and twelve employees making cutlery. With military knife and cutlery experience, Fred Sr. officially incorporated his utensil business: *Victory Cutlery Company*. The venture rolled out two varieties of flatware.

The first product-line was expensive and high quality. It was a carving set of steel blades adorned by elk horn stag handles for preparing turkeys and roasts. It was numbered, serialized and sold through the leading New York City department stores. These stag elk horn handles came from India and were bought by an importer. Fred Sr. used a broker to sell his high-end sets to the largest department stores in New York.

The second was "Diner-quality" cutlery. This set was marketed through another broker in New York City who handled the Wallace Silversmith Company line of cutlery products. Wallace Silversmith produced only the highest quality cutlery made from stainless and sterling silver and sold them nationally and internationally. They were the gold standard. Fred Sr. wanted to partner with the place that gave him his first desk job. However, he knew they did not want the Wallace name associated with diner-quality utensils.

Instead, Wallace Silversmith made an arrangement with Fred Sr. They designed the pattern, they made the dies that stamped the products, they transported the dies to Fred Sr.'s factory and they arranged for a broker to sell them. The cutlery was made and sold by Victory Cutlery Company, and the Wallace name was not associated with the end product. The simple stainless steel flatware sold extremely well to diners, restaurants and families. It soon accounted for more business than Ulbrich's scrap sales and auto part sales combined.

It was around this time that Fred Sr. welcomed his children at work in the Strip Mill. They wanted to be around their father more and to learn the family business. Dick Ulbrich



Warden Ulbrich's V-E Statement

The following is a proclamation issued yesterday by Warden' Fred C. Ulbrich of the borough is anticipation of the official announcement of V-E day today.

A proclamation to the people of Wallingford.

V-E Day

"Whereas, at long last the day of Victory over the forces of evil is a reality, at least in so far as Hitler and his motiey following of outlaws of human society is concerned:

"I call upon the citizens of Wallingford on this glorious day of victory to give thanks to Almighty God for their deliverance, and to do this in memory of the brave men and women of our armed forces everywhere—and particularly those who have suffered and died to achieve this day. "

"I further appeal to the people that there be no cessation of war production in our factories until total and final victory is won all over this wartorn world.

"Victory should reflect in spirit a realization of the awful price paid in human life and suffering the world over. This must be our attitude out of respect for those among us who have lost a son or daughter, a father or husband and whose hearts at this moment are heavy with grief. "Signed:

"FRED C. ULBRICH "Warden of the Borough of Wallingford, Conn." recalled working for his father stating, "At the age of ten I remember sitting on a bench inserting blades into red handles and hammering them into place with a wooden mallet. My father was concerned about the possibility of a labor inspector seeing a child working, but I was his son learning the ropes. We learned young and we were grateful to be involved." Dick, Fred Jr. and Dan Ulbrich would contribute to the family business for rest of their lives.

By the late 1940's the original business of collecting old farm equipment, junking cars and selling auto parts had gone defunct. Later in his life, Fred Sr. wished he had kept a few of the cars because they had become collector's items. The two cutlery lines now paid the bills and Fred Sr. still had six industrial scrap accounts. The prime account remained Wallingford Steel Company, located less than a mile west of Ulbrich.

Fred Sr. always maintained a close relationship with Wallingford Steel. He said many times that, "If Wallingford Steel had been the Wallingford Rayon Company, then Ulbrich would've become the Ulbrich Rayon Company." This relationship was based not only on business, but also on friendship he liked Wallingford Steel's management and staff, and they liked him. Many Wallingford Steel employees also worked at Ulbrich part-time.

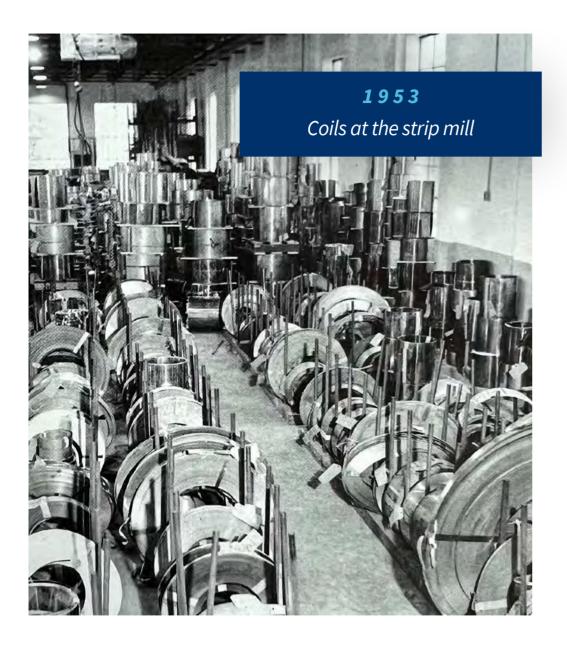
From his dealings with larger steel companies, he learned that most of them were too focused on heavy volume purchase orders. They were too busy and incorrectly configured to fulfill small orders of stainless steel and specialty alloys. Meanwhile, Fred

1953 Fred Ulbrich Jr. operating slitter machine

Sr. had metal processing equipment at his disposal: a rolling mill, a slitter and a leveler. He knew there was unforeseen value in using these machines to convert metal into thinner coils — thereby fulfilling massive demand for steel at low volumes.

Confident of his plan, Fred Sr. bought various thicknesses of stainless steel in quantities of 10,000 pounds from Wallingford Steel Company, U.S. Steel, Armco Steel and others. Then he supplied quantities of 2,000 pounds or less to two dozen customers within trucking distance of Wallingford. Most customers were former scrap accounts who knew Fred Sr. and his good reputation. If he didn't have the gauge in stock, they trusted him to re-roll it to the accurate size.

A postwar boom and technological advances overloaded steel suppliers with orders. Because of rising demand and limited sources of material, American equipment manufacturers had difficulty obtaining 10,000 pounds or less of metal per order. It was even more difficult to buy quantities of less than 2,000 pounds. The makeup of the



steel industry favored big business; not the small players. Practically no suppliers of stainless steel were willing to spend time and resources on low-volume orders.

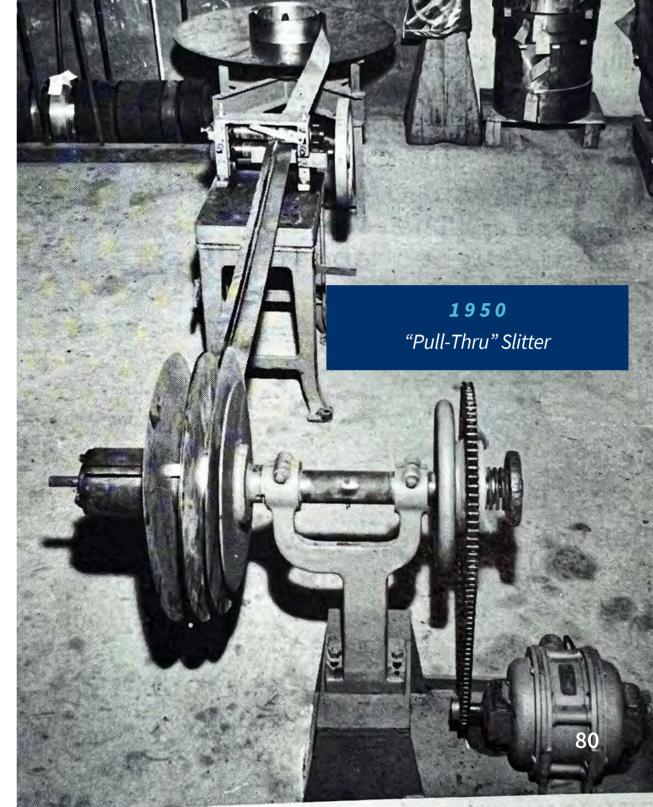
Fred Sr. observed this niche of small quantities at thinner gauges, and he pursued it vigorously. Word soon got around that there was a company in Wallingford, capable of supplying quality stainless steel at low volumes — even down to ten pounds of material. Word-of-mouth helped tremendously. Ulbrich had no sales force, as it didn't need one yet. Companies in New England and the Mid-Atlantic states who were seeking metal, contacted Fred Sr. through the mail. His precision steel was selling itself. The only problem was processing all of the orders coming in.

Then came a major development in the late 1940's. The steel industry became dominated by two groups of companies: steel melting mills such as U.S. Steel, Bethlehem Steel and Armco Steel and the sudden advent of *Steel Service Centers*. These Service Center companies were ordering large quantities from melt mills and warehousing

metal on shelves. Service Center inventories backed hundreds of different coiled products in smaller quantities to customers within a defined geographical area.

The big player in Service Centers within New England was *Industrial Stainless Steels Co.* of Cambridge, Massachusetts. The President was John Curley — an acquaintance of Fred Sr. One day, John telephoned Fred Sr. and asked him to come to Cambridge. He offered to warehouse every order that Ulbrich was able to provide. In exchange for warehousing Ulbrich's orders, Mr. Curley would receive a nominal discount from the standard 'book price'.

Fred Sr. agreed to supply Industrial Stainless Steels Co. on a non-exclusive basis. The orders were typically less than 2,000 pounds, with most shipments weighing under 500 pounds. Thanks to Ulbrich, Industrial Stainless Steel Co., with its



2 Ulbrich Firms Total \$650,000 Capitalization

Certificates of incorporation have been granted to two Wallingford firms having a total capitalization of \$650,000 by the office of the Secretary of the State in Hartford.

The incorporators for both firms are Fred C. Ulbrich, former Borough Warden, his wife Ada M. Ulbrich, and Mary Fassio, all of Wallingford.

The authorized capital for the Ulbrich Stainless Steels, Inc., is listed at \$400,000, consisting of 4.-000 shares with a par value of \$100.

The Ulbrich Realty, Inc., is listed at \$250,000 capitalization, consisting of 2,500 shares with a par value of \$100.

81

dozens of salespeople, was able to solicit small-quantity products while still having the capacity to sell large quantities rolled by melt mills. Several large Steel Service Centers became aware of Ulbrich's operation.

Peter A. Frasse & Company in New York City and the House of Stainless in Chicago approached Fred Sr. and his team for hundreds of low-volume orders. Both companies received the same terms as Industrial Stainless Steels Co. At Ulbrich, Fred Sr. was the one-man sales department, personally taking every order in the early days of the re-rolling business.

The company was busy and growing, until one day in 1948, Fred Sr. suffered a heart attack. He had taken on much too much by living two lives; one as a businessman and another as a politician. His doctor told him to focus on one or the other, and he chose business. Fred Sr. was 47 at the time. He made a quick recovery, finished his third term as Warden of Wallingford, retired from politics in 1949 and went back to work at the Strip Mill.

Ulbrich began to grow exponentially.

With Fred Sr. healthy again, the company sought to

fundamentally improve its financial performance. Total sales during the calendar year of 1952 were \$192,000. There were a tremendous amount of orders and Fred Sr. was hard-pressed to satisfy them. In order to increase production, he hired more workers from Wallingford Steel on a part-time basis. These men would finish their shifts and then walk over to Ulbrich on a flexible schedule. Many of them became full-time employees.

In 1953, sales amounted to \$429,000 and more work was piling up. Records were scantily kept, and the telephones

were constantly ringing. This led Fred Sr. to offer his sister, May Ulbrich Warzocha, a temporary job to manage the

office. May was orderly and intelligent. As business rapidly increased, Ulbrich required more staff. She helped to hire new people and to oversee day-to-day office functions.

> After a promotion to Inventory Control Manager, May finally settled into the role of Purchasing Director. This was a feather in her cap, as the steel industry was considered a man's world.

> According to one of Ulbrich's first company brochures, May was, "responsible for obtaining the large stocks of steel we use to convert to your specifications. Her constant surveillance in maintaining adequate inventories on all of our metals assures the fastest possible processing of your requirements." As a female trailblazer in the steel industry, May was the first

woman president of the 25,000 member National Association of Purchasing Managers. Her temporary job at



Ulbrich turned into a thirty year career until her retirement in 1980.

The family business of the early 1950's, now called *Fred Ulbrich & Sons*, was devoted to selling small quantities of stainless steel. For the time being, the business retained its scrap accounts and continued to dabble in cutlery. International Silver Company was the dominate cutlery



manufacturing in the Wallingford-Meriden area, having several plants and longevity spanning a century. The company made all types of cutlery products at their facility on Broad Street in Meriden, Connecticut.

In 1955, International Silver Company built a brand new facility with the most modern machinery available. The grand opening was attended by notable dignitaries from Connecticut as well as out-of-state. Fred Sr. and Fred Jr. were present for the open house and witnessed cutlery products moving from station to station by automatic conveyor belts. Assembly line innovations were introduced, which until this time had only been utilized by the automobile industry in Detroit.

Fred Sr. returned from the open house crestfallen. He announced that Victory Cutlery Company was finished. Expensive and sophisticated machinery could produce diner-quality flatware much quicker and cheaper. Fred Sr. lacked the capital for new automated equipment, and he would be unable to compete. He sold the Victory Cutlery to a businessman in Brooklyn, New York. The proceeds were invested in purchasing a cold rolling mill, other machines and a new building to house this equipment.



In the mid-1950's, the stainless steel market came into its own, and this time, Ulbrich would be on the cutting edge of technology. Fred Sr. had installed one of the first Sendzimir Mills to be used in the metals industry. New uses for bright metals created a demand for annealed materials, which precipitated the installation of Ulbrich's first atmospherecontrolled annealing furnace. Additionally, demand for rare earth metals and exotic alloys led Ulbrich to stock new alloys in inventories as rapidly as they became available.

The Sendzimir Mill made cold rolling an exact science.

Ulbrich's entry into precision re-rolling could not have occurred without the invention of the Sendzimir Mill. A Polish engineer and inventor of international renown named Dr. Tadeusz Sendzimir created a new version of a cold rolling mill. The Sendzimir family business obtained technology capable of rolling metal to extremely close tolerances and at unprecedented speeds. The first American manufacturer to buy a Sendzimir Mill was Thomas Fitch of *Washington Steel Company*. Fred Ulbrich Sr. used to sell scrap to Fitch when he was president of *Jessop Steel*. Thomas Fitch advised Fred Sr. to purchase a Sendzimir Mill — also known as a *Z-Mill*.

When Fred Sr. learned that a Z-Mill was on order for Wallingford Steel, he became determined to purchase the new machine. In 1955, Ulbrich contracted Waterbury-Farrel Company to build the third Sendzimir Mill in the United States. The Z-Mill, its equipment and a building renovation would cost the business more than \$1 million. The only guandary was that Fred Sr. did not have enough money. Selling off Victory Cutlery Company provided a tiny amount of the funds needed.



required more than a year to execute. Progressive payments were required throughout this period. This was a major problem because the orders required upfront payments. \$1 million was tied up for more than a year. It was a massive capital investment for the company and major gamble. In addition to the Z-Mill, it was necessary to purchase complementary machines like a new annealing furnace made by the *Electric Furnace Company* of Salem, Ohio. Other equipment was needed: two more slitters and two high rolling mills to reduce incoming

material with higher gauges.

However he did have credit, and he received credit extensions from major steel companies. Then he received a loan from *The Wallingford Bank and Trust Company*. Fred Sr. was "betting the farm" on the Z-Mill. He knew it would be successful if Ulbrich could remain solvent. The mill project

He bought used machinery (as usual) to be overhauled and modernized by the Glenn Machine Company. Also, racks and storage equipment were needed so, and a building was constructed.

1953 Cut-to-length Machine

The purchase of the Z-Mill and the equipment put Ulbrich in a completely new category — the old category being a supplier of stainless steel strip, and the new one being a supplier of custom precision stainless steel. Ulbrich now possessed the ability to roll to the tightest tolerances in world — and not only stainless steels but also special metals and high temperature alloys produced by melt mills.

Ulbrich became a high-tech rolling mill interested in small quantity orders of 2,000 pounds or less. The Sendzimir Mill was a breakthrough, and Ulbrich grew rapidly: sales in 1954 were \$380,000 but in 1956, the first year of operation of Ulbrich's Z-Mill, sales were \$1,334,000. Fred Sr.'s gamble had certainly paid off handsomely. Ulbrich was able to pay off the bank loan and the funds owed to suppliers. The family business now served a specialty product at a premium.

Ulbrich Stainless Steels, Inc. officially filed to become a registered corporation in 1955. Fred Sr., his wife Ada and an employee named Mary Fassio were the incorporators. They also created a real estate company called Ulbrich Realty, Inc. The total market capitalization of the companies was \$650,000. At this time, Ulbrich had thirty part-time workers and eight full-time employees. These included Henry Furs in Production, May Warzocha leading four women in the office and Frank Sabota in Sales.

1953 Fred Ulbrich & Son's Trucks parked outside the mill

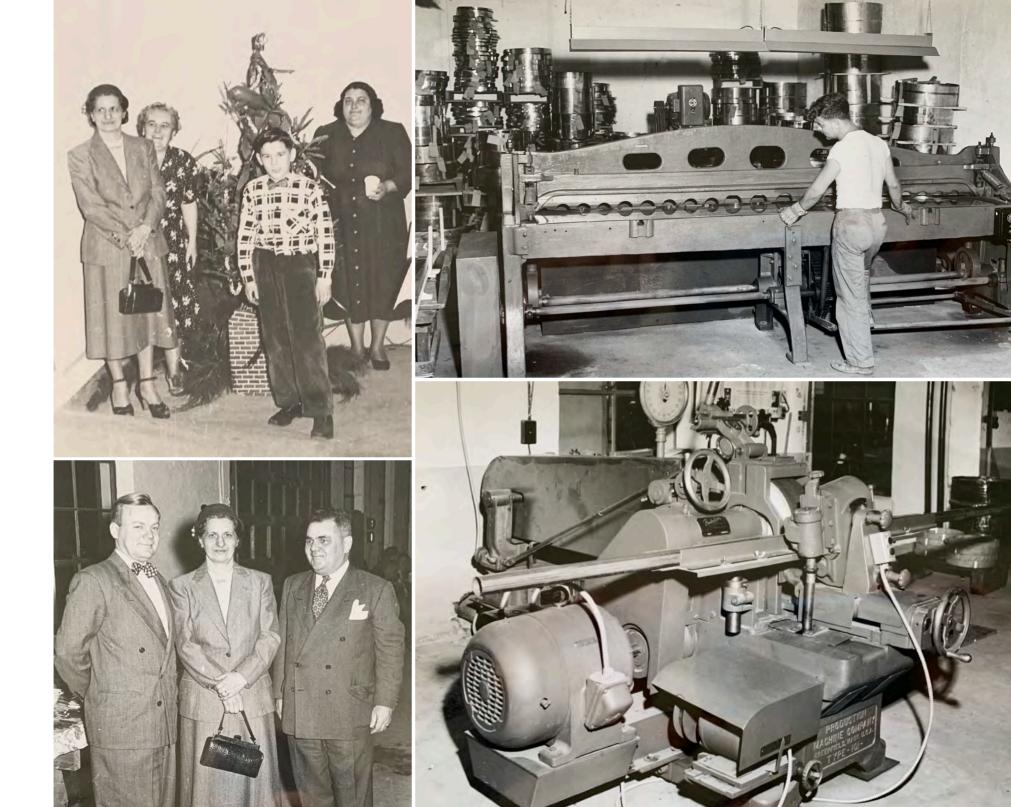




The Ulbrich team enjoying themselves at a company party



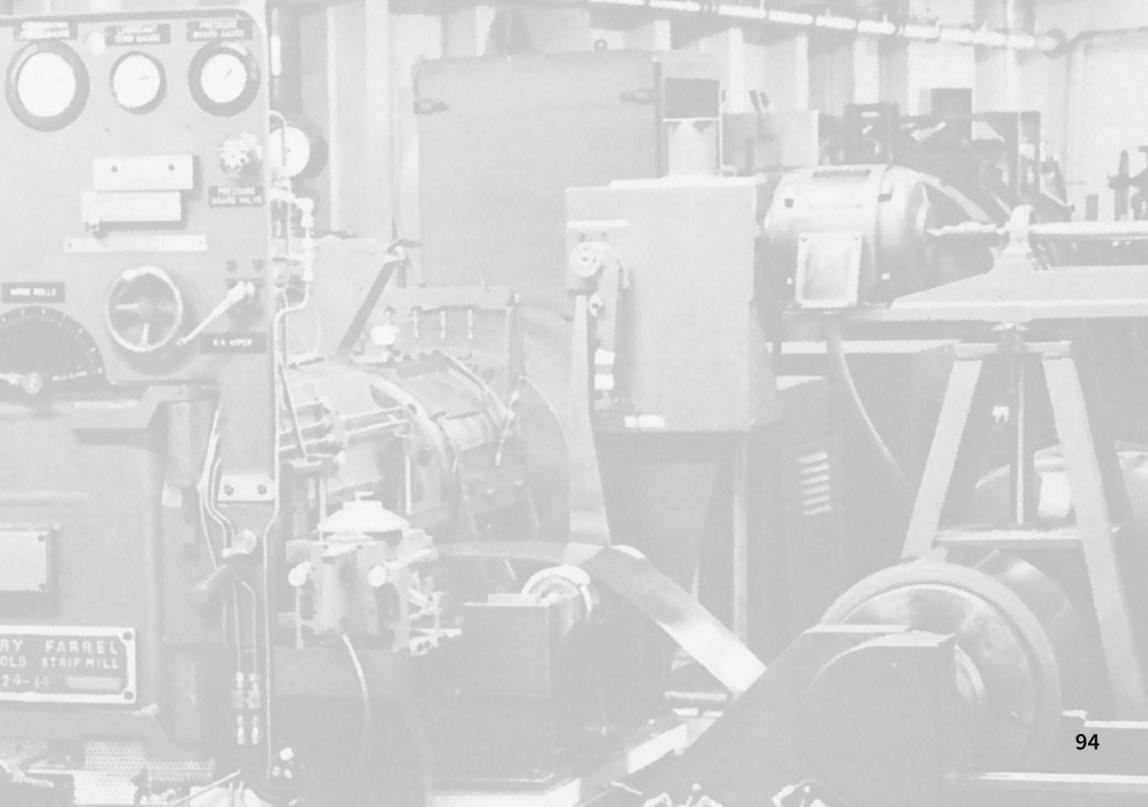






THE 1950S

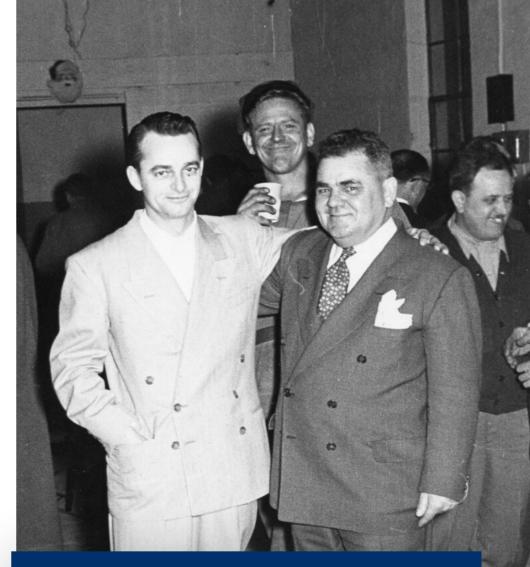
CHAPTER 7 The Biggest Little Mill



Ulbrich was a small company and through the decades, it grew a reputation for reliable people and products.

S tarting in 1956, Ulbrich sought to improve business by revamping the hiring process and through retaining personnel. Consequential areas like the *Annealing Department* needed to be operational and staffed at all hours. Annealers began to work around the clock on three shifts. Any unplanned annealing furnace maintenance stymied production (just as it can today). The concept of several part-time workers was no longer feasible and the company wanted technical expertise.

A perpetually running furnace became of the utmost importance because annealing softens steel, making it easier to roll. When rolling, the Sendzimir Mill reduced coils approximately 50% in thickness. If the material was 0.062" thick, then the mill reduced it to 0.031". During the rolling process, coils are compressed and stretched to be twice as long. Great energy is imparted onto the steel, making it brittle and not easily workable.



1953 Fred Ulbrich Sr. with employees at a company party



1960 Ulbrich's first sales department

Therefore, the annealing furnaces were used to heat coils at a snails pace — to the point at which metal atoms rearranged. After cooling at room temperature, the alloy became more workable. Furnaces were set to 1,950 degrees Fahrenheit (e.g. 304 stainless steel), and the metal was pulled through continuously. Then another coil after that and so on. The furnace ran 24 hours a day, 365 days a year, except for planned (and unplanned) maintenance.

To troubleshoot technical issues Fred Sr. called on Red Hill, a legend in the re-roll industry with *Metals & Controls* of

Attleboro, Massachusetts. Hill recommended that Ulbrich hire some of his employees whose careers were hampered by individuals with more seniority. The Metals & Controls men came to Ulbrich along with an engineer, Paul Dubin, the first General Manager of Ulbrich's Strip Mill. It was necessary for an engineer like Paul to oversee operations and to keep each machine in working order.

In September of 1956, Fred Jr. entered the company on a full-time basis. He and had worked part-time making knives, forks, and spoons ever since he was ten years old.

When he was sixteen, Fred Jr. drove the scrap truck, and every summer he worked at the Mill which he sometimes called *the shop*. All of the Ulbrich children started at an early age, working alongside the men and in every department as a helper or trainee.

Fred Jr. was born, raised and educated in Wallingford. He graduated from Lyman Hall High School, and attended Deerfield Academy in Deerfield, Massachusetts, for a post graduate year. He entered Brown University in 1949 and earned a Bachelor of Science degree in Organic Chemistry. Fred Jr. served from in the United States Army (1953-1956) as a member of the Counterintelligence Corps. Dressed as a civilian with top secret clearance, he performed background investigations on individuals affiliated with the Army. His territory was New Hampshire and he enjoyed the peculiarities of the job.

After being honorably discharged in 1956, Fred Jr. returned to Ulbrich as a *Management Trainee*. After working in the plant on various machines, he worked in the Credit



Department and then the Advertising Department. Up until then, there was no need for an Outside Sales Department, because all orders were coming from major Steel Service Centers like House of Stainless. However, the need for a professional salesforce was becoming apparent and Fred Jr. would lead the charge.

When Fred Sr. decided to buy his first Sendzimir Mill, he invited Jan Tomczyki, an official of the Waterbury Farrel Company to lunch. He explained to Jan which alloys, gauges, tempers and finishes Ulbrich need to supply. Jan



1956 Lunch meeting at Oakdale Tavern

calculated the horsepower, tension controls and equipment needed for the mill. They shook hands and that was the official commitment for the new mill. The purchase

Ulbrich Steel Opens New Plant Operation

U.S. Rep-at-Large Frank L. making stainless steel coils in Kowalski, (D-Conn.) was given small quantities to suppliers, inthe privilege of placing a new cluding those furnishing equip-Sendzimir mill in operation at the ment to the armed forces. Ulbrich Stainless Steel Corpora- The recent strike in the steel tion Thursday during his inspec- industry was reported to have littion trip of the facilities at the tle effect on the stainless steel production at the Ulbrich plant. local plant. The legislator toured the stain- Mr. Ulbrich said the firm had less steel company's building in to reject large orders during the conjunction with his inspection of industry - wide strike since the industries furnishing material to local corporation maintains a polthe armed forces. icy of selling small quantities. Strike Policy He is a member of the House "It was our policy to take care Armed Services Committee. **More Workers** of every one of our customers The new mill will result in the during the strike. We were able additional employment of 12 peo- to do it simply because we sell ple at the plant, according to Fred in small quantities. Naturally,

Ulbrich Sr., president of the com- we could have sold out our supply to one larger purchaser, but It rolls stainless steel to tol- we refused."

erances suited for use in the avi- Larger orders, he explained, are ation, electronic and missile handled by companies such as the Wallingford Steel Company.

Mr. Ulbrich said that the in- Engineers were reported to stallation of the Sendzimir mill is have been testing the operation part of the expansion program of the new Sendzimir mill for the undertaken by the company in past month and making adjustthe past year. ments.

pany.

fields.

An addition to the original Word of the installation was rebuilding housing the plant has ceived by Congressman Kowalski, been recently completed provid- and officials of the firm requesting an additional 15,000 square ed him to press the button placing it in operation for the first feet. The company is engaged in time.

1960 1-Z Mill, Ulbrich Steel

order that followed stated, "To specifications as discussed between Jan Tomczycki and Fred Ulbrich Sr."

The same thing occurred with Ulbrich's first electric annealing furnace. Fred Sr. called John Volosin, an engineer of Electric Furnace Company to meet at Oakdale Tavern. Fred Sr. outlined what he was trying to accomplish. John calculated the dimensions and discussed the different types of furnaces available. They shook hands, and the purchase order that followed stated, "To specifications outlined between John Volosin and Fred Sr."

WHH

This pattern happened over and over again for mills, furnaces, slitters, metal or trucking arrangements. Though a wrong recommendation by either Jan Tomczycki or John Volosin would have meant bankruptcy for Ulbrich, Fred Sr. had trust them and his eye for trustworthy people paid off. These luncheons were always general business meetings, Fred Jr., Dick and Dan often attend to learned about



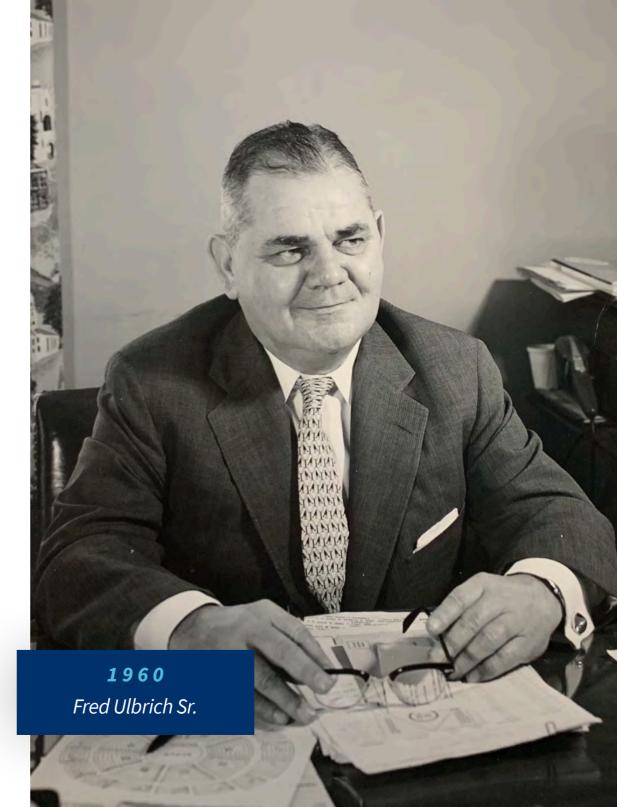
1958 Fred Ulbrich Jr., Fred Ulbrich Sr., Dick Ulbrich

business matters within the steel industry.

Times were good for the family business, but 1960 ushered in a recession. Large-scale producers like U.S. Steel and Bethlehem Steel ate serious losses. Ulbrich was also hurting for purchase orders. Where did the orders come from? And where did they go? Over 90% came from the Steel Service Centers who stocked metal to their customers. In many cases, Ulbrich neither knew who used the coils, nor what end products they were making. The Service Centers were not obliged to reveal their customers.

That same year, a major decision was made that forever affected Ulbrich Steel. The company planned to hire a world-class salesforce on a direct basis. Ulbrich would finally begin interfacing with customers, thereby skipping over brokers and middle men. Fred Jr. hired Bob Evasick from *Edgecomb Milford*. Evasick filled the General Sales Manager role and reported to Fred Jr. Four other direct salesmen came on board to service territories in New England and the Midwest. By soliciting to customers directly, Ulbrich went from supplying two dozen customers to 50 in a short period of time. Fred Jr. also devised a four-year plan to transform the customer base from 90% Service Centers to 90% direct sales. However, many new customers needed to supply metals that Ulbrich did not carry — specifically, nickel alloys such as Monel^{®1} and Inconel^{®1} and high temperature materials like Haynes Alloys like A-286^{™2}, Hastalloy^{®3}, Hastalloy[®] C³ and others. Ulbrich began stocking more specialty alloys and selling them to customers located in metalworking states like Pennsylvania, Ohio and Illinois.

Ulbrich learned that these specialty alloys were being sold to the aircraft industry on the West Coast where they had no representation. Because of the aviation industry, the family business had to become nationwide to compete with other re-rollers. Ulbrich's sales in the western United States was only \$20,000 per year. Then the business entered into an arrangement with Charlie Brenner of *Brenner & Company*, whose territory was



west of the Rockies. Fred Jr. also recruited Charles Zimmerman to cover the entire Southeast of the United States from North Carolina to Texas. These territories earned \$123,000 in 1961.

Eventually Ulbrich caught wind of a new project for the United States Air Force: a six-engine, high-altitude B-70 Bomber armed with nuclear bombs. North American Aviation in Los Angeles, California, won a major federal contract for the bomber. Designed by Harrison Storms Jr., construction of the plane called for exotic alloys used to make honeycomb sandwich panels throughout the fuselage of the plane. The project needed Armco's PH15-7 Mo[®] and 17-7 PH[®] at only 0.001", 0.0015" and 0.002" in thickness. These precipitation hardening alloys were chosen for their high-strength, excellent fatigue properties and corrosion resistance. North American Aviation surveyed seventeen re-rollers including Ulbrich.

The major steel mills and the re-rollers were initially unable to provide the alloys at those minuscule sizes. When



Ulbrich received the survey questionnaire, a representative of North American Aviation visited the Strip Mill in Wallingford. He inspected equipment and evaluated the company's capabilities. Up until this time, Ulbrich could roll metal down to 0.005" in thickness. The difference between rolling metal to 0.005" versus 0.002" and thinner is analogous to playing baseball on a high school team as opposed to playing on a major league team. As a point of reference, a page of a book is usually 0.003" thick and a human hair is about 0.002" thick. Ulbrich was promised a



significant order if it could produce three small gauges: 0.001", 0.0015" and 0.002" to North American Aviation's rigorous specifications.

Even though Ulbrich had a Sendzimir Mill, that did not mean an operator could uniformly roll metal thinner than ever before. Back then, not many Z-Mills could compress material to 0.001" - but Ulbrich's might with the correct modifications. Fred Sr. made another high stakes decision to supply North American Aviation with light gauge material. The Sendzimir Mill was modified immensely, additional equipment was installed, inventory was ordered and a co-workers mustered a companywide rush. It took six months for Ulbrich to produce the first thousand pounds of 0.001" gauge 17-7 PH. This exacting capability jettisoned Ulbrich into the arena of ultra-light gauge metals and the company became among a select group of re-rollers.

Many manufacturers were developing electrical and industrial uses for light gauge specialty metals.

The potential profit was enormous. The B-70 Bomber project demanded alloys that sold for about \$25 per pound but Ulbrich paid a starting price of \$1.50 per pound. Though it would be a complicated supply chain. The contract was awarded by the Department of Defense to North American Aviation, who placed the order with a honeycomb manufacturer, who in turn, placed the order

with a steel Service Center, who placed the order with Charlie Brenner, who placed the order with Ulbrich.

It took Ulbrich six months to produce the first thousand pounds of 17-7 PH alloy. Less than one week later, the Strip Mill rolled another 1,000 pounds, and then over 2,000 pounds in the following day. Out of the seventeen surveyed re-rollers, only Ulbrich and five other suppliers could satisfy the requirements of North American Aviation. Ulbrich Steel had made thrilling advances! Yet, the order would prove too good to be true, because a day later the order was cancelled on the second day of production!

Unfortunately, large-scale production of the B-70 Bomber was mothballed overnight without warning. President John F. Kennedy and his Secretary of Defense, Robert McNamara were advised that the plane was vulnerable to surface-to-air missiles. The United States Air Force downsized the project into an experimental research and development program called *XB-70 Valkyrie*. Though only two XB-70 Valkyrie jets were ever made, they were the world's most advanced aircraft and the first to reach Mach 3 speeds at an altitude of 70,000 feet.

Because of the cancellation, Ulbrich's most coveted purchase order had to be renegotiated. Shipped material was returned for \$6 per pound. The fact that a small company earning \$2 million in annual sales could suddenly impact the defense of the nation was an important morale boost for Ulbrich employees — but morale didn't pay the bills. The company still owed large payments for new equipment and it lost a great deal of cash on the B-70 project. The viability of the business was in question for nearly two years. Every re-roller involved in the B-70 Bomber declared bankruptcy within a couple of weeks, and Charlie Brenner sold his company several months later.

Ulbrich hung in there, but just barely. The company was fortunate enough to win another North American Aviation



order. Fred's Sr.'s Strip Mill was selected to roll DuPont's D-36 Columbium — another precursor to the NASA Space Shuttle. The undertaking was crucial for NASA and it placed Ulbrich on the technological forefront of rolling metals for space exploration. It was also an especially profitable order. The business recouped some of its prior losses and Ulbrich became involved with the origins of the aerospace industry.

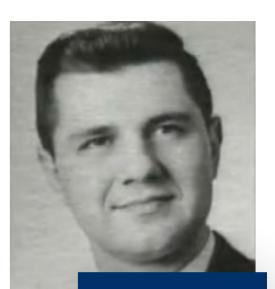
Representatives of the aerospace companies visited and were shocked to learn that Ulbrich had no testing laboratory. In those years, the Strip Mill only had a few tools to measure hardness or strength. New quality standards had been imposed by the aerospace companies, such as Pratt and Whitney, Boeing, Rohr and North American Aviation. Their inspectors studied Ulbrich's facilities and made costly technical recommendations. To participate in military-grade programs, management had to implement sophisticated laboratory equipment and strict quality controls.

The Ulbrich family was prepared to ambitiously grow to the company.

Yet, the aircraft companies were not aware that their recommendations for equipment were more than a year's profit. Ulbrich had to borrow money again, and Fred Sr. personally guaranteed loans to build a new testing laboratory at the Strip Mill. Fred Sr.'s philosophy was simple, "Take care of the company, and the company will take care of you." Consequently, net profit was not the goal in those years - the goal was to remain in business and to better serve customers to their specifications.

Dick Ulbrich was heavily involved with the new laboratory and various technical aspects of production. He had joined the company full-

time in 1960 but had worked



1963 Dick Ulbrich

part-time since he was about 10 years old — like his brothers. Dick matriculated from to Fairfield College Preparatory School to Georgetown University and graduated in 1956. He then did a tour of duty in the United States Army as an officer in the Field Artillery.

Fred Sr.'s understanding with his sons was that they were not obliged to go into the company — he never urged or



brainwashed them to do so. However, he was delighted that they chose to join the family business. Fred Jr.'s talents were in sales and marketing, and Dick's talents were in production. Their talents complimented each other, and on a practical basis, this arrangement worked out well.

Dick also attended daily Oakdale luncheons with his father and brother. Fred Sr. had always believed in a consensus of opinion. For example, the three of them would have to agree on what orders were to be placed, what equipment was to be purchased, who was to be hired and more. At a certain point, this formal consensus system ceased to work. Family members and co-workers were too busy performing their specific jobs. The complexity of the steel business also produced various opinions on things like purchase order requirements, customer policies and acceptable production standards.

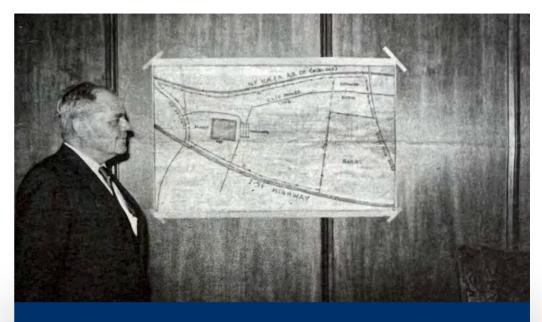
A major determination was made by Fred Sr. that specific responsibilities would be assigned to certain individuals. That person alone would be responsible for his or her departmental choices, and they would report to Fred Sr. as the ultimate decision maker. This was the beginning of the company's organizational chart, a concept never discussed or even considered up until then. The department assignments were: Fred Jr. in sales and inventory; Dick in production; and May Warzocha in office management and purchasing. In 1964, Daniel Ulbrich entered the business. Like his two older brothers, he had worked summers on the shop floor since he was twelve years old. Like Dick, he had graduated from Fairfield Prep and Georgetown University. Dan had also served in the United States Army as a Russian interpreter stationed in Germany. Upon honorable discharge from the Army, Dan was placed in charge of Ulbrich's Layout Department, a key position in the company. Layout was responsible for selecting coils to be applied to orders. He was also helped manage the minimum and maximum inventory of the many alloys in stock.

Ulbrich had about fifty different alloys in many different gauges throughout the 1960's. Dan's entry into inventory control gave Fred Jr. the opportunity to spend his time exclusively in sales. Freed from having to agree on everything, the results were astounding. The company progressed rapidly.



In 1968, there was significant developments at Ulbrich. First, the company needed to expand away from Dudley Avenue in Wallingford. The present site offered no available land adjacent to the Strip Mill. Consequently, Fred Sr. selected a tract of land in Wallingford serviced by a railroad and close to Interstate 91. He received an option to purchase the property, which was zoned as rural, but the town would require an industrial zone change. It was anticipated that the change would be a formality, especially after Fred Sr.'s many years of service to the community. However, it did not work out that way. The plan was not approved by the Planning and Zoning commission, and today, Pilgrim's Harbor condominiums occupy the property. In retrospect, this disapproval turned out to be a blessing, because Ulbrich later purchased *Defco Industrial Park* in North Haven. This land bordered Wallingford and was closer to the mill.

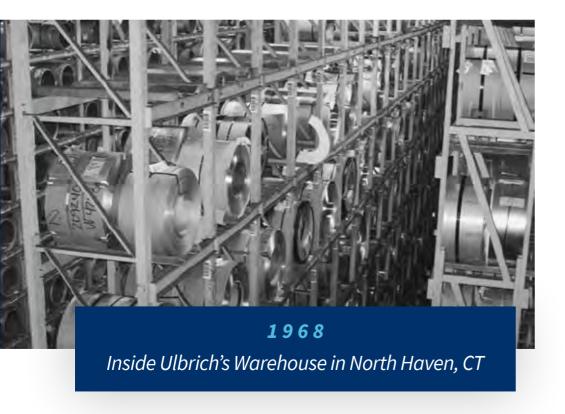
Defco Park included a railroad spur, the Valley Water Company and buildings owned by other companies. The Strip Mill would remain at Dudley Avenue in Wallingford, because the cost of moving equipment was prohibitive. Ulbrich then built a modern warehouse in this Park to house all of its coiled stock. The warehouse, measuring 90,000 cubic feet, has always been visible from U.S. Route 5 in North Haven. Ulbrich was able to eliminate four smaller warehouses scattered about Wallingford by incorporating all inventory into this one building.



1967 Fred Sr. maps plans for a warehouse in Wallingford

The original thought behind this project was that all of Ulbrich would move to the 72 acre North Haven site. Ultimately the cost of moving the entire organization proved to be too much, so the plans were dialed back.

Ulbrich did not have a feasible means of servicing customers in the Midwest until 1968. The family determined that the best way to infiltrate the region was to start a company from scratch. Fred Jr. hired John Thoma, who had been employed by the House of Stainless in Chicago, to open an Illinois-based office. The plan was to construct an industrial building within two years as a steel Service Center that stored and slit coils. Ulbrich of Illinois, a wholly-owned subsidiary of Ulbrich Steel, is located in the Cook County village of Alsip to this day.



A few years prior, Fred Sr. had started a company called *Ulbrich Special Metals* to handle the nickel-based alloys with which Ulbrich had become involved. This was a separate company housed under the Ulbrich umbrella. Ulbrich also had *Ulbrich Research Corporation*, which did the basic research involved in producing the metals for the XB-70 and the forerunner of the space shuttle. Fred Sr. combined these companies into one called *Ulbrich Stainless Steels & Special Metals, Inc.* in 1969.

The year of 1969 was particularly consequential for the family business.

At a key juncture in American history, Ulbrich had become adept in milling and converting metal alloys. These technical capabilities attracted aerospace customers bent on space exploration. Innovations in rolling specialty metals were critical to early space travel. Yet Ulbrich's contributions were largely unknown to the general public.The United States and Soviet Union were competing in a bitter *Cold War* and *Space Race* for geopolitical and technological supremacy. NASA was tasked with pulling off a lunar landing within a decade by President John F. Kennedy during his 1961 inauguration speech. Having been involved in previous federal projects, Ulbrich was approached by NASA contractors and original equipment manufacturers such as United Technologies, Hamilton Standard, Grumman Aircraft and Collins Aerospace. With Ulbrich, these aerospace companies could purchase small quantities of stainless steel and special metals to develop test trials.

On July 20, 1969, America made "a giant leap for mankind" when Apollo 11 successfully touched down on the Moon. The feat was accomplished using 300 pounds of Ulbrichrolled metal. Stainless steel and titanium were utilized in several applications on the spacecraft. Customers like United Technologies and Hamilton Standard formed the metal into interstellar components. Applications included seals and inlets used to help the Mark 10 turbo pumps launch the 6,252,500 pound *Saturn V* rocket.

Ulbrich provided metal for bellows used on the Lunar Module nicknamed *Eagle* – the first crewed vehicle to land on the Moon as well as the Command and Service Module referred to as *Columbia* – a propulsion unit that towed the Lunar Module across space. On the outer structure of the module was a brazed honeycomb heatshield formed from Ulbrich-rolled steel. Pressure and flow of fuel in the service



module was controlled by bellows regulators made from Ulbrich metal.

The Apollo 11 spacecraft carried astronauts Neil Armstrong, Buzz Aldrin and Michael Collins on the first voyage to the Moon and back from July 16 to July 24, 1969. On the day of the launch, the Ulbrich family attended an official viewing at Cape Canaveral, Florida. "There were several thousand of us about a mile and a half away," Fred Jr. once recalled. "We were in the bleachers. They made us wear goggles and made sure we didn't look directly at the rocket when it launched and that was quite a thrill."

Ulbrich was perhaps the least known metal supplier to produce solutions for the Apollo missions. Ulbrich continued to supply metal used for future Apollo missions. The achievement of a moon mission displayed Ulbrich's extensive capabilities as a precision re-roller. With a strong core business in place, the company continued to expand into uncharted territory. Around this time, the family business also invested in the production of stainless steel wire.



1968 Percy Glidden, Machine Operator at Ulbrich Wire Inc.

The wire product line required special attention to detail. It was different from Ulbrich's other products because the starting material was a cylindrical wire. Ulbrich initiated this product for two longtime customers who were having problems finding quality material at narrow sizes. Connecticut Spring Company and Wallace Barnes, a division of Associated Spring required custom, uniform and precise spools of milled wire.

Like other re-rollers, Ulbrich was producing wire products from strip by slitting the strip to narrower widths. But now the best method of wire production was to squash a round wire flat. A substantial technology upgrade would need to be implemented and new staff needed to be onboarded. Therefore in 1969, the decision was made to spin-off this product line and to give it an identity of its own. The spinoff corporation was *Ulbrich Wire, Inc.* within Defco Park in North Haven.

The size and complexity of the business were greater than Fred Sr. had ever dreamed.

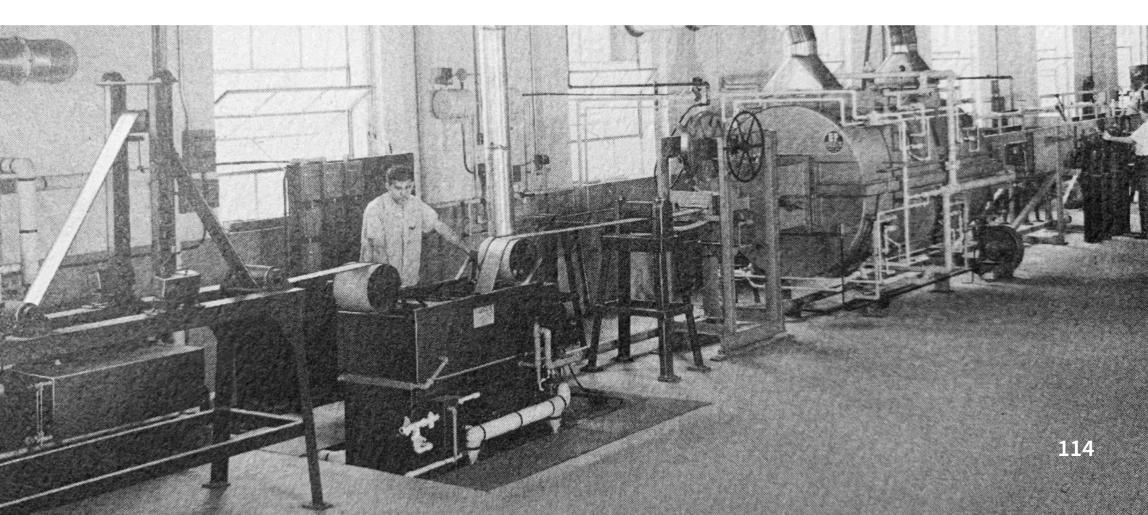
Fred Sr. sometimes expressed his astonishment at the growth of his original enterprise. He and Ada spent most of their late sixties in Fort Lauderdale writing a travel memoir entitled *Around Two Worlds*. The book documented their 1961 trip across the globe by steamer and railcar from

America to Asia to Europe, which included a meeting with Pope John XXII.

From 1956 to 1969, the family business was propelled by tremendous ambition among its people. New personnel, new products, new customers, new locations and new equipment added to profits. Annual sales had increased tenfold from \$1.3 million in 1956 to \$10.2 million in 1969. While sales numbers skyrocketed, so did costs and technical issues multiplied. Ulbrich's organizational structure became more sophisticated and more difficult to manage. Mistakes were inevitable due to the large operational scope of business.

Hiring missteps, supply chain bottlenecks and returned orders were valuable lessons learned. Company growth relied on the dedication and expertise of long term employees. Developing staff became a focus — because the Ulbrich family believed that the company would only go as far as its people. Ownership began to administer rich employee benefits and higher wages as the local labor market grew more competitive. In return, the business was privileged to retain many of whom remained in their roles at Ulbrich for several decades.

Fred Ulbrich Sr. and his entrepreneurial spirit had unexpectedly created hundreds of jobs. His energy rubbed off on his family, friends and his co-workers. At work, Fred Sr. was known for his catchphrases. He often greeted men on the shop floor with a cigar tucked into the side his of mouth, while inquiring "How's it going, boys?" Fred Sr. coined his flagship facility in Wallingford as "*The Biggest Little Mill in the Country*." He adored this moniker due to its fitting title for a small company with value to the manufacturing of stainless steel.



1960s Machine running wire product

1960s Leonard Pearson

NO 4 TH

T

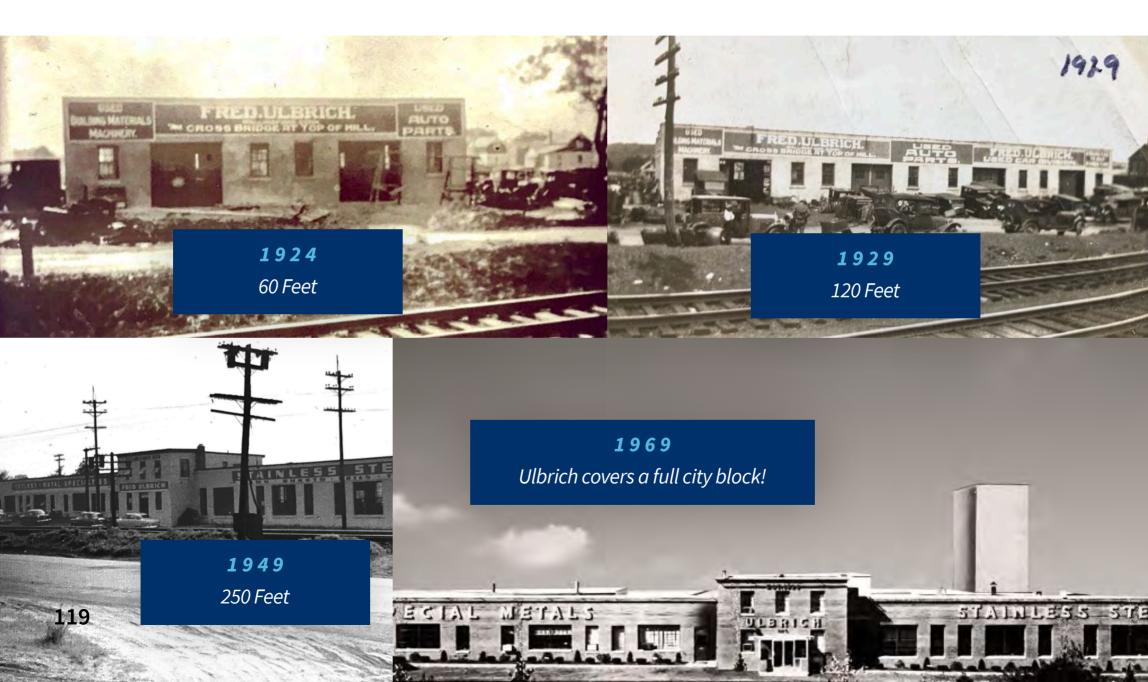
20

-

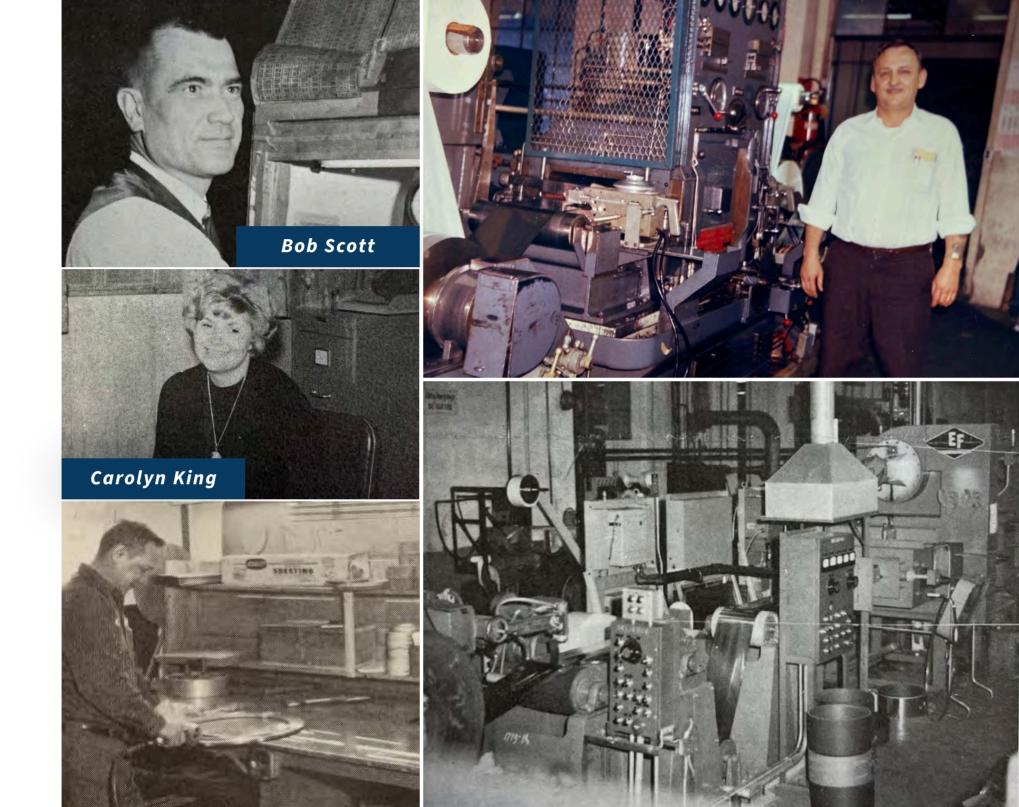


1960s Richard Halten

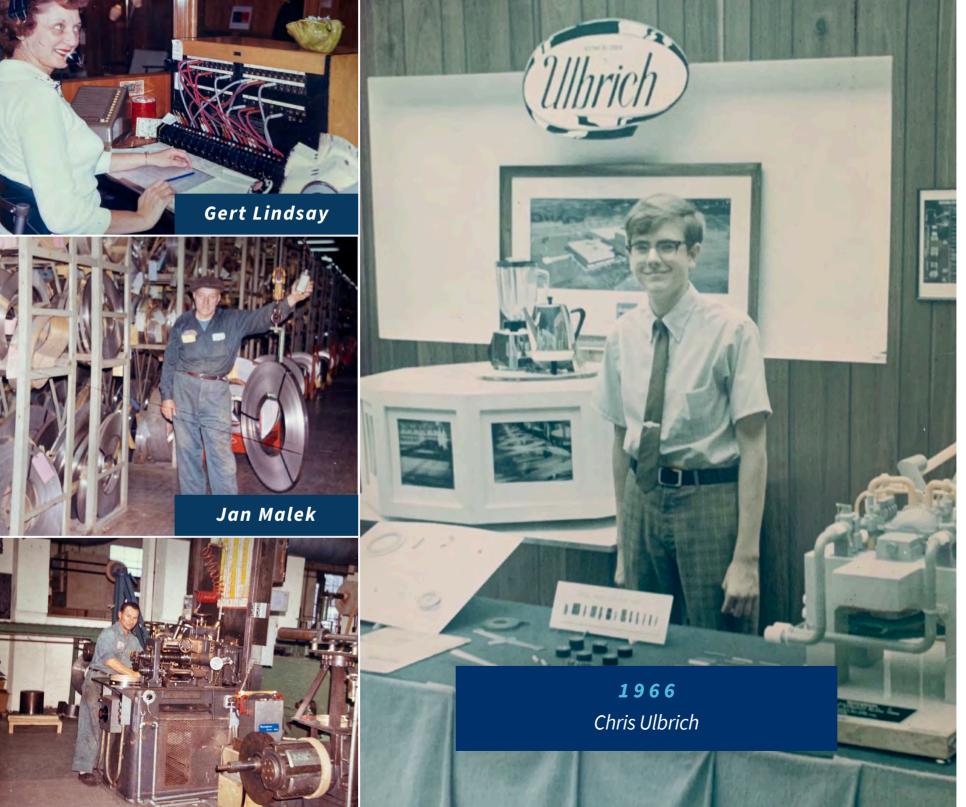
THE GROWING ULBRICH FOOTPRINT



Ulbrich Family Picnic



S0961 JH 121



THE 1960S

CHAPTER 8 **Expansion 8** Stalemate

PECIAL METALS



U lbrich was ready to tackle greater challenges in the next decade — the 1970s. Fred Sr. and Ada opted to live full-time in Florida but spent their summers in Guilford, Connecticut. This required an organizational change at Ulbrich. A board meeting was called by the Chairman of the Board, Fred Ulbrich Sr. to elect the new executive leadership for the company. Fred Ulbrich Jr. was elected President in this meeting.

In his first act as president, Fred Jr. called on his father's longtime bank, *Connecticut Bank and Trust*, to borrow funds for a new

Executive Team of the Era







Fred Ulbrich Jr. President

Dick Ulbrich VP of Production Dan Ulbrich VP of Sales





May Warchoza VP of Purchasing Bill Gardner
VP of Finance

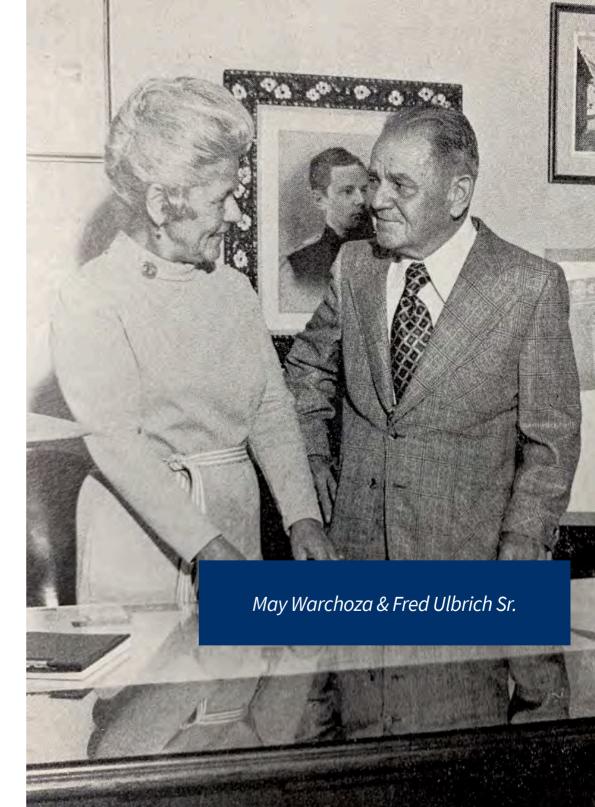
1968 Dan, Dick, Fred Jr. & Bill Gardner

Sendzimir Mill installation. The mill had been on order for one and a half years — the length of time needed to construct the mill. Fred Jr. went to the bank expecting to walk out with a check. In his hand was a letter of commitment dated two years earlier, negotiated by Fred Sr. who had served on the bank's Board of Directors. The letter promised a loan when the mill was completely built. Instead, for reasons of their own, the bank chose not to fund Ulbrich's 5-Z Sendzimir Mill.

Fred Jr. exclaimed, "What a way to start my presidency!" The shocking news forced Ulbrich to find a new bank. An exhaustive inquiry at 42 banks ended with *Colonial Bank and Trust* (which became the Bank of Boston) in Waterbury. Fred Jr., knew the bank President as a fellow member of the Young Presidents Organization (YPO). Although the steel business was flourishing and each department at Ulbrich was headed by a competent person, it became apparent that each officer had a different level of engagement. More importantly, there were different interests among those involved.

In 1970, Fred Sr. gave controlling interest in Ulbrich Steel to his three sons, Fred Jr., Dick and Dan; but he kept the real estate portion of the business, Ulbrich Realty Corporation. While giving away his shares of Ulbrich Steel, Fred Sr. amended the company by-laws to require 76% approval for every capital investment and major business consideration. Because the three sons each possessed a 33% share, unanimity was necessary to make meaningful decisions. Unable to agree on much, the gifted stock created temporary disarray.

Ulbrich was no longer one company working in harmony. In fact, it was split into three separate organizations — one in production, one sales and one in finance. The situation presented great difficulty for Fred Jr. to manage three departments that focused on three different objectives. The company had grossed over \$10 million, orders were coming in, customers were being serviced and each department was functioning; yet the corporate objective could not be agreed upon.



Fred Jr. and Dick wanted the corporate objective to be constrained, steady growth.

In this scenario profits would be used to secure small loans for capital investments while incurring a minimum amount of debt owed to steel mill suppliers and banks. Each nonsteel related venture would need to be profitable on its own. Dan and Bill Gardner wanted the corporate objective to be maximum growth and maximum debt. They thought profits should secure larger loans to fund non-steel related ventures and backed by the full faith and credit of Ulbrich. The two parties had huge differences in philosophies.

Despite some discord, the business sustained growth amid a recession in 1971. Ulbrich Wire Inc. was prospering as its own entity. Ulbrich of Illinois was fully operational and the Service Center proved to be a sound investment. The new executive team bought another Chicago-based company: *Tubex*. Many personal ventures were initiated within Ulbrich Realty Inc. The company was consuming vast amounts of cash and credit to finance inventory,



equipment, wages, accounts receivable and travel expenses. According to Fred Jr., "A rule of thumb for any private company is to never run out of cash and credit at the same time."

Ulbrich made at least one too many financial commitments. Ownership was well aware of a potential

1968 Ulbrich Shaped Wire

collapse due to cash-intensive investments. Luckily, each of the steel divisions were were either profitable or going according to plan.

It was full speed ahead for the sake of speed. High inflation swept the nation, goods became more expensive.

Due to rising inflation President Richard Nixon imposed wage and price controls for steel companies with sales over \$50 million. All material purchased from large steel companies was retroactively priced by six months. If companies charged more than a 3.5% rate of increase for metal shipped during the last six months, then the mills would have to refund the money to customers. Consequently, Ulbrich received a check for a portion of the material purchased over the last six months. The combined amount from various steel mills was in excess of \$300,000. This was more than Ulbrich's annual net profit.



1973 Dan Ulbrich & Walt Kaczor present Salesman Award to Don Cascio

Ulbrich could charge its own prices subject to competition and without heavy government regulation. Instead, the Nixon Administration had given Ulbrich a major boost. Company management started to feel a false sense of accomplishment, because no matter which direction it went, the company seemed to make money. This illusory mindset caused Fred Jr., Dick, Dan, and Bill Gardner to turn their talents to other fields, believing they had the Midas touch.

A few years prior Ulbrich purchased another Illinois-based company: *Tubex Corporation*. This firm manufactured ornamental welded tubing used in swimming pool railings, automobile luggage racks, food processing, hospital equipment and plenty of other uses. Tubex sales were about \$3 million and had 30 employees. It had always been a marginal company, not making or losing more than \$100,000 each year. It was, in effect, a breakeven company.

Wallingford Is Home Base For Ulbrich Firm

While many companies fal-inew warehouse in North Haven. tered in 1971 as a result of eco- The building will centralize nomic recession, Ulbrich Stain- Ulbrich's Eastern warehouse less Steels and Special Metals of operations which were previous-Wallingford initiated growth ly scattered in five locations. steps to minimize the effects of

a slow economy.

"We saw the situation as an opportunity to consolidate and reevaluate our long-term plans." said Fred Ulbrich Jr., president. "Business increased slightly from a depressed 1970 in 1971," he continued. "We an-1971. Plans are to continually increase, but not spectacularly."

The Wallingford precision rerolling company was founded in 1924 by Fred Ulbrich Sr., who now serves as chairman of the pleted expansion at the Ulbrich board. As the availability of stainless steel grew, Ulbrich house facilities in Alsip, Ill. The had seen the possibilities for expansion includes facilities. growth and started to partici-personal and an increase in pate in the market.

its employe force of 225 during market, with sales concentrated the first half of 1971 through the in metal-working states. About 5 use of spare manpower to pro- per cent of its sales are in exduce standard stock items as port. Besides Fred Ulbrich Jr. off-the-shelf offerings. The com- and his father, officers of the pany also purchased the com- company are: Richard Ulbrich, plete facilities of the Tubex vice president in charge of pro-Corp. in Chicago, manufac-duction; Daniel Ulbrich, vice turers of welded, stainless steel president in charge of sales, ornamental tubing.

Ulbrich's wire division has been reorganized, forming separate Ulbrich-owned company. The division produces flat and shaped wire. Division personnel and facilities have been moved into their own building in Wharton Brook Industrial Complex, North Haven, Ulbrich ticipate 1972 will be better than Wire Inc. has also entered the fields of copper, phospher bronze and other non-ferrous alloys.

> In 1971, Ulbrich also com-Midwest Service Center Warestandard stocks.

Ulbrich was able to maintain The firm services a national and William Gardner, treasurer

131 The company president also and comptroller. The business is explained that Ulbrich has com- largely family-owned and conpleted "Phase I" of putting up a trolled.

When Fred Sr. purchased Defco Park and renamed it to Wharton Brook Industrial Park, included in the acquisition was the Valley Water Company. Valley furnished water to nearly 700 people working in the park. The property also had a spur railroad feeding the New Haven to Hartford line which serviced seven companies and these companies formed the Wharton Brook Rail Association. Fred Jr. was in charge of the water and rail entities.

Thankfully, departments at the Strip Mill were running autonomously. The real workhorses and craftspeople were on the shop floor and in the offices chipping away one order at a time. Competent and devoted staff continued to provide a quality service to customers. As far as customers were concerned, Ulbrich was the same vendor, though its officers were tied up in other projects.

In 1975, another recession occurred and it was steep and harsh. Ulbrich's sales dropped by 33.5% (\$26.5 million in 1974 to \$17.6 million in 1975). This recession clobbered management. Financial obligations from various non-steel Ulbrich ventures finally landed the company in a tough situation. Ulbrich Steel was unable to pay its major vendors, especially Crucible Steel, to whom the company was past due by ten months.

Colonial Bank and Trust met with Fred Jr. to specify that Ulbrich and its companies had to resolve its problems or face liquidation. It was that serious — Ulbrich was going belly up. In fact, Crucible Steel Company gave Ulbrich 24 hours to either pay up or to be liquidated — the company would be forced into Chapter 11 bankruptcy. Crucible had been a good supplier and a friend of Ulbrich. If it had been another company, it would have forced a bankruptcy months prior. Suppliers had a right to do so.

Budgetary problems intensified the stalemate among upper management.

The four decision-makers were split with Fred Jr. and Dick on one side and Dan and Bill Gardner on the other. The by-laws of the company were clear. To Fred Jr. and Dick, the answers were clear as well. They called for an end to funding company ventures either losing money or not going according to plan. This meant taking large personal losses so that Ulbrich Steel could achieve stay afloat.

Ulbrich was able to retain the confidence of the bank and returned to its core business: re-rolling steel. Sales doubled



due to advanced manufacturers on the forefront of technology. Ulbrich's cutting edge customers were using more exotic alloys for new industries. Computers, medical devices, black box recorders used in airplanes and nuclear power applications came into existence. When the company reached its 50th anniversary, Ulbrich supplied 70 different alloys and employed more than 200.

10000









of America

Vol. 120

STAINLESS STEELS

PROCEEDINGS AND DEBATES OF THE 93^d CONGRESS, SECOND SESSION

WASHINGTON, MONDAY, FEBRUARY 4, 1974

No. 10

Senate

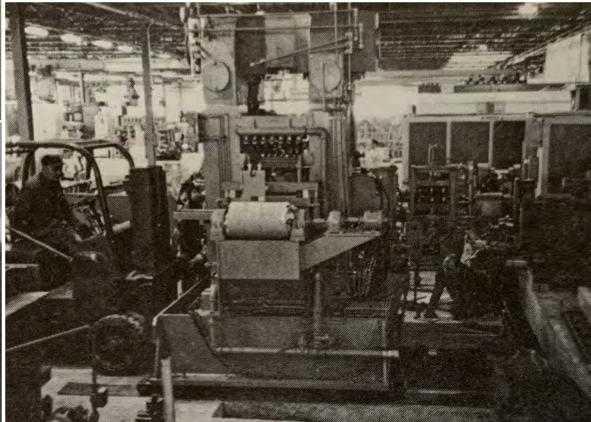
FREDERICK C. ULBRICH, SR.

HON. ROBERT N. GIAIMO

IN THE HOUSE OF REPRESENTATIVES Monday, February 4, 1974

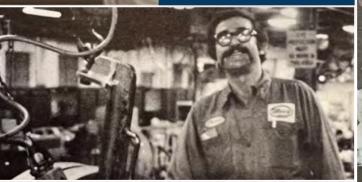
Mr. GIAIMO. Mr. Speaker, it is a pleasure indeed to call to the attention of my colleagues in this House the achievements of an old and dear friend on the occasion of the 50th anniversary of his business, Ulbrich Stainless Steels & Special Metals, Inc. Frederich C. Ulbrich, Sr., whom I have the privilege to know and admire for many years, is a model of success and personal growth in the best The business grew at a rapid rate, and Mr. Olbrich studied metallurgy at nearby Yale University in order to keep up with the increasing sophistication demanded by his customers. Always interested in civic affairs, Mr. Ulbrich has contributed his time and leadership to numerous community groups; he served with distinction as mayor of the city of Wallingford, Conn., for 6 years.

The small company that Fred Ulbrich founded in 1924 is now known as Ulbrich Stainless Steels & Special Metals, Inc. It is a valued supplier to some of the largest companies in the country, providing them with specialized metals for their most exacting requirements. Metal from the Ulbrich plant is found inside





Frank Riccardi



11





Ulbrich is really people ... without whom we could not stay in business or grow.

1974 Ada & Fred Sr. at Wallingford Memorial Day Parade





The Death Of Fred Ulbrich Sr.

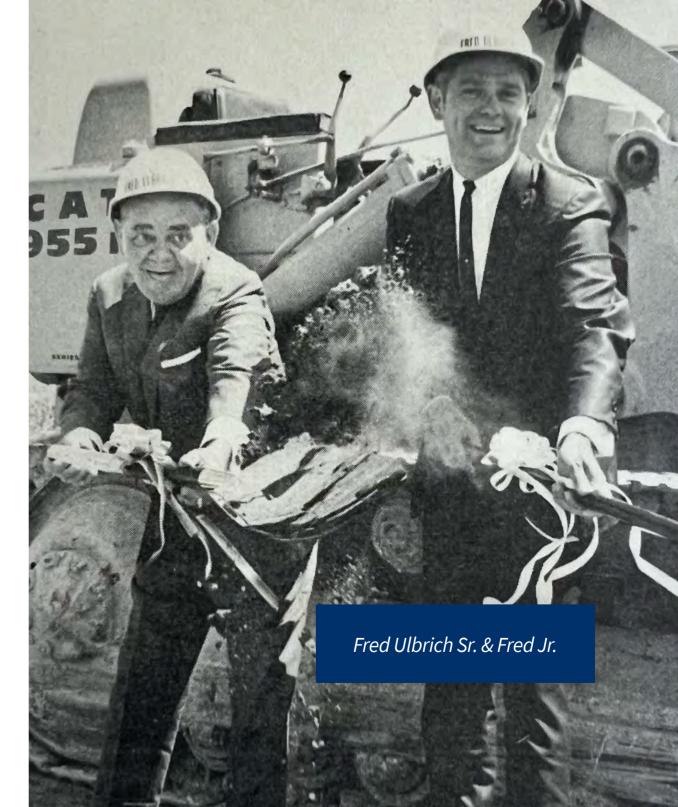


THE PASSING OF THE FOUNDER

FRED C. ULBRICH SR.

1901 - 1975

ike his father, Frederick Christian Ulbrich Sr. died as the beloved patriarch of the family. He departed a proud, but humble and happy man. Fred Sr. had a purpose in life — to do the best in all he did. He accomplished this goal. His was a full and productive life. He was a loving husband and father. He cherished and practiced his Catholic faith while serving the *Knights of Columbus* as a Grand Knight for Wallingford's Pinta Council No. 5. He loved and tended to his



1962 Fred Ulbrich Sr. selects a turkey

community. He was fond of all types of people, but especially his co-workers and their families.

Fred Sr. lived long enough to witness eight of his coworkers from the 1930s and 1940s retire from Ulbrich, including one of his closest friends, Vic Calabrese. He believed that the success of a company could be solely measured by the happiness of its retirees. The year before Fred Sr. passed, retirees, co-workers and friends celebrated Fred Sr.'s 74th birthday at the Strip Mill with a cake that read, "Happy Birthday Fred Sr. From the Ulbrich Gang." That same year Ulbrich Steel celebrated its 50th anniversary. The milestone was highlighted by a Congressional Commendation for Ulbrich's role in landing men on the Moon.

It was a fitting farewell for an inspiring man and leader. In the latter stage of his life, Fred Sr. and his wife Ada enjoyed long road trips from Connecticut to Florida in their red Rolls Royce. They were adventurous travelers inseparable.

A few days after Saturday, April 26th, 1975—the day Fred Ulbrich Sr. passed away—the local family-owned newspaper printed the following:

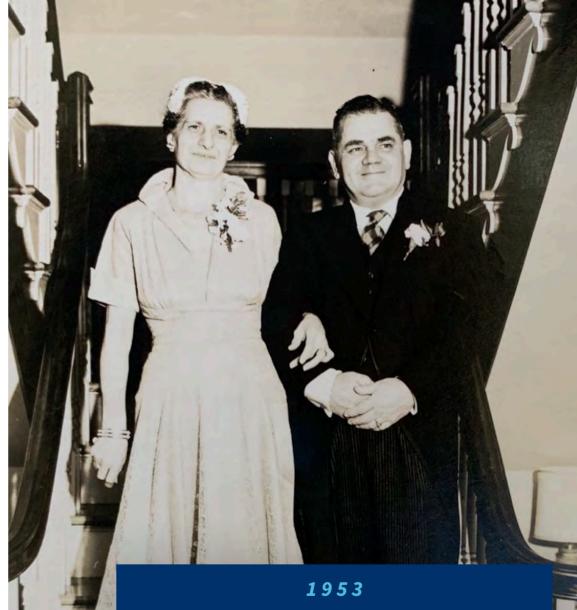
Fred Ulbrich Of Wallingford, Conn.

When Fred Ulbrich was first making and his way in business in his home town of Wallingford back in the Depression Days people called him the "Little Flower." The name was in recognition of his physical likeness to Mayor Fiorello LaGuardia, then mayor of New York. Both men were short and stocky. Moreover, both men were honest, energetic, devoted to good causes, and honored and respected by their fellow citizens.

Like Mayor LaGuardia, Frederick Ulbrich Sr. had abounding energy and was active in politics. He served as warden of the borough during the years that Wallingford had both a town and a borough form of government. Most of his life was devoted to his business and to his charities. The business was successful, thanks to his energy and enterprise, and his charities public and private were legion. As a dealer in scrap metal, Ulbrich began to specialize in special steels. He studied metallurgy at night, and eventually developed a business which included dealing in rare alloys whose special properties were required for exploration of interstellar space.

Fred Ulbrich's business interests were nationwide. He had plants in the Midwest, but his heart was always close to the people of Wallingford among whom he grew up. He earned the respect and affection of his fellow citizens. His death Saturday at age 73 is a loss to the community. On behalf of the people of Wallingford, whom he knew and loved and served so well in so many capacities, The Record extends sympathy to his family."

- The Morning Record, Meriden, Connecticut, Wednesday, April 30, 1975



Ada & Fred Sr. at Fred Ulbrich Jr.'s Wedding





vietnamese minitiamen dropped and er

and employes of voluntary agencies.

Wallingford industrialist Frederick Ulbrich Sr. dies at 73 in Florida

Frederick C. Ulbrich Sr., founder and retired chairman of the board of Ulbrich Stainless Steels and Special Metals Inc. of Wallingford, and a former borough warden of Wallingford, died Saturday at Holy Cross Hospital, Fort Lauderdale, Fla. Mr. Ulbrich, who was 73, resided at 3045 N. Atlantic Blvd., Fort Lauderdale and Madison Avenue, Ext., Wallingford.

Born in Wallingford, June 8, 1901, the son of the late Christian and Maria Ulbrich, he graduated from Lyman Hall High School with the Class of 1918.

In 1924, he founded Ulbrich Steel at its present site on Old Colony Road. Under his direction, the company has had a steady and prosperous growth, reaching its present position in the production and conversion of all types of stainless steels and special metals. In 1974, the company celebrated its 50th anniversary. Branches of the company include Ulbrich Wire Inc. of North Haven: Ulbrich of Illinois Inc. of Chicago, Ill.: Tubex Inc. of Chicago; and Ulbrich Realty Co.

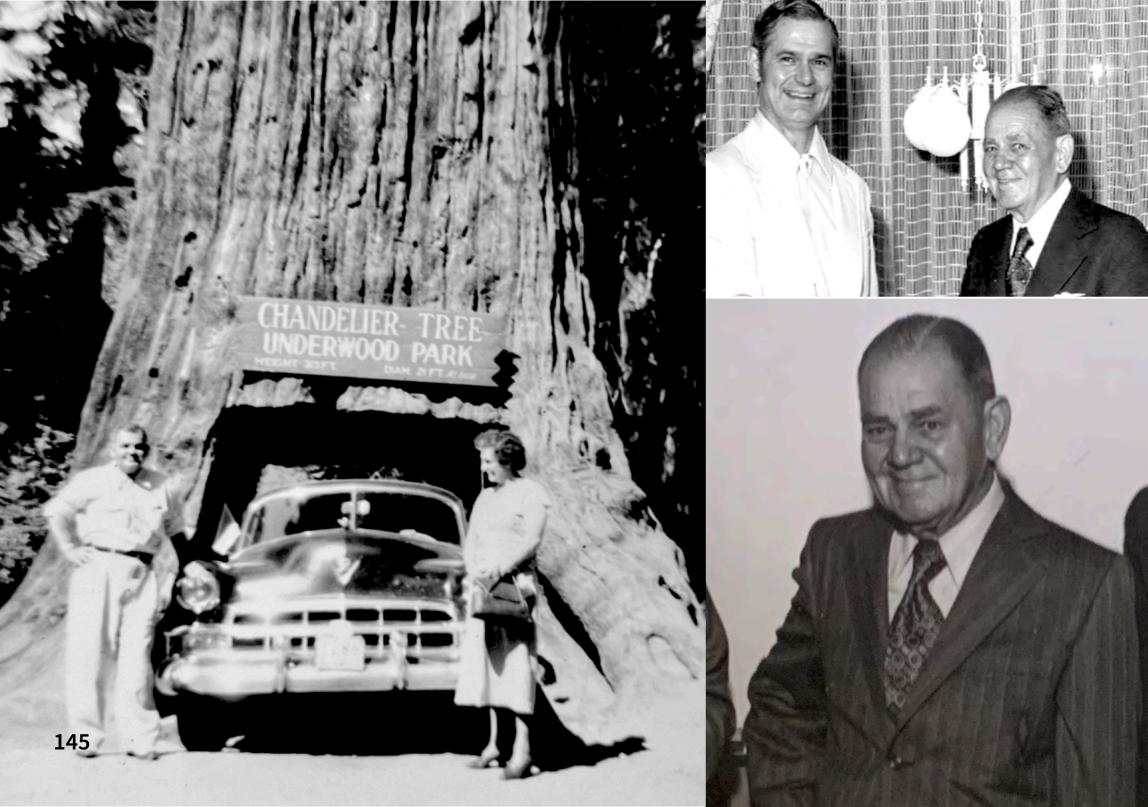
One of Wallingford's most prominent citizens, Mr. Ulbrich served the town as borough warden from 1944 to 1950. Active in many social and civic activities, he was a member of Knights of Columbus, Pinta Council No. 5 of Wallingford, Fourth Degree Knights of Columbus, John Barry Assembly of New Haven, the Wallingford Lodge of Elks, Loyal Order of Moose, Order of Red Men, Quinnipiac Club of New



F.C. Ulbrich Sr.

Church in Guilford where he had maintained a summer residence at Indian Cove for many years. He had also been a director of the Wallingford Bank and Trust Co. for several years.

He is survived by his widow, Mrs. Ada M. Cei Ulbrich; three sons, Frederick C. Ulbrich Jr. of Hamden, Richard J. Ulbrich and Daniel F. Ulbrich, both of Cheshire; two sisters, Mrs. George A. (Gertrude) Balaschak of Meriden, and Mrs. John L. (Maw) Warzoaha of Wallingford; two



FRED C. ULBRICH SR.

1901-1975





fter Fred Ulbrich Sr. passed away, a difficult series of events played out that effected the business. The *Internal Revenue Service* (IRS) decided to challenge the value of Fred Sr.'s estate. Fred Jr. was the estate's Executor and spent considerable time, effort and funding to prepare with attorneys for federal tax court in New Haven. Then in 1977, the Ulbrich family was saddened by the passing of Ada Ulbrich. She was a loving mother and community leader with a warm, adventurous soul.

Ada's adult children were incredulous when they learned that the IRS planned to challenge her estate as well. While experiencing the personal trauma of losing both parents and the stressors of internal turmoil, Fred Jr. and attorneys worked tirelessly to resolve the two estates. It took five years for Fred Sr.'s estate to be settled and another three years for Ada's. The estates owned the land upon which the Strip Mill was located. The complication required that property ownership was transferred to the company.

149

Ulbrich Stainless Steel Holds Yuletide Party for Children Approximately 250 children of Ulbrich Stainless Steel employees attended the annual Children's Christmas Party which was held Sunday, December 7th at the Libero Pensier Which Wallingford. Festivities included movies, and a performance by Can mie, "The Super Chimp." Refreshments were served to the children and their parents.

1 9 6 3 Ada & Fred Sr. in Guilford, CT Around this time, Bill Gardner, having left Ulbrich, began a Service Center called the Metal Center located three miles from Ulbrich's headquarters. He became a competitor but he still owned stock in Ulbrich related companies; specifically Tubex, Professional Leasing and MSD. Gardner managed to hire sixteen Ulbrich employees, including almost all of Ulbrich of California's staff. This series of events involved more resources, attorneys and accountants - all of which obstructed the growth of Ulbrich.

Fred Jr., Dick and Dan chose not to file a lawsuit against Gardner or his new company. They favored a competitive approach instead. Customers would determine from whom they bought metal. Within four years, Metal Center ceased to exist. However, the turmoil was not a happy event. Gardner's stock and other assets in the Ulbrich-backed companies were relinquished and losses were taken. In spite of these horrendous happenings, Ulbrich continued to service customers and overall sales increased.

In the winter of 1977, a 27-inch blizzard hit Connecticut and Governor Ella Grasso declared a State of Emergency. Commerce came to a halt and traffic was prohibited. Ulbrich co-workers had been sent home before the emergency declaration except for four men in the Furnace Department. The furnaces could not be shut down without being damaged beyond repair. Dick Ulbrich and the Personnel Director, Tony **1978** Snowmobilers ride down sidewalks in Meriden during Blizzard of '78



Medeiros, secured an exemption from the State to allow the four operators to work continuously.

The furnace operators were paid triple-time but needed food and supplies. They had help from a longtime employee, Ed Eylward, who lived next to the Strip Mill. Mrs. Eylward cooked, and Ed brought the men food each day. Dick arranged for cots and blankets from the National Guard so they could rest. When the emergency ended, Dick personally congratulated the men and gave them an additional week of vacation. When asked about the operation, Dick simply said, "My job was easy compared to theirs."

Soon thereafter, the family and the business suffered a particularly grievous event. Daniel Ulbrich, who had undergone two open heart surgery operations, suddenly died of a heart attack at 39. It was terrible to lose Dan. It became worse when the executors of his estate became hostile. They claimed that most of Dan's corporate agreements were invalid and demanded the liquidation of Ulbrich. The efforts made by management to remedy this uncomfortable situation were enormous.

A bright light upon the scene was Chris Ulbrich, Fred Jr.'s son. He was a graduate of the University of Connecticut and worked part-time



1975 Frederick Christian "Chris" Ulbrich III



at Ulbrich since age 15. He had learned to operate machines and worked in the Packing Department. Then Chris became familiar with the office and purchasing functions before spending time at Tubex and Ulbrich of Illinois. Jay Cei, a cousin of the Ulbrich family with financial management experience, was also brought into the business around this time as well as Chris' brother, Robert Ulbrich, who joined the company at the Strip Mill as a Management Trainee.

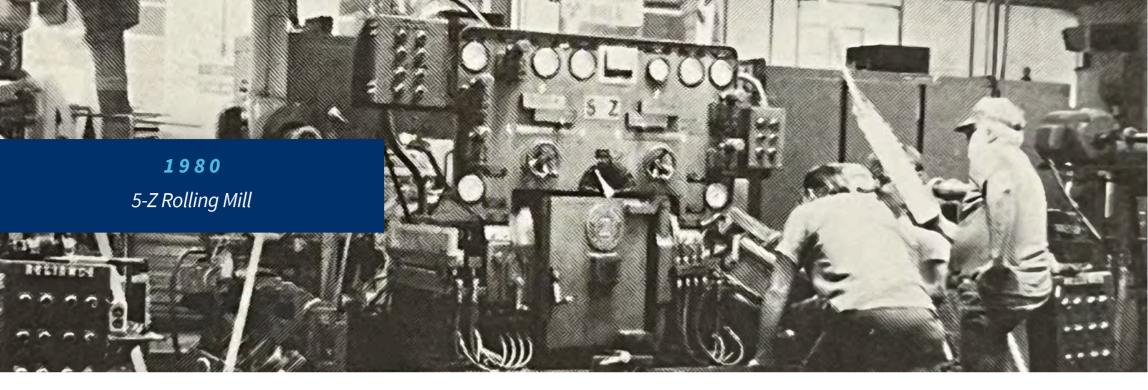
May Warchoza

1 9 7 2 Fred Ulbrich & May Warchoza

-

CHAPTER 11 Betting The Farm





D uring the difficult years, competence and dedication of Ulbrich co-workers saved the company. To keep up operations and to turn a profit during those tumultuous times was thought of as a small miracle. The company seemed to have turned a corner as most internal squabbles had been settled. Although Ulbrich's sales were increasing (1979 sales were \$48 million), and customers considered it a dynamic supplier, internal problems undoubtedly contributed to Dan's death and were having a serious adverse effect upon the well-being of Fred Jr. and Dick.

In February of 1980, Fred Jr. attended a business meeting in Florida with his wife Joanne. In addition to business subjects, this four-day meeting also included wellness subjects. One of them was called, Are You a Candidate for a Heart Attack? Joanne, and the doctor of the course convinced Fred Jr. to attend. Fred Jr. later said he was tricked into attending the course when Joanne told him that Leroy Nieman, an artist, was going to be in Room 202 exhibiting his watercolors and signing autographs. When Fred Jr. opened the door to Room 202, there was the

1980 Fred Ulbrich Jr.

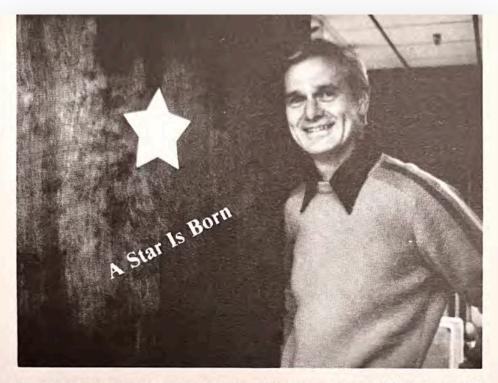
test machine, nurses, the doctor, and Joanne. Fred Jr. failed the stress test.

One week later, Fred Jr. went through a series of tests. The doctors came to the conclusion that Fred Jr.'s main artery to his heart was 95% clogged and without an operation, he had less than three months to live. Fred Jr.'s bypass heart operation was successful, although he had a heart attack

on the table while unconscious. He had no impending symptoms nor pain to forewarn an imminent heart attack. In 1980, bypass operations were relatively new, and in the experimental stage.

There were three major medical centers spearheading this new operation and its technology: Cleveland Clinic in Ohio, Dr. DeBakey's Group in Texas and Dr. Dietrich's American Heart Association in Phoenix, Arizona. With his team, Dr. Dietrich performed the operation on Fred Jr. To say that Fred Jr. was lucky is an understatement. An important ingredient of this new technology was educating the general public about heart disease and how it could possibly be prevented, Fred Sr. had died from a heart attack, his wife Ada, passed due to a stroke and Dan had a heart attack.

Dr. Dietrich was featured on *60 Minutes*, the Sunday night news show on CBS, to inform the public about the operation and what people could do to help prevent themselves from becoming a statistic. At the time, preventative care and yearly check-ups were not common. Fred Jr. was one of the handful of patients who appeared on the *60 Minutes* as examples cases. The story encouraged viewers to take part in preventative medicine by taking a stress test, even if they were not exhibiting symptoms of distress or chest pains. Fred Jr.'s operation and its consequences changed the fate of Ulbrich. Up to now, Ulbrich had a vertical form of organizational



Fred Ulbrich was recently interviewed by the national TV show 20/20 with regards to his recent open heart surgery. As Fred entered his office before the interview, a STAR was hung on the door. See you in Holywood Fred.

structure. Fred Jr. was President of all Ulbrich companies and responsible for the growth of sales. Dick Ulbrich was responsible for the performance of equipment at all companies.

Chris Ulbrich assumed responsibility for purchasing at all companies in place of May Warzocha.

But Fred Jr. was incapacitated while recuperating in Arizona for three months. The company suffered for nearly a year without the guidance of its president. Dr. Dietrich told Fred Jr. that there were three things he could never do again:

NEVERSMOKE NEVER BECOME EXHAUSTED NEVER WORRY NEEDLESSLY

FRED JR.'S EIGHT-POINT PLAN SHAPES THE FUTURE OF ULBRICH

With these three important pieces of advice, and with three months to plan, Fred Jr. reorganized Ulbrich. He drew up a ten year plan for the 1980s. Upon returning to Connecticut, he went over the eight-point plan with Dick, Chris and Jay Cei. After their input and modifications, all participants agreed. The plan was...

THE REORGANIZATION PLAN

- Divisionalize the company from its present centralized form leftover from the 1950s. This meant that Fred Jr. is no longer President of Ulbrich, Dick no longer oversaw all company production equipment; and Chris no longer purchased metal for all of the companies. A new *General Manager* position at each Ulbrich division is responsible for their location — including buying equipment and incoming metal. Each General Manager reports to the President;
- Resolve one by one all problems not related to Ulbrich Steel and get back to basics. In other words, focus solely on providing specialty stainless steel and hightemperature alloys;
- 3. Truly become a national company. Plant steel Service Centers in Georgia and California (Ulbrich already had sales offices in both Norcross, Georgia and Fresno, California). It also meant expansion in the Connecticut re-

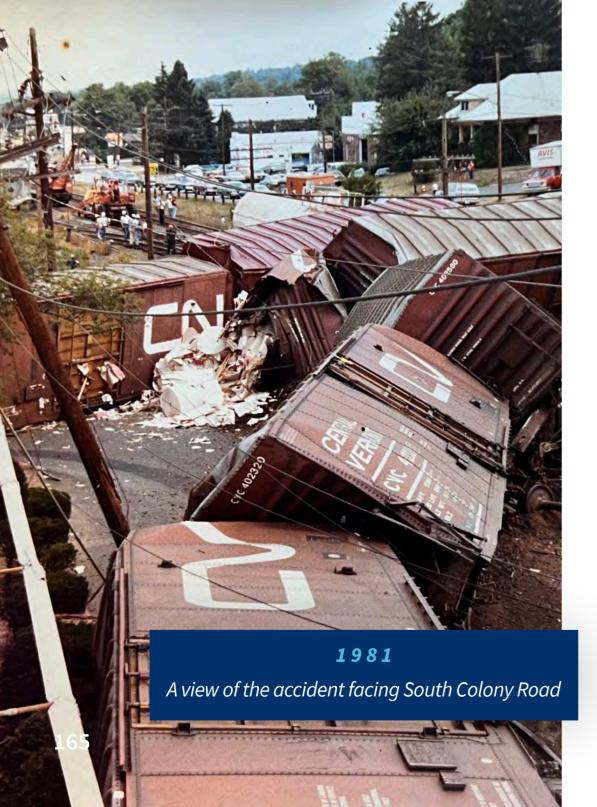
roll and wire mills and the Illinois stainless steel Service Center (Ulbrich of Illinois);

- 4. Enter the international market by opening a steel Service Center or via a stocking arrangement with a steel Service Center;
- 5. Aim for \$100 million in sales by 1990;
- 6. Develop an organizational structure for employees which works smoothly, efficiently and is customer-oriented. Hire top-notch primary and secondary management teams who could run the company regardless of whether or not Ulbrich family members were directly involved in every detail;
- Reinvest all corporate profits into these expansion projects, and into the education and training of all employees; and
- 8. Hire an outside consultant to evaluate this plan.



Fred Jr. remembered his father's saying, "Never bet the farm" - meaning not risk everything at once. Yet Fred Sr. did this twice before; once when purchasing his first Sendzimir Mill and secondly on the thin foil project for the B-70 bomber. Financing the company reorganization and expansion would be the third *bet the farm* moment. If it failed, it could be the end of Ulbrich Steel. However, Fred Jr. Dick, and Chris were certain of the company's demise unless major changes were made. The organizational changes reorganizing Ulbrich into a divisional company were made in 1980.

Ulbrich had to reorganize and get back to basics. Projects initiated in the 1970s unrelated to the steel industry were relinquished. The two Ulbrich-owned shopping centers were sold off. Fred Jr. stepped down as head of the Valley Water Company and it was sold. All roads within Wharton Brook Industrial were turned over to the Town of North Haven, and Ulbrich Realty dissolved. The tax problems on Fred Sr., Ada, and Dan's estates were settled with the IRS.



Everyone finally refocused on the core business again.

The proverbial train was, at last, on the tracks until, believe it or not, an actual freight train wrecked on Ulbrich property.

On August 26, 1981, a *Conrail* freight train derailed and crashed inches from Ulbrich Specialty Strip Mill. Train cars were strewn about the front parking lot for three days before the clean up was completed. The train wreck was a public spectacle, but no significant damage occurred. Fred Jr. penned a memo to his co-workers and called the event a "close call." He wrote, "life itself is series of close calls," and expressed gratitude for their sacrifices during the event.

Around this time, the company's earnings were stagnated at around \$50 million. While working to satisfy customer requirements, the company struggled to grow as it had decades prior. Then Ulbrich hired a management consultant who identified organizational structure and personnel deficiencies. The business needed more employees to grow sales numbers. While anticipating an expansion of factories and equipment, there had to be a corresponding increase in the number of professional managers throughout the organization.

The *Personnel Department* (known today as Human Resources) took on new importance at Ulbrich. The department reported directly to Dick for Strip Mill personnel, to Chris for Ulbrich Wire personnel and to Fred Jr. for all other personnel. By the end of 1981, Ulbrich's hiring and expansion plans were ready to go, but once again, an economic recession reared its ugly head. The family business weathered the recession reasonably well thanks to previous experience, loyal customers and efforts by both hourly and salaried employees producing a quality product.

However, sales dropped abruptly from \$50 million to \$43 million in 1982, The company had an ability to survive and prosper due to its unique manufacturing capabilities. Several competitors went belly up. The recession was quick



and deep. The Federal Reserve made borrowing money easier than ever. States joined the federal government by offering *Industrial Revenue Bonds* that returned interest payments and rebates if a company relocated or expanded. Fortunately, Connecticut, Illinois, Georgia and California offered Industrial Revenue Bonds. Ulbrich had plans ready for nearly two years. In 1983, Ulbrich went to its banks, State Street of Boston and Rhode Island Hospital Trust to borrow for an expansion.

EARLY 80s CAPITAL EXPENDITURES

- Build a 40,000 sq. ft. structure (Building #2) for slitting, edging, cutting-to-length and leveling in Wallingford, install new equipment and hire additional personnel;
- 2. Build a 10,000 sq. ft. addition to Ulbrich Wire in North Haven, install new equipment and hire additional personnel;
- 3. Build a 40,000 sq. ft. addition to Ulbrich of Illinois and double the office space, install new equipment and hire additional personnel;

- 4. Build a 22,500 sq. ft. stainless steel Service Center in Fresno, California to be called Ulbrich of California, install new equipment and hire personnel; and
- 5. Build a 22,500 square foot stainless steel Service Center in Norcross, Georgia, to be called Ulbrich of Georgia, install new equipment and hire personnel.



These five capital expenditures began in 1982 and continued into 1983.

John Thoma, who helped start Ulbrich of Illinois headed that division's enlargement. Chris Ulbrich led Ulbrich Wire's investment. Dick Ulbrich oversaw the completion of *Building #2* in Wallingford. Tony Mederios became Personnel Director at the Strip Mill, and was in charge of hiring and placement of personnel together with the appropriate Division General Manager, not only in Connecticut, but also in Illinois, Georgia and California. The Personnel Manager, Tom O'Leary, was entrusted with hiring personnel for Ulbrich's Connecticut-based operations.

The second phase of the expansion plan included opening steel Service Centers at Ulbrich of Georgia and then at Ulbrich of California under the able direction of John Thoma. Total costs for the entire corporate revamp was \$15,000,000 with the expectation that Ulbrich would reinvest three to five years of profits. Financing this expansion was potentially hazardous, especially if another recession occurred, or if Ulbrich's forecasts and profit projections were incorrect. A hundred things could go wrong like construction overruns, poor personnel selections or dynamic and unpredictable market conditions.

In fact Ulbrich applied for and received \$7.9 million in financing from the State of Connecticut in 1982. The loan helped the company create 62 new jobs in Wallingford and North Haven. Meanwhile, Ulbrich had to change banks in order to underwrite the national expansion. The company's bank of choice, Colonial Bank and Trust Co. could not lend \$15,000,000. It was above it's legal lending authority!



Consequently, two banks, the State Street Bank of Boston and the Rhode Island Bank and Trust Company, jointly lent the money to Ulbrich Steel. State Street's Commercial Lending Group was subsequently bought by Citizens Bank. Excellent relationships were developed and Citizens Bank partnered with Ulbrich as its lender for nearly 35 years.

Unlike the days of old, the family business made painstaking efforts to inform their lending partners of all business activities and capital expenditures, so there were no surprises. This policy continues to this day.

With confidence in the abilities and the enthusiastic support of their co-workers, The Ulbrichs put their expansion plan into motion. Ulbrich borrowed the \$15MM it needed; the absolute maximum amount their credit allowed in 1983. The mission to attain \$100,000,000 in sales by 1990 was underway. Everything was on the line. The banks wanted personal guarantees to make sure that Ulbrich would make good on its loan. If the company failed, shareholders would lose everything - even their homes.

Ulbrich firms get \$7.9 million in state-approved financing

HARTFORD, Conn. (UPI) — Nine firms, including Ulbrich Steel of North Haven and Wallingford, will undertake expansion or renovation projects with \$17.4 million in state-backed financing approved Tuesday by the Connecticut Development Authority.

Ulbrich Stainless Steels and Specialty Metals of North Haven will receive \$4.94 million to construct and equip a manufacturing facility. The firm will consolidate three North Haven plants and add 42 new workers.

Also, \$2.98 million has been approved for Ulbrich Wire of North Haven, which will build and equip a manufacturing facility adding 20 workers.

The \$17.4 million financing package was approved at the monthly meeting of the quasi-public development authority, which serves as the financing arm of the state Department of Economic Development.

Economic Development Commissioner John J. Carson said the nine firms that received financing employed more than 1,700 people and would add a total of 150 new jobs through the expansion projects.

"Our long-standing policy of taking care of our own Connecticut firms is continuing to pay off, despite the poor national economic climate," Carson said.

The financing package included \$700,-000 in recreation project revenue bonds for Out O' Mystic Schooner Cruises, which will build a 126-foot replica of a 19th century sailing vessel for excursions from Mystic.

"The state's low-interest, tax-free funding has been approved for various kinds of lodgings, for a campground and for other tourism-related uses. but this is the first cruise ship we've assisted," Carson said.

The development authority also approved \$1 million in industrial revenue bonds to help finance a \$7 million project planned by Glass Containers Corp., which employs 1,124 people in Killingly. The firm will rebuild three glass-melt-

The firm will rebuild three glass-melting furnaces, which reach temperatures of 2,900 degrees and need rebuilding every 7 to 10 years, and to buy new equipment and make improvements to its existing plant.

Did you know?

Mt. Whitney in California was the tallest mountain in the nation for many generations. But when Alaska became a state, Whitney dropped to No. 17.

1981 Freight train wrecks at Ulbrich Specialty Strip Mill



1981

Pat Mahoney prepares wire for drawing

Acres

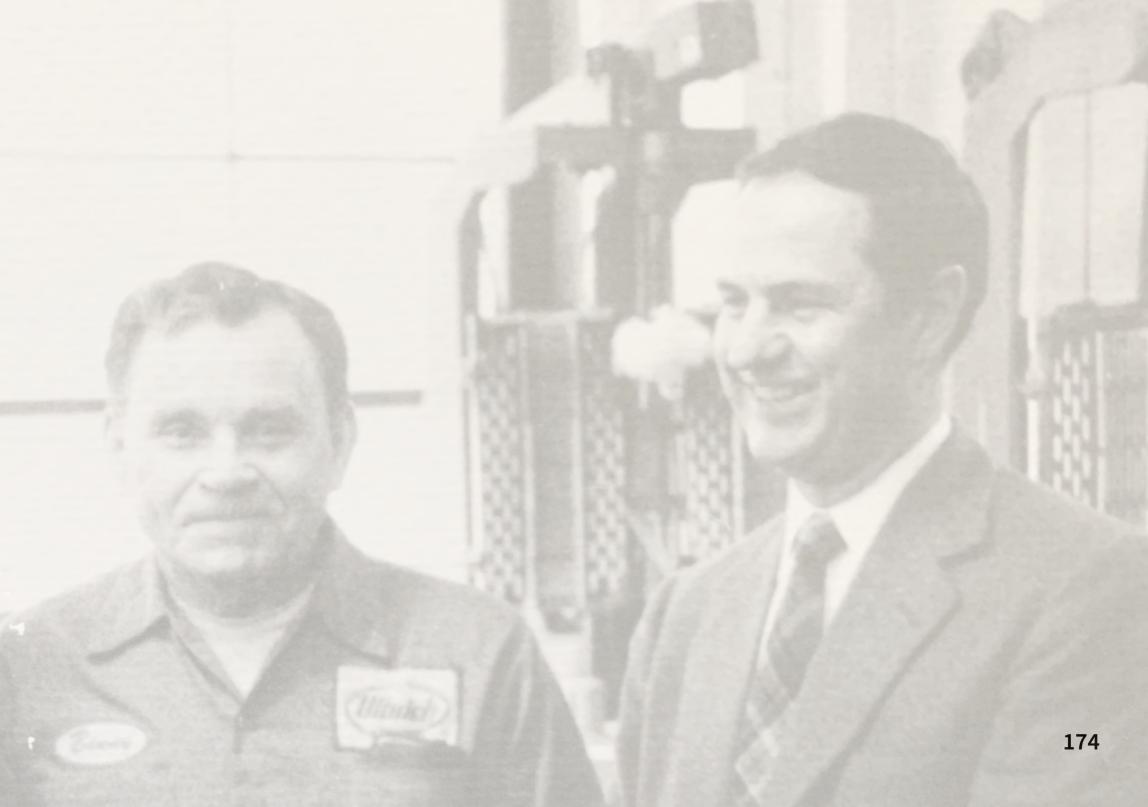
WHERE A

-

171



CHAPTER 12 In Need Of Change





The entire expansion, starting in 1982, Ulbrich of Georgia's first coil was slit on June 7, 1983. lasted until December 29, 1986, when Ulbrich of California slit its first coil. Demand for steel with high threshold technical requirements were on the rise. These were hectic times. There were criticisms of Ulbrich over-expanding. The company had taken on more debt than ever but for good reason. With previous experience in expanding the company, Fred Jr. and Dick projected increased sales in the year after the capital investment. They also predicted an increase in year two, before purchase orders leveled off at a

higher volume in year three. With so much expansion going on, sales increased significantly and fast.

Completing *Building #2* in Wallingford gave Ulbrich a hightech Service Center next to the Strip Mill. It was one of the most profitable investments of the company's existence. Inside Building #2 were installed slitters of all sizes, levelers, skivers and various proprietary finishing machines. Production managed operations of the Strip Mill and Building #2, while Sales and Purchasing controlled incoming orders at Corporate Headquarters.



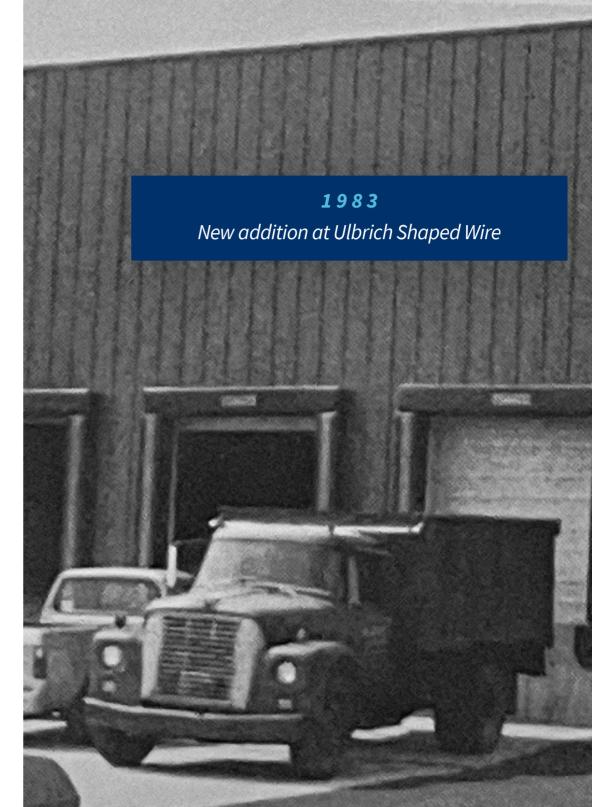
served a dual purpose: for orders through the Strip Mill, Building #2 had to slit and ship products within three to twelve weeks. At the same time, with the same people and equipment, Building #2 was part of *Ulbrich of New England* — a Service Center that could slit and ship products between two days and two weeks.

This was a new concept that required changes on the part of the established employees. It was not an easy task but the need for change was evident. Customers were becoming incredibly diverse in terms of their industries and supply chain strategies. Because of the change, the company needed more detail-oriented people to fervently please customers and therefore achieve profit goals. Hiring the right people to fit the Ulbrich culture became a top priority. Personnel found new employees with varied backgrounds — many with experience at different mills or Service Centers.

Ulbrich Steps Foot Into The Titanium Business

Ulbrich became involved in titanium in the early 1980's. During this time, our footing in the aerospace market helped Ulbrich enter the marketplace offering a small selection of special and limited grades. In 1988, Ulbrich developed a supply chain to purchase cold roll, and outsource titanium strip to fulfill a significant order for engine components. While challenges arose that revealed inexperience with this difficult alloy, thanks to the work of John Schmidt, Bill Donnithorne, Will Kennan, and George Woodhull,

New production capabilities and the continuation of Ulbrich's growth and expansion created an influx of nearly a hundred new employees across five divisions caused some hesitation among longtime employees. Every person at Ulbrich was being exposed to new colleague and approaches. An adaptive workforce became invaluable. Those who vehemently refused to change, for whatever reason, found different jobs or opted for retirement. Fresh recruits were not perceived as better than existing personnel in Connecticut, but mixing the two groups allowed Ulbrich to change for the better. The company established an "open door" policy to ensure a free flow of information between co-workers in team-oriented and



supportive environment. If a division did well, then employees of that division would share in a new bonus system.

What was Ulbrich's company culture in 1986?

The family-run manufacturing business created a special bond between owners and co-workers — inside and outside of work. Since the summer of 1962, Ulbrich hosted a company picnic for every co-worker and their families. Each year management gave every employee a



1980s Bill Ferguson, Pauline McCarthy & Gene Baigert

complementary turkey to celebrate Thanksgiving. Every December children of Ulbrich employees received gifts at the *Children's Christmas Party*.

A certain level of machismo was part of the culture too.

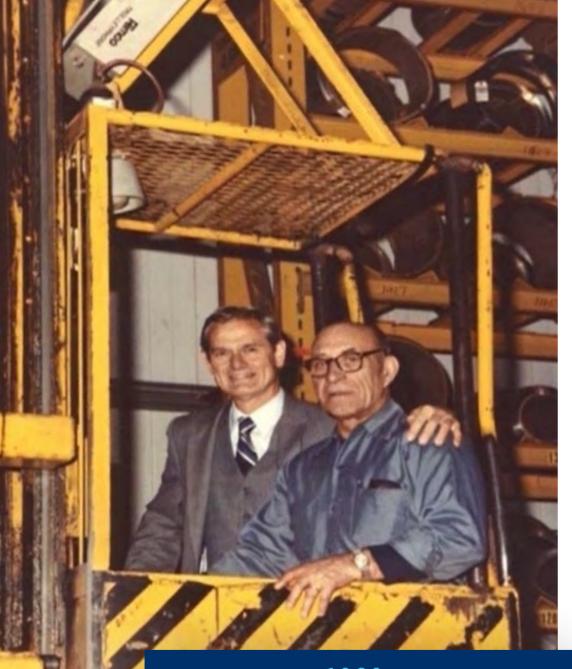
The Strip Mill averaged two accidents per week — almost always a few stitches, which carried a \$500 "scarring" reimbursement. Back injuries occurred when employees opted not to use a crane. There existed no ongoing safety training, required education or attendance at seminars or trade shows. Skills at a machine, at a desk or on the road for a salesperson, were learned on-the-job. Ulbrich was known as a good place to work where career seekers could form long-lasting relationships.

Like many corporations, the culture at Ulbrich could be paternalistic. The best aspect of paternalism is mutual loyalty, but the problem with a top-down corporate approach is resistance to change. At Ulbrich, pitfalls came about when Corporate Headquarters introduced **1984** Building #2, USSM

generated reports to track coils in Production. These reports indicated where the orders were in the Strip Mill.

They were dubbed "squeal sheets" by one superintendent and some of his subordinates. For the reports to be correct, accurate information had to come from each machine on the factory floor. Needless to say, the reports were mostly incorrect and would remain so until a positive change of attitude took place, or if different personnel were in charge. Yet the Ulbrich culture had accomplished the ultimate goal — to stay in business. During periods of poor earnings housekeeping and expansion projects were instated to keep everyone employed. If the recession was severe and long, then overtime was reduced. At that point in 1986, only once in 35 years was there a small layoff.

The Ulbrich's were proud of the culture, and Fred Jr. openly boasted that the company operated, "a benevolent and



1980s Fred Ulbrich Jr. & Benny Motivans

paternalistic dictatorship." So why change? It was a matter of internal and external influences. Fred Ulbrich Jr. once wrote on these influences:

(1) Internal Influences

(a) Two Different Cultures: Abraham Lincoln once said, "A nation divided cannot survive." Paraphrasing that wise insight, Fred Jr. claimed, "A company divided by two cultures cannot survive." Ulbrich Steel had to take the best traits from the entrenched co-workers and from the new staff members (mostly younger folks), and fuse them together into a new culture.

(b) Open Company vs. Closed Company: According to Fred Jr. an "open company" is an organization without secrets. Goals and procedures are known to all. Co-workers meet to discuss quarterly revenue. These meetings might include team discussions led by supervisors or large communication meetings with hourly staff, salaried employees and management. Honest discussions and recommendations are encouraged and implemented. In a "closed company" management does not collaborate with employees on plans, goals or profits. The hourly and other salaried people are simply told what to do. Ulbrich Wire and the Strip Mill were closed companies, and the rest of the company was open, except for Corporate Headquarters, which was about half and half. Ulbrich had to change to a completely open company.

(c) Receptive vs. Static Attitudes: The marketplace, customers, technology and the entire way of doing business domestically and globally, had changed. That meant Ulbrich's employees had to continuously adapt - not half of them, or most of them but all of them. Companywide training, meetings, hard work, explanations and patience would be required. Most of all, an attitude change was needed. These challenges were difficult enough, but the overriding influences were the external ones.

(2) External Influences

(a) Technological Changes: rolling and slitting steel had changed due to developments seen as impossible a few years earlier. Ulbrich had a 14" wide mill rolling coils of approximately 4,500 pounds from thicknesses of either one-eighth (.125") or one-sixteenth (.062") of an inch to lighter gauges. Tremendous pressure was exerted on the metal to make it thinner. Because of these pressures, machine rolls in contact with the metal flexed or bent. The flexing or bending made the metal thicker in the center than the edges. Differences in the middle as compared to the edges were measured in thousandths of an inch or ten thousandths of an inch depending on customer specifications.

Ulbrich material was flatter and more consistent than its competitors. 14" wide rolling mills may have produced at slower speeds than competitors, but the product was more precise than 24", 36", or 48" wide mills could provide. Most competitors rolled large coils up to 18,000 pounds at greater speeds. Their rolls were over-flexed which flawed their gauge consistency. Ulbrich was able to charge more than competitors for a carefully crafted and superior product. Though in the late 1980s new technology prevented prevent flexing on 24", 36", and 48" mill. Ulbrich lost most of its competitive advantage and most of its leverage to charge higher prices.

(b) Slitting - The old way of slitting changed too. The old way was to position metal spacers and round knives onto two

shafts of metal called arbors. Held in place by the arbors, the knives sheered steel coils into many strips. It was a demanding and difficult task to set the spacers, knives and plastic shims upon these arbors while insuring proper tolerances. When computer programs determined the allocation of spacers and knives, the plastic shims became obsolete. Calculations now relied on computer code and Ulbrich's slitting product became even more exacting.

(c) Edging, Winding and Leveling - Ulbrich's methods of edging and winding coils had been outmoded by competitors. Also, a stretch-bend leveler had been invented which made wavy material flat. Before, the company depended solely upon the skill and the experience of the operators. New methods came about to track order flow, work-in-process (WIP), costing, processes and temperatures. Computer data became the norm.

(d) World Sourcing - Ulbrich realized that a new concept known as world sourcing had become important to customers. It was nothing more than sending quotations to a variety of companies located in Japan, Germany, Brazil, Italy and others. Previously, a customer would use Ulbrich as a primary source, and a competitor for a secondary source or vice-versa. Repeat orders were mailed to Ulbrich routinely, as long as the previous order satisfied costs, delivery and quality.

By 1985, world sourcing was the buzzword used by Ulbrich's best long-term customers. It meant that each order was considered a trial order, regardless of previous orders. Ulbrich was not equipped to handle this arrangement - these external concepts were alien to the Sales Department. Many large customers, who used to place orders throughout the year were sourcing their entire requirements at one time. This caused the easy and most lucrative items to be cherry-picked by foreign companies, and Ulbrich would end up with the least desirable alloys - the most difficult to make items at low prices, many of which were not profitable.

In line with this inquiry, Ulbrich product specialists and metallurgists would meet with customer product engineers, metallurgists and owners to determine how to make their metal part efficiently. Under world sourcing concepts, cooperation with customers was more difficult. Therefore, each order that Ulbrich took had to be profitable, except for sample and developmental orders. Economic globalization forced Ulbrich to learn more about world sourcing.

Ulbrich metal was being purchased in the United States, except for a source mill in France and another in Japan. The company had to start buying from foreign sources to become competitive. Most American mills supplying Ulbrich had either gone bankrupt, were sold or were non-competitive due to prices set by European and Japanese competitors. Ulbrich simply could not join that unfortunate list of domestic mills - sourcing material was a matter of survival.

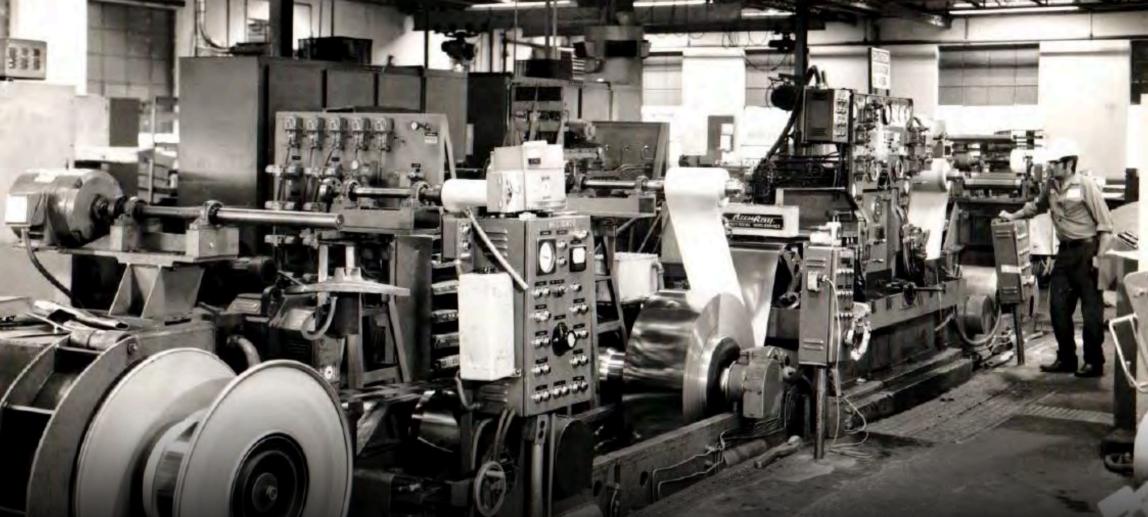
(e) World Auditing (ISO 9002) - Ulbrich had long operated according to United States manufacturing standards such as those utilized by Pratt & Whitney, General Electric, Rohr Aircraft, as well as subcontractors to Ford, General Motors, and Chrysler. Industry specifications like *Aerospace Material Specifications* (ASM) and *American Iron and Steel Institute* (AISI); and to Department of Defense specifications (QQS). Then an international body, known as the *International Standards Organization* (ISO) 9000 (ISO 9002 applied to Ulbrich) became a prerequisite for buying and selling steel internationally.

ISO 9002 required documentation of all processes both in the

offices and mills. Any repeat orders would be made exactly the same way. Documentation of processes and equipment was crucial. It meant, for example, that a metallurgist could not - on the spot - change the temperature of a furnace on a repeat order; that the maintenance department could not postpone planned maintenance on a particular piece of equipment; that a rolling mill operator could decide to change a rolling pass schedule. It was a new world and the entire Ulbrich workforce needed new training to achieve the new standards.

By 1986, total annual sales were \$74,428,000 — approaching the goal of \$100 million before 1990. To finance this ambitious project required a top-notch financial analyst. In June of 1981, Dana Stanziale was selected as Vice President of Finance. He knew the company inside and out after working in Connecticut for five years and in Illinois for five years. Dana's talents had proven ideal for negotiating with attorneys, banks and various state governments to obtain industrial revenue bonds.

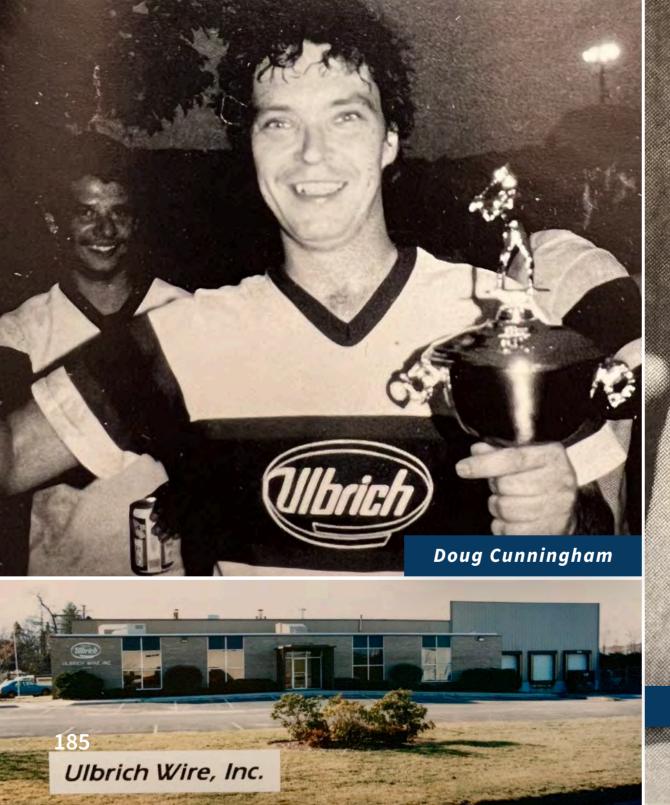
This time, the Ulbrich family decided that the best way to strengthen the business was to install a non-family member as President. Fred Jr. and Dick had been instrumental in molding the culture through various trials,



tribulations, successes and failures. The company was profitable and progressing technologically, but how could Fred Jr. and Dick change a culture that they spent their lifetimes creating? How could primary or secondary management develop if only family members made decisions? Both Fred Jr. and Dick were burned out, and they opted to step away from day-to-day operations.

Picking the right person for President was crucial. The candidate had to take the best from the old and the new then mesh them together to create a better organization.

The next president needed the full confidence of the Ulbrich family and their banks. That left one logical choice; one where Ulbrich didn't even have to hire an executive recruiting firm to help find. He was on board already as Vice President of Finance - Dana Stanziale an affable Certified Public Accountant . Dana was in our Ulbrich of Illinois plant as Treasury. He moved to Connecticut to become the only non-family member to ever be President of Ulbrich Stainless Steels & Special Metals.

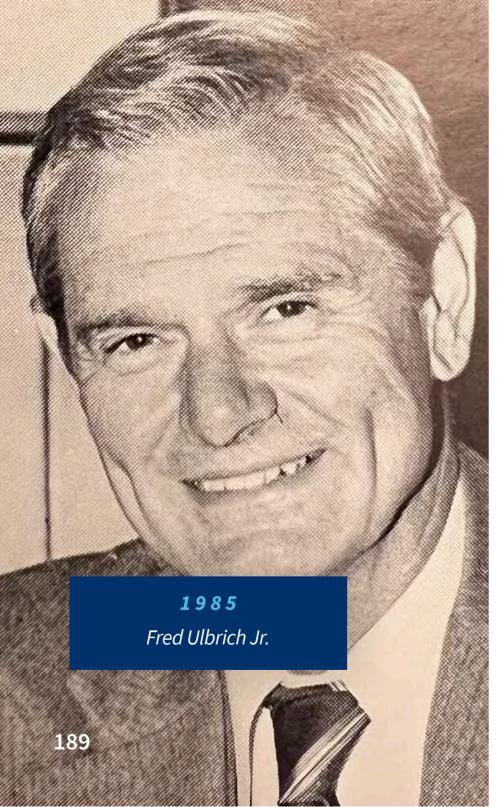


Kathi Trough



A New President





D ana Stanziale had a straightforward agreement with Fred Jr., Dick and Chris: as President, Dana would run day-to-day operations while Fred Jr. and Dick were in charge of strategic planning. Hiring, promotions, transfers and terminations of employees were operational issues, along with pricing of products, developing budgets, profit and loss statements and scheduling meetings or conferences. Strategic planning included the organizational structure, expansion decisions, managing bank loans, vetting suppliers and approving new products.

As part of the agreement, Fred Jr. who was Chairman of the Board, Chief Executive Officer (CEO) and President, would cede the president role to Dana. Fred Jr. would only utilize the CEO title and responsibilities in strategic planning and issues or in extraordinary circumstances. Fred Jr.'s plan was to spend less time in the office, and more time with family at his discretion — a semi-retirement of sorts. Dick, who was Vice Chairman, devoted energy toward interests in mechanical engineering by overseeing equipment and selection of equipment suppliers.

1985 Ulbrich Warehouse

Both would attend, and be prepare for monthly profit and loss meetings, as well as budget meetings, national sales meetings and strategic planning meetings. Chris would be promoted to Executive Vice President of Ulbrich Specialty Strip Mill, reporting to Dana, and benefit from mentoring from Dana. Chris was being trained to be Dana's successor with special emphasis on profit and loss statements, balance sheets and profitability. The timeframe discussed was about twelve years — which would make Chris president in his mid-forties. This was how it was supposed to work out, but things rarely go the way they're planned. Unsure of the plans, Fred Jr. and Dick interviewed noncompany candidates for the Presidency and for the Vice President of Manufacturing positions during the summer of 1986. There were excellent candidates, but if hired, they would have to learn about the organization before implementing cultural changes. Ulbrich could not wait — it needed immediate corrections in order to serve customers. So Fred Jr. and Dick agreed to the Dana's requests and realized that the first change that had to occur was their own entrenched perspectives. Dana predicted the eight-point plan would take three years. The better part of 1986 would be used to solidify his team. Then it would take another year to test his team. One of the more promising additions to the Ulbrich sales group that was made in 1986 was bringing on Gregg Boucher as a new Outside Sales Representative for the greater Georgia area.

On Monday, September 15, 1986, Fred Jr. resigned has President of Ulbrich, and Dana Stanziale assumed the role. There was plenty of scuttlebutt during the summer and few people believed there would be a change of any magnitude. When Dana handed out the annual Thanksgiving turkeys, when he addressed the hourly and salaried workers regarding quarterly results and when he handed out bonuses, only then did co-workers believe they were experiencing a new Ulbrich.

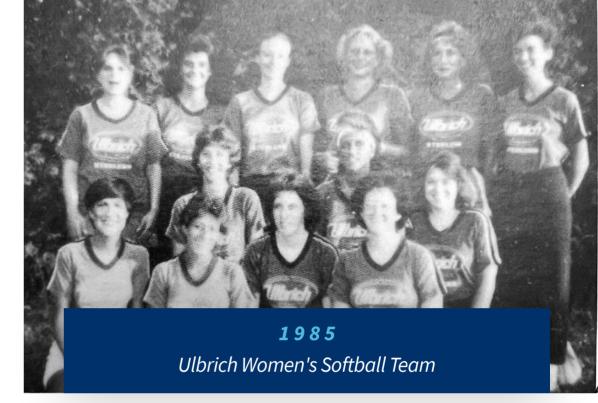
Another path towards maximal earnings was to scrutinize quality internally. Every Ulbrich employee was challenged to do their jobs to perfection. Ulbrich had to exceed customer expectations by making a superior product on the very first try.



1986 Gregg Boucher, Outside Sales Rep. Quality had to become more than simply avoiding customer rejections.

Before finished coils were shipped to customers, internal quality procedures flagged any imperfections. Internally rejected coils had to be relayed out — meaning they had to be started over again. The combined external and internal rejection rate at the time was about 20%. Almost all rejections became internal. Most quality issues were addressed before coils were shipped to customers. (Imagine if weekly paychecks were incorrect once every fives times, daily life would, no doubt, would become frustrating, and so it was at Ulbrich Specialty Strip Mill in the late 1980's.) The customer almost always received quality metal, but every fifth coil was internally rejected without the customer ever knowing. Orders were reprocessed and reprocessed again if necessary.

Solving the rejection conundrum would result in a significant increase in pounds shipped. Ulbrich had tried various techniques to reduce the internal rejection rate.



The Strip Mill had more than a thousand orders at any given time. Each order had a minimum of eight machine processes. The task was more difficult than it may seem.

Attending to machine sequence changes was a complicated endeavor.

Ulbrich Specialty Strip Mill was already at capacity in personnel, equipment and computerization. To perform an

overhaul of layout sequences in a relatively short period of time was asking a lot. After nine months of the new presidency, great strides in processes were made, but not enough to attain the goals originally set by Fred Jr. and Dick. Therefore, the time came to change course.

Though the company had changed, there was no joy at the Biggest Little Mill. The confusing aspect of this period was that sales and shipments were sky high and constantly rising. 1987 sales were over \$8 million more than 1986. Ulbrich was on its way to a \$100 million by 1990. On paper it was a great year, even an excellent year, and progress was being made. Yet many co-workers felt uneasy and even disrespected by an exorbitant amount of change.

The increased workload and cultural transformation had taken a toll on the Strip Mill, its people and its machines. Meanwhile in the marketplace, there was a national nickel shortage. The price of nickel in December of 1987 was \$1.80 per pound and within a month it was \$10.00 per pound. Most stainless steels contain at least 8% nickel. About 30% of Ulbrich's business was in high-temperature alloys, having more than 30% nickel. Ulbrich also sold pure nickel products. With millions and millions of pounds in inventory, Ulbrich as a company was suddenly worth millions of dollars more.

With rampant demand for nickel, business became exceptionally good. Due to nickel prices, the major melting mills decided to forego small quantity orders that they had supplied in the past. Ulbrich solicited and received many of these orders, but at premium prices, not at commodity prices. Ulbrich had more orders, at exceptionally high prices, than it could produce. Some quotations went from 3 to 12 weeks to a 20 to 40 week lead time. Hourly employees could work as much overtime as they wished.

By the end of 1988, sales were over \$111,000,000.

The goal of \$100,000,000 for 1990 was already surpassed. The workforce was generally overjoyed. Profits were the greatest in the history of the company. On paper it was a superb year, and progress was being made — but nobody predicted that the next six months would be marginally



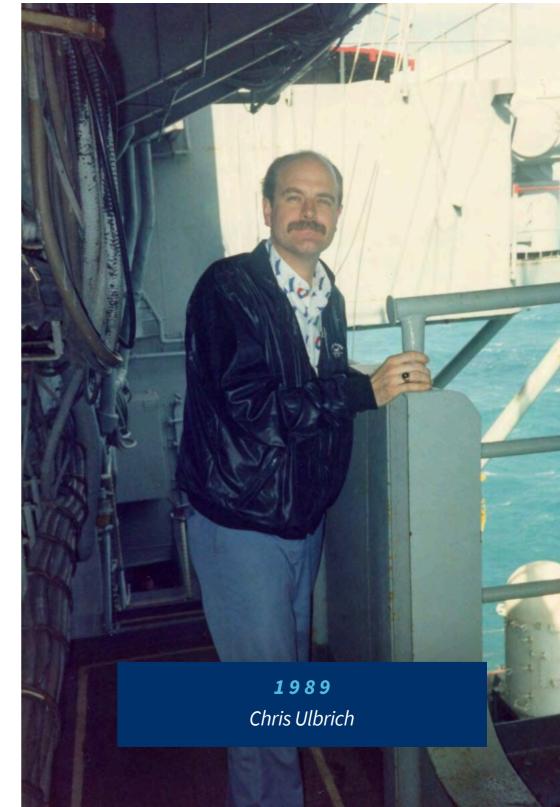
profitable. Ulbrich had depleted its inventory, and new stock had to be purchased at higher prices. Margins were being squeezed due to incoming material costs and profitability was reduced. That same year, three *Operational Review Meetings* were held by Ulbrich ownership and Management. They were three-day meetings held outside of Connecticut, and were designed to identify, discuss and make recommendations for each participant so that Ulbrich's goals could be achieved by the required time frame. They were held in Manchester, Vermont, in May of 1988; Galina, Illinois, in August, and Barbados in November. The May meeting occurred at a high point; the August took place when the market leveled off; and the November meeting occurred when profits began to sink downward.

The meetings were facilitated by Spider Bulyk, owner of a consulting company in New York. Bulyk had performed several consulting engagements for Ulbrich since 1983. The May meeting, held during the best of times was predictably upbeat. When the market started to level off, meeting participants were enthusiastic but cautious. When business trended downward, the participants were deflated and defensive. Even so, Ulbrich had a huge back-log of orders which kept morale afloat. Dana had focused on cutting prices for volume. While this kept everyone busy, Fred Jr. saw the writing on the wall. In this business, any reduction in price required a disproportionate increase in volume to maintain profit margins.

Fred Jr. created the following chart to illustrate his point:

Prices Reduced by		Volume must increase
2%	Then	8.7%
5%	Then	25%
10%	Then	66%
20%	Then	400%

As prices were now being reduced by more than 10%, and Ulbrich began to lose money on a monthly basis. It was impossible to ship the increased volume necessary to make a profit.





Ulbrich of California: Bob Noble, Dave Wilson, Stacey Randall, Steve Waldman, Shelley Stark, Jerry Rogers, Dave Abney, Terri McCan, Bill Perryman, Adolf Silva, Velma Spangler & Dan Hyberg.

1989 Ulbrich Revolution meeting

· HULNDIESWANDD · MULTHIERSWANDD ·

1.12

ch

noi

11

Jack Bradshaw & Gregg Boucher

The Ulbrich Revolution





As the summer of 1989 progressed, it became clear that Ulbrich could not become profitable by shipping greater volumes at lower prices.

ach month, Ulbrich faced losses of \$300,000, as the Strip Mill's equipment couldn't handle such large volumes and the staff lacked proper training. This made it challenging for Ulbrich to compete in the high-volume market. Consequently, Ulbrich refocused on proven niche areas where it could be successful. Training was improving, but significant success was expected to take time.

Fred Jr. and Dick were displeased with the losses Ulbrich was incurring but couldn't intervene in operations due to their agreement with Dana. Meanwhile, Dana took pride in the company's revamped organizational structure, advanced production equipment, comprehensive preventative maintenance programs, and enhanced training initiatives.

1980s Ulbrich Shaped Wire Employees

Ulbrich could ship more than a million pounds per month at good prices, but it didn't add up to profitability.

libric

Fred believed that there simply wasn't enough time. Poor business conditions and vicious competition might cause staggering losses. The existence of Ulbrich would be in jeopardy, before all of the programs initiated by Dana were to result in profits. There was a fundamental difference in business philosophy between Dana and the Ulbrich family. Right or wrong, Fred Jr. made the ruling to assume control of the company again. Stanziale was let go in November of 1989. The next chapter of the Ulbrich story was critical though nobody knew it at the time.

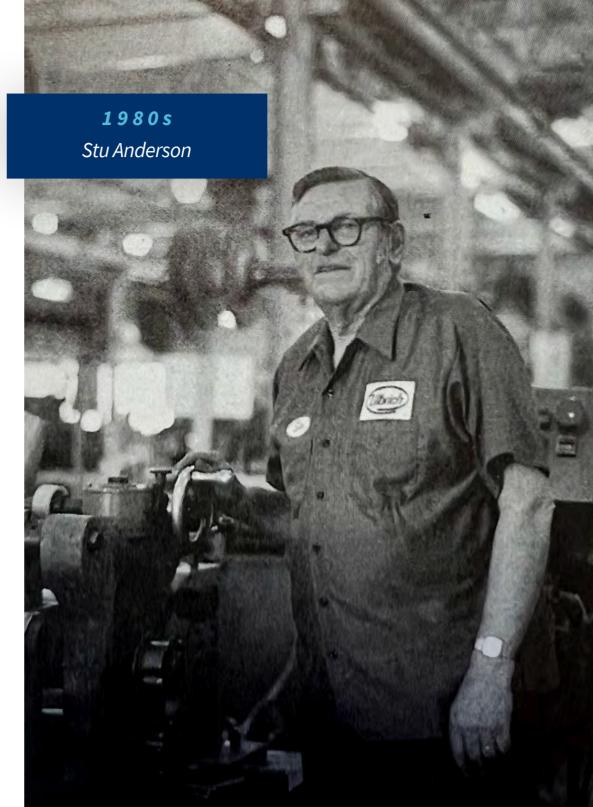
A concept that came to be known as The Ulbrich Revolution was presented at the Barbados Strategic Planning Meeting on November 17, 1989, by Spider Bulyk, Vice President of Corporate Development.

The internal training and synthesized the many thoughts and actions of Ulbrich and its employees into Four Tenets which were:

- 1) Total Customer Responsiveness
- 2) Total Company Involvement
- 3) Total Quality Commitment
- 4) Continuous Professional Development

This philosophy was intended to transform the culture — that had worked successfully for so many years -—into a professionalized team.

There was plenty of resistance. The book, *Thriving on Chaos* by Tom Peters, became Ulbrich's textbook. Many managers trained at Mr. Peter's School "The Skunk Works" in



California. The workforce read *Quality Without Tears* by Philip Crosby. One and out of every nine of employees attended the Crosby Quality College in Florida. Every other Ulbrich employee trained under those who attended the course. The training taught on-the-job decision-making. Their success depended on two important factors:

1) Internal Factors

- a. Acceptance by co-workers that there was a need for these programs;
- b. Effective teaching; and
- c. Continuous profitability of Ulbrich to fund intensive training.

2) External Factors

- a. Profitable customers who made Ulbrich to be profitable; and
- b. training and ability of competitors' employees.

During the first half of 1989, business conditions had turned for the worse. Fred Jr. believed time was against the company and forced Dana to resign. When Fred Jr. and Dick took over as managing executives again, employees expected that the Ulbrich Revolution, together with its training and education, would immediately come to an end.





1980s Tommy Roberson Many thought it was a management fad, and if they waited it out, things could go back to the good old days. As it turned out, the "Ulbrich Revolution" was here to stay. 1989 ended with a small profit. The profit made in the first five months of the year would be enough to sustain losses in the next two quarters.

The entire month of December was spent formulating plans to retrench the company's historical, profitable and niche business.

Once again, Fred and Dick shook up the management team. Frank Best, an

experienced metals salesman become General Manager of Ulbrich of New England; Greg Chase was made General Manager of Ulbrich Wire (soon renamed Ulbrich Shaped Wire). The retirement of John Thoma, an exemplary Service Center manager, led to Chris Ulbrich's promotion to President of Service Centers and Executive Vice President. Mary Ulbrich Merlini, Dick's daughter, assumed responsibilities for Education and Communication. Spider Bulyk transferred from training and education to corporate and international development.



1980s Ray Camara & Pete Conklin

These changes signaled a newer, younger and more resilient Ulbrich. Even though company sales in 1992 dropped by nearly 15% from sales in 1989, profitability had been restored and the company was stabilized. The Ulbrich family and the business achieved a heighten sense of self and belonging in the metals industry. The family now knew how to go about becoming a world-class workplace. It was as if the company had found its soul again. None of this could have occurred without the years of cultural change which allowed us to target new markets. Only with the passage of time did members of the company reflect and realize that Ulbrich's culture had improved and without much pain or deep frustration. It took two years to stabilize. The changes would be needed, especially to address the next phase of the company's development - International Sales.



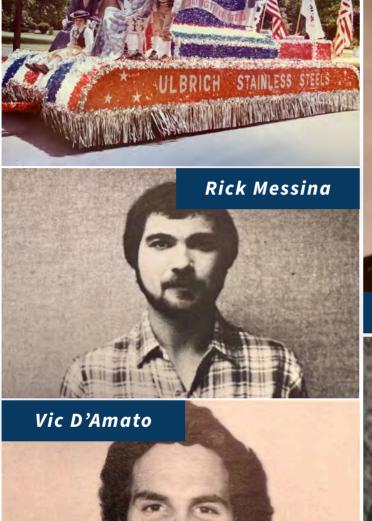
1989

Ulbrich of Georgia: Clark Stuart, Ken Jordan, Rob Stepp, Cindy Ortagus, Debra Preziosi, Moses Thompson, Jim Farmer, Steve Waggoner, Bill Ross, Kelley Mayhue, Karen Frueh, Don Conners, Kim Sims, Ralph Proffitt, David White, Mark Timon & Bob Lippert

1989

Ulbrich of Illinois: Kevan Milville, Alden Randle, John Luke, Walter Wells, Rickey Sharpton, Tom Koslowski, Mike Capiak, John Graham & James Coniglio

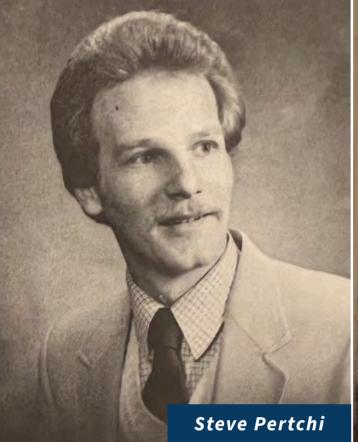




Ed Brandt

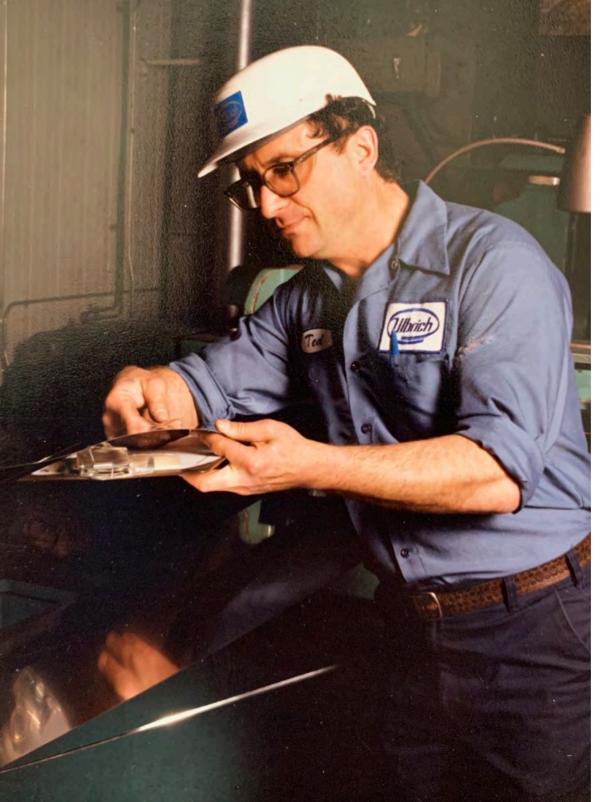


209









THE 1980S



AGOSTO 29 DE 19

Going Abroad

DX, ITC.

97

Ubrinox Inc.

codililition



The company established its International Sales Department in the early 1990's. International Sales responded to inquiries from outside of the continental United States, and they were tasked with turning these inquiries into orders. Existing international orders were concentrated in Canada, Mexico, Puerto Rico, England, France, Germany and Japan. The companies placing the orders were mainly subsidiaries of multinational corporations headquartered in the United States. Ulbrich supplied foreign subsidiaries through a department consisting of four people; Chris Durlach, who supervised the International Sales Department and spent more than half his time outside of the United States; Vic Artaiz, who led Inside Sales in Connecticut as well as two rotating customer service administrators. International sales was defined as selling and shipping metal to a company located outside of the continental United States. At that time, American corporations averaged 17% of sales as international exports, while Ulbrich was only at 5%.

1990 Ulbrich Specialty Strip Mill

Purchases of metal from foreign suppliers were also about 5%. A reluctance to seek out foreign suppliers was ingrained into the old culture of the company. Ulbrich had one foreign stocking distributor, *Stainless S.A.* located in the outskirts of Paris, France. The partnership, lasting for more than thirty years, was arranged by Fred Jr. on a trip to the Paris Air Show.

Ulbrich had participated in hundreds of trade shows domestically but only attended international venues on occasion. Directors and General Managers rarely traveled outside of the United States. Yes, Ulbrich was an International company in 1993, but it was not behaving like one. The question was, "How would Ulbrich become aware of international opportunities, quality expectations, pricing and distribution?

The Paris Air Show turned out to be critical for Ulbrich's international success. Several customers had exhibitions at the show.

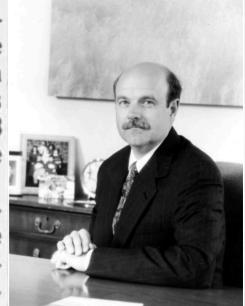
Ulbrich's presence grew in the American Pavilion at the show in 1993 when Fred Jr. sent ten additional Ulbrich attendees to take turns manning the booth. The following year, forty Ulbrich employees had a passport. Around the same number of representatives had visited a customer, a supplier or a trade show.

Eventually Ulbrich metal ended up in more jet engines, aircraft frames and aerospace components crisscrossing the world. But as sales grew, so did frustrations with meeting international quality standards. Miscommunications transpired far too often and therefore orders were not produced to the customer's specifications. Ramping up exports created challenges. Tolerances in the metric system versus the decimal system, incorrect certificates of analysis, shipments either over or under weight, packaging standards, payment terms, packing slips and shipping instructions varied widely from customer to customer and from nation to nation.

How could Ulbrich become sensitive to global requirements? The answer was to find out what competitors were offering and to supply a higher quality product at a premium. The light gauge steel Chris Ulbrich has been appointed president of the Service Center Organization of Ulbrich Stainless Steels

and Special Metals, North Hav e n . H e succeeds John Thoma, who is retiring after 23 years with the company.

The four Ulbrich service centers are located in Wallingford, Chicago, Il.,



go, Il., Ulbrich

Norcross, Ga., and Fresno, Calif.

Ulbrich was until recently President of Ulbrich Wire Inc., an affiliated company, and before that was executive vice president and director of purchasing of the parent company.

He joined Ulbrich Stainless Steels in 1976 after graduation from the University of Connecticut. sector was comprised of competition from every part of the globe. The developing world in places like China had finally developed re-roll industries comparable to those in the United States. A competitor need not be a domestic competitor, and their location could be anywhere in an industrialized country, such as Malaysia, Singapore or Brazil.



1994 Sean Stowick, Sue Cunningham & Sergio Sensini

Ulbrich needed to expand further into the global arena. In the mid-1990's a major company initiative was to acquire a Service Center in the *North American Free Trade Association* (NAFTA) countries of Mexico and Canada in order to complement the Service Center in the United Kingdom. Ulbrich purchased Diversified Stainless of Canada, which had a company located in Montreal and another in Toronto. Modern plate processing equipment was purchased and installed in the Diversified facilities. Their share of the steel plate and tube market continued to grow, and to this day, Diversified Ulbrich remains an important player in Canada's stainless distribution network.

Ulbrich had made another major decision to create a Service Center in Mexico as well. First, prospective companies were evaluated. The prospects were contacted by Ulbrich's acquisition consultant, Marvin Adler, but either the prospects were not interested in selling, or Ulbrich was not interested in buying. Stainless Steel & Correl Allow Striver d Wig

> **1994** Ulbrich representatives attend the Paris Air Show

Instead, the company ended up building a plant from the ground up similar in square footage and style to Ulbrich of Illinois.

After multiple trips to Mexico, a committee led by Fred Jr., Vic Artaiz and Al Toscano, Ulbrich's consultant, narrowed the possible locations to Monterrey, Mexico City, and Querétaro (a city in Mexico). The location chosen was Querétaro because a great majority of the metalworking companies, and foreign companies, especially in the automotive market segment, were building plants near Querétaro. It was bustling suburb located about 200 miles north of Mexico City.

Land was purchased in a government-owned industrial park, and warehouse blueprints were modified by Sam Sargeant of Lazarus & Sargeant — an architectural firm in Wallingford. In conjunction with a Querétaro engineering firm, plans were finalized. And construction began.

The entire project was under the supervision of Al Toscano. He proudly reported in 1994 that Ulbrich's Querétaro plant was finished on schedule and below budget.



The plant was dedicated with a Catholic blessing; a morning mass was celebrated in the plant with the new employees, subcontractors, Ulbrich personnel and friends. A formal dedication took place in the afternoon and was attended by the Governor of the State of Querétaro, the Mayor and officials of the City of Querétaro. It was a delightful day of speeches, food, margaritas, plant tours, and a talented mariachi band.

The object of Ulbrich being in Mexico was twofold:

- 1. To grow with the Mexican economy; and,
- 2. To truly be a Mexican company, managed and operated by Mexican citizens.

With these objectives in mind, "Ulbrich of Mexico" or "Ulbrich of Querétaro," were in the mix as names for the new division. But Fred Jr. wanted a name that fit the Spanish language. He was in fact, taking Spanish classes at the Spanish Community of Wallingford, a nonprofit organization back in his hometown. In Spanish, the phrase, "acero inoxidable" is translated to "stainless steel." The prefix "inox" means "not oxidized." What makes metal rust is oxidized iron. In stainless steel, iron elements do not easily oxidize or rust. Therefore, "Ulbrich" was combined with "inox" to form the name "*Ulbrinox*" - which implied stainless steel, and it was easy to say.

Ulbrinox was equipped with slitters, cut-tolength, edging, finishing and other specialized equipment.

It was a successful company from the start with Ernesto Alvarado as General Manager reporting to Ed Brandt, Vice President at Ulbrich of Georgia. The division supplied small quantities of stainless steel, as well as carbon, copper and beryllium copper to Central and South American customers. Fred Jr. predicted Ulbrinox to have a bright future due to these emerging steel markets. He also commended the personnel of Ulbrinox who were involved



in opening the division - they transformed a plot of desert land into a benchmark Ulbrich company.

As mentioned, Ulbrich already had a Service Center located in Sheffield, England, named Ulbrich of U.K. Ltd. It was composed of two small buildings across the street from each other. Slitting, edging and finishing equipment customized steel and other alloys. The division began in February of 1994 with aims at supplying customers in England and Ireland. Prior to then, Ulbrich had about twenty customers in England and Ireland. Material was

1 9 9 7 Ulbrinox, Queretaro, Mexico

shipped from the Strip Mill in Wallingford and the Wire Mill in North Haven. A few customers required *Just-In-Time* (JIT) delivery — an impossibility if the material had to come from the United States (at that time). Ulbrich of U.K. arranged consignment orders and the division supplied customers as needed.

Compared to Service Centers in Illinois, Georgia, and California operating with great success, Ulbrich of U.K. had growing pains. Judging from experiences, Fred Jr. expected losses in the first three years. It wasn't until the fifth year that an Ulbrich Service Center would make a profit — 5 cents on every dollar shipped. Although sales increased yearly, losses were incurred. Losses were inflicted by established competition, supplier problems and personnel turnover. English business practices were atypical for Ulbrich, so one of its most trusted managers, Vic Artaiz and a small team from Connecticut were transferred to England for nearly two years.

The progressing Ulbrich of U.K. projected a profit for the year. Their facility needed more room so Ulbrich of U.K.

moved into a modern 25,000 square foot building, located less than two miles away. Great emphasis was placed on profitable European sales, and for the time being, Ulbrich of U.K. appeared perfectly situated to fulfill each order. In 1995, Ulbrich's sales to companies located outside of the United States were \$9,800,000, and accounted for only 6.2% of total sales. In three short years, international sales tripled. The efforts abroad amounted to \$33,800,000 for a 17.2% rise in sales. The coveted goal of 17% had been attained!

Projected international sales in 1999 were \$36,600,000 - an increase of nearly \$3,000,000 — even though total sales were projected to fall by \$14,000,000. Ulbrich's total percentage of overseas sales versus domestic sales for 1999 was 20.0%. By 2000, a whopping 40% of sales would be exported to Europe and Eastern Europe. International deals, limited partnerships and joint ventures were ongoing and persistent. Attempts to form a partnership with one or more Asian companies were unsuccessful.

Ulbrich of U.K. Ltd are proud to be associated with Lewis Spring Products as a major supplier of:-

Stainless & Nickel Alloy Strip & Wire

Once you've determined the alloy you need, call Ulbrich Stainless Steels & Special Metals. We offer:

- Over 140 different stainless steel, nickel, cobalt and titanium alloys.
- Strip or foil: gauges from .025 to 3.175mm: widths to 355mm.
- Custom processing for large or small orders.
- Flat, shaped or round wire.
- Wide selection of tempers, finishes and edges.

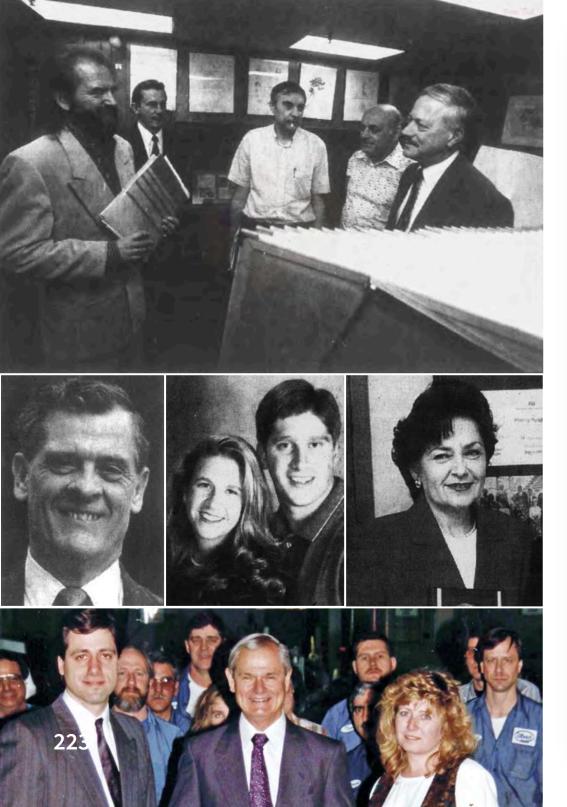
UIbrich of UK, Ltd.,UIbrich Stainless SteelsUnit 12, Royal London Industrial Estate
Petre Street, Sheffleid S4 75F& Special Metals Inc.,
57 Dodge Avenue North Haven, CT06473 (USA)Tele: 0742-561200
FAX: 0742-561329Tele: (203) 239-4481
FAX: (203) 239-0049

Though there were deals that died on the vine, Ulbrich's sales abroad had been prosperous.

It is important to understand that Ulbrich's companies in Canada, Mexico, and England were not started with the idea of offshoring production to capitalize on cheap labor. The companies were started to gain market share outside of the United States. Starting these divisions and buying Diversified Stainless in Canada accomplished this. Increased international sales resulted in more orders for domestic divisions. Exports amounted to millions of dollars. International divisions would change and evolve over time, but Ulbrich going abroad has been a definite game changer.







Testing their mettle



Frank Jorge, of the finishing department, oversees metal about to be shipped out at Ulbrich Stainless

John Napierski/Record-Journa

Steel & Special Metals Inc. in Wallingford. Ulbrich now has a foothold in the European Community.

Ulbrich steels itself for bigger role in EC, world marketplace

WALLINGFORD — In the world of international trade and commerce, bringing an American steel company to Sheffield, England, seems at first like bringing coals to Newcastle.

But for Ulbrich Stainless Steel & Special Metals Inc., opening a steel service center in the Pittsburgh of the British Isles is a big step toward its goal of generating 17 percent of its revenue from international sales.

"For years, we've been supplying material to England," said Fred C. Ulbrich Jr., chairman and chief executive. "Now, it was time for us to have a physical presence there."

Ulbrich of the UK Ltd. handles stainless steel plus nickel and cobalt alloy "strip" products. Strip is long, thin sheets of steel often rolled into coils.

The service center slits and trims the stainless and "superalloys," as they are known in the industry, for particular customer needs. The company buys some of its coils from European steel companies, but receives high-value-added steel from Ulbrach's Wallingford mills. Ulbrich's offices and warehouse are located in North Haven.

The strategy at Ulbrich is to raise its international sales volume from the current 10 percent to 17 percent. By locating within the European Economic Community, the company gets several immediate advantages, including an exemption from a 6½ percent import duty on products coming directly from the U.S.

There's also Ulbrich's proximity to the center of the British steel industry, and the relative ease of using European banks and currencies.

"We decided it was time to be able to quote in pounds," said Ulbrich. "And we now understand the English market better." "If we're going to be a world-class

supplier, we have a responsibility to know what our customers need, and we'd better know about the suppliers in Europe. That's the bottom line," Ulbrich added.

Ulbrich Stainless Steel & Special Metals has identified nine target markets outside the continental U.S. for increased international sales. England and Ireland will both be served by the new service center in Sheffield. Ulbrich also plans to expand its presence in Canada, Mexico, Italy, France, Germany, Japan and Puerto Rico.

Though it's not unusual for an American steel company to have operations overseas, it does counter the trend of recent years. in which foreign companies have moved here, said Kerry Selland, a Pittsburgh-based reporter for American Metal Market, a trade daily.

"It's German and European producers, and Asian producers. They're all expanding heavily in the U.S.," said Selland. "Right now, a lot of American companies are batting to compete in their own marketplace."

The battle reached a peak in early 1993, when the Commerce Department imposed tariffs on imports from countries accused of "dumping," or selling steel in the U.S. at prices lower than in their domestic markets. Some countries find it's cheaper to lose

Please see Ulbrich / E3

CEREMONIA DE INAUGURACION



Ubrinox, Inc.

AGOSTO 29 DE 1997





The Acquisition Trail

OF GEORGIA

1465





U lbrich was finally an international company after two decades of persistence. By 2010, half of all orders at Ulbrich Specialty Strip Mill would be exports. Before that became a reality, many obstacles had to be conquered as a company. In the 1990's, there existed a limited number of customers and potential customers seeking small quantities of stainless steels and special metals. The only way for Ulbrich to gain more sales was to take orders away from competitors. To win business from competitors in 1993, Ulbrich bought a company called *Aerodyne Alloys* of East Hartford, Connecticut. Aerodyne Alloys supplied temperature resistant alloys, titanium bar and sheet metal products to jet engine manufacturers — mainly Pratt & Whitney, General Electric and their subcontractors. Aerodyne products were also used in aerospace, oil & gas, petrochemical plants, power applications, trash to energy plants and even mechanical parts for the human body. Aerodyne had Steel Service Centers in Connecticut and

Greg Chase, VP & GM of Aerodyne Ulbrich Alloys

Indiana (to meet the requirements of General Electric of Cincinnati, Ohio).

The total sales of Aerodyne Alloys was \$6.5 million when Ulbrich acquired 51% of the company on June 3, 1993. Its president was a man named Edward Williams who owned 49% of the company. Over a span of three exciting years, the company was renamed Aerodyne Ulbrich Alloys and the division fostered sales to \$27,000,000. This acquisition resulted in, for the first time, a non-family minority owner of stock in an Ulbrich company. Integrating the product line into Ulbrich's sales and marketing also proved to be a challenge, but bigger problems loomed.

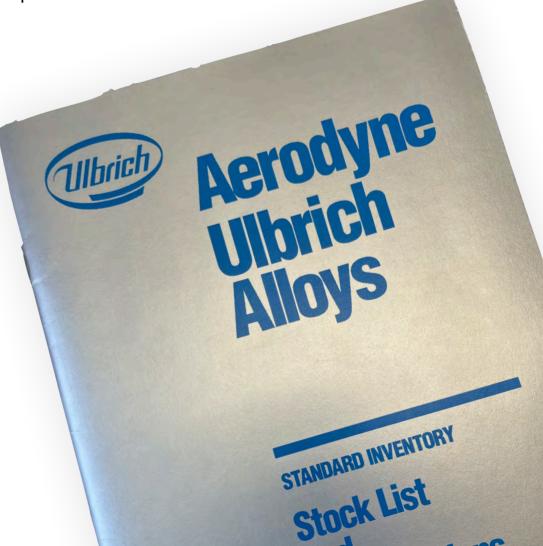
Aerodyne held debt that their bank wanted Ulbrich to take over. Ulbrich was unwilling to assume the debt unless it had full operational control of the company from Ed Williams. When lending hit about \$15 million, the bank refused any further loan. This meant that Aerodyne's future sales would be capped. Meanwhile, the division's competitors were large, well-run companies. For Aerodyne to be a factor in the bar, sheet and plate sector, Ulbrich, as majority owners, required revenues to be around \$55 million. With too much debt, this objective was now impossible to attain, putting the company's stability and viability at risk.

The situation had to be resolved. Either Ed Williams had to buy out Ulbrich's 51%, or Ulbrich had to buy out Ed Williams 49%. Ulbrich performed a buyout in an amicable agreement. Titanium accounted for one third of Aerodyne's sales, more than half of its profits and nearly half of committed inventory. Then, suddenly, overwhelming demand for titanium caused prices to soar. Ulbrich supplied 10 million pounds of titanium in 1996 and 1997 to golf equipment manufacturers alone.

During this two year period, deliveries of titanium by Aerodyne Ulbrich Alloys increased substantially. The division experienced unrelenting



Aerodyne Ulbrich Alloys demand for titanium from their most critical customer: *Boeing Aircraft Corporation*. The titanium boom finally busted in 1998 and the year brought a sharp drop in titanium prices. Boeing reached a stabilized production level, and they ordered less volume from Aerodyne. Golf equipment usage fell to about 3 million pounds.



Similarly, the price of pure nickel dropped — reaching historic lows in 1998. Since Aerodyne Ulbrich's high temperature products contained nickel, its inventory lost 20% in their value. With nearly \$18 million worth of nickel alloys, the company incurred a \$3 million loss and Aerodyne Ulbrich became unprofitable. Management held on to hope that the precious metals market would stabilize and profitability would return. Prices eventually recovered and sales at Aerodyne Ulbrich surpassed \$42 million in 1999 — well on its way to the minimum goal of \$55 million.

Back in 1995, Ulbrich purchased another company called *Metals & Cutting Specialists, Inc.* Located in Rancho Cucamonga, California, the business was founded by Albert Tuscano, an entrepreneur. Metals & Cutting specialized in small quantities (less then 200 pounds). The orders were not only stainless steel, but also carbon, aluminum, copper and plastic in many grades and variations. With sales of \$1.4 million, the budding operation seemed to have promise. Ulbrich planned to transform Metals & Cutting into a national brand specializing in small orders.

However Ulbrich became trapped in the old cliché of a larger company taking over a smaller company and ruining it. Fred Jr. wanted to superimpose Ulbrich's concepts onto this smaller business, and to change its culture. Metals & Cutting refused to adopt to what became known as *"The Ulbrich*

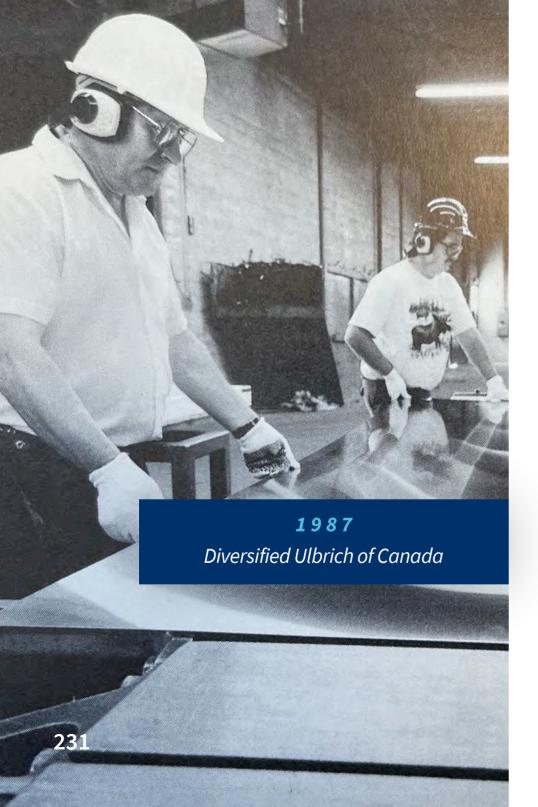
Ulbrich Stainless acquires West Coast company

NORTH HAVEN — Ulbrich Stainless Steels & Special Metals Inc. recently acquired Metals and Cutting Specialists Inc. of California to expand its West Coast operations and to offer a broader range of metals.

The acquisition adds aluminum, copper and carbon steel strip to Ulbrich's range of stainless steel, nickel alloy, cobalt alloy and titanium.

"Metals and Cutting Specialists will also give us more flexibility in one of our fastest growing markets," said Fred Ulbrich Jr., Ulbrich Stainless Steels' chairman. "They are structured to handle smaller orders from a much broader inventory base. These are services many of our West Coast customers are demanding."

Metals and Cutting Specialists will retain its name and locat230



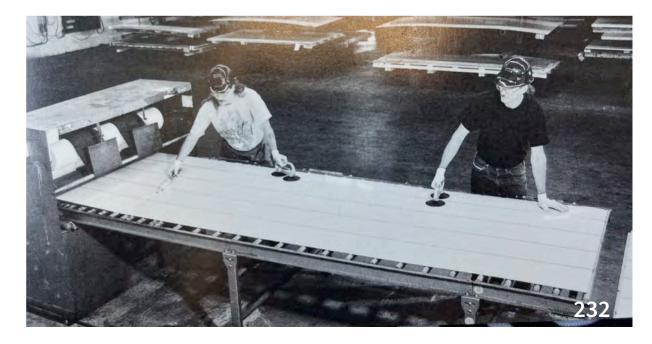
Way" of doing things. Sales increased, but so did expenses. Ulbrich as a corporation blew many millions on this West Coast deal and management lost some self-confidence — especially when Metals & Cutting ceased to exist on October 15, 1999.

The third Ulbrich acquisition was the aforementioned Diversified Stainless in Canada. The new division was comprised of two separate locations; one in Toronto, and one in Montreal. The operations specialized in stainless sheet and stainless plate. Both of these products were newer to Ulbrich, and the type of customers utilizing them were unknown to Ulbrich. The customers made food processors, cars, trucks, trailers, holding tanks, slaughterhouse and brewery equipment, and much more.

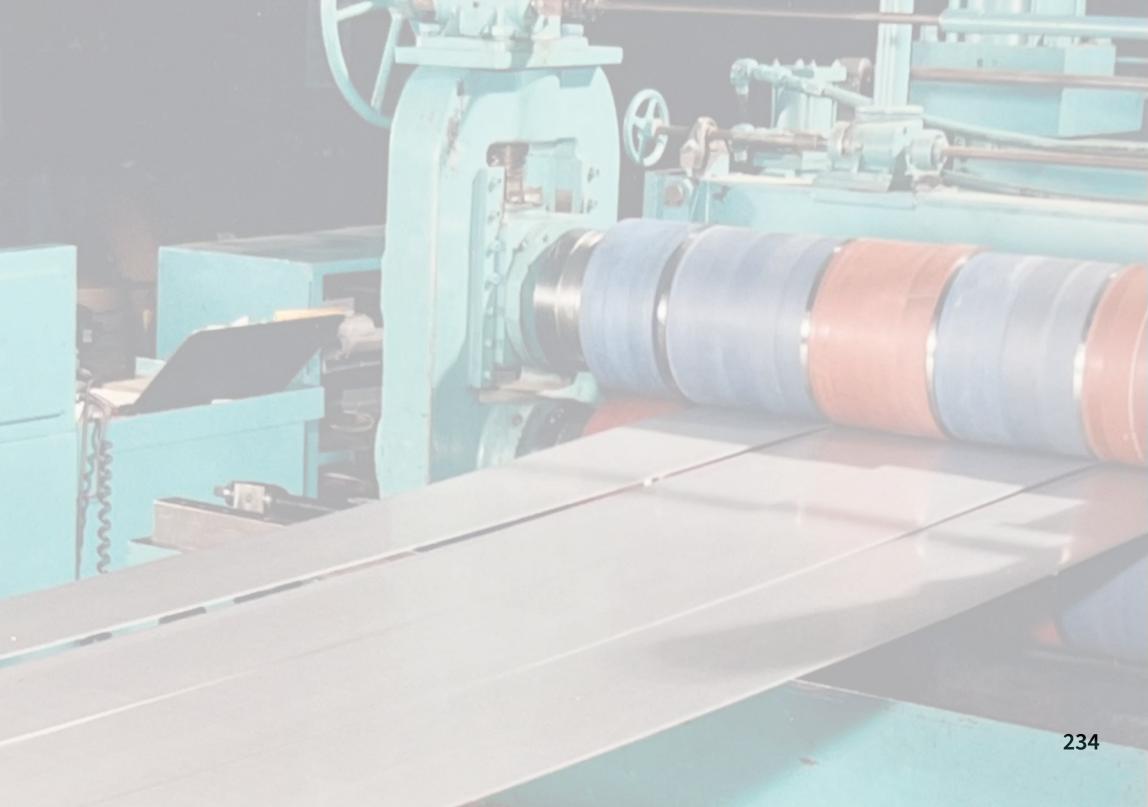
Diversified Ulbrich of Canada was originally started by Frank Szabo, whose leadership had brought it to an enviable position in Canada. He continued to ably lead the company after Ulbrich's purchase but retired in 2005. Many capable managers and personnel have followed since and Diversified Ulbrich of Canada has remained a successful acquisition. In addition to increasing the supplier base in Europe, Diversified also grew Ulbrich's customer base for steel and wire products made by divisions in the United States. Though blunders were made, acquisitions brought about new advantages, specialty products, increased sales, better suppliers, and more sales. Soon enough the business was supplying old customers with additional products, interfacing with different company cultures, learning from others and growing its global knowledge and reach. An advantage was that Ulbrich knew how to hire additional managerial and hourly talent from many years of experience. These positions were at the heart of the company and pumped the proverbial lifeblood of Ulbrich, and they hold the power to continuously rejuvenate Ulbrich for the better.

In addition to decisions and judgements made by Fred Jr. and Dick, Ulbrich used a consultant. A man named Marvin Adler helped to buy and sell Ulbrich divisions. Adler oversaw every acquisition, which involved at least twenty candidates that were seriously investigated. The amount of time and effort in qualifying potential acquisitions was enormous — but it was worth it. The initiative to acquire companies kept Ulbrich dynamic and nimble.

To use baseball terminology, Ulbrich was batting for a good average. The company had one strikeout with the purchase of Metals & Cutting, a two-run home run with Diversified of Canada, a double with Ulbrinox, and as for Ulbrich Aerodyne Alloys, the call on the field was still being argued. Ulbrich has been, and is still on the acquisition trail. Out of the 1990s has come a company policy to only purchase companies that exceed \$5 million in sales. The next major acquisition would be a grand slam.



CHAPTER 17 A Challenging Milestone



y reaching its ambitious \$200 million goal by 1997's Dend, three years ahead of schedule, Ulbrich celebrated a significant milestone. At this juncture the company was employing 575 co-workers across fourteen divisions in four countries. It positioned itself as a midsize player in an industry of behemoths with some boasting thousands of employees and billions in revenue. This unique position allowed Ulbrich to maintain a balanced scale of operations. Ulbrich, as a mid-size firm, had carved a niche for itself as

an innovative manufacturer. Fred Jr. often credited the team with this reputation his company had earned; from skilled workers to professional staff, he lauded their expertise and dedication. He viewed Ulbrich's employees as masters of their craft, essential to the company's fabric, and as individuals with whom he shared a strong, trusted bond. They worked with the agility of a mid-size company while embracing ownership in their respective divisions. Fred Jr.'s reflections on this culture highlight the dynamic that contributed to Ulbrich's success. Fred Jr. once wrote of this dynamic stating:

1998 Chris Ulbrich

Packing Department, USSM

"We have to think in two ways: one - as a mid-size company, and two - as a smaller divisionalized company in which we must take care of each individual order and customer. We must start to think of other divisions and their needs and attempt to integrate our needs with theirs. We must understand our corporate strategic statement both on a divisional level and as one unified company."

Throughout the metals marketplace unceasing changes in technology caused many buyouts. Steel companies were bought, sold and dismembered. Domestic and international steel suppliers <u>faced significant exposure to</u> the largest corporations. New alliances were being made, and old partnerships were being severed. Demand steadily escalated for stainless steel, high temperature alloys and titanium. Plenty of competitors were consolidated, and many old facilities were shuttered. Ulbrich had fresh-faced competitors, opportunities and difficulties.

As the first quarter of 1998 began, business was going well. It appeared to be quite a profitable year. Ongoing efforts to increase sales at Ulbrich of U.K., Ulbrinox in Mexico, and Metals & Cutting in California seemed to be paying off. Ulbrich had anticipated that these three divisions would be fruitful after several years of difficulty to attain enough sales. Meanwhile at Aerodyne Ulbrich Alloys, aircraft industry customers were clamoring for more material. Boeing had a huge backlog of orders, and Ulbrich expected sustained volumes at least until 2002.

Much of the material was titanium in plate and bar form. The end usage application was in fuselage and engines for the aircraft industry, especially Boeing. Aerodyne Ulbrich sourced most of the titanium was from a mill based in Russia. Fred Jr. and other purchasing representatives made several trips to the Ural Mountains carrying with them hopes of procuring material from the only titanium mill in Russia. In short, they were successful. The state-run Russian entity supplied millions of dollars worth of titanium bar and plate to Aerodyne Ulbrich.

It appeared to be a solid year for the aircraft sector — one that Ulbrich took for granted. Like so many times before, the pendulum of good fortune swung back around when second quarter forecasts were shattered. A surplus of inventory sat on the shelves for far too long, especially at Aerodyne Ulbrich Alloys and Metals and Cutting. The overabundance of inventory resulted from unsuccessful sales calls as well as an expected announcement from Boeing.

In reaction to the Asian Financial Crisis of 1997, Boeing put a slowdown on building airplanes.

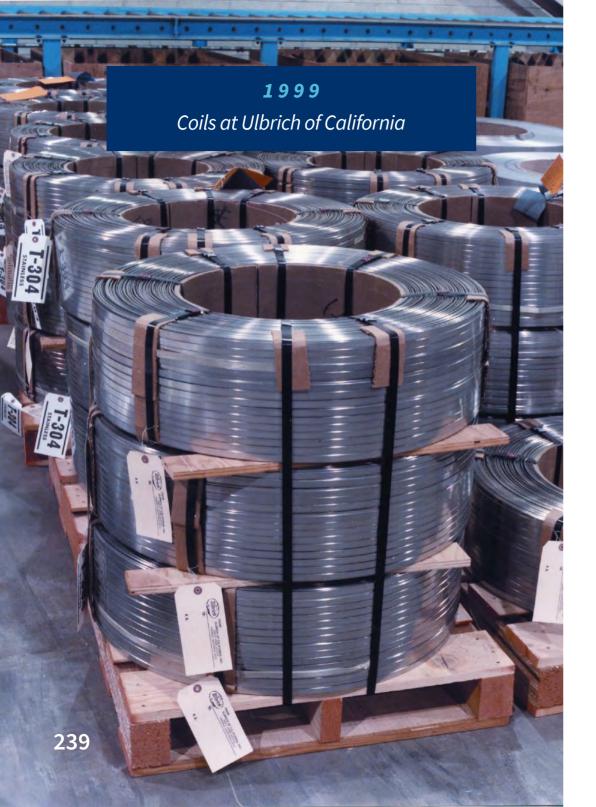
This particular financial crisis caused deferred shipments of planes to various international airlines. Boeing Aircraft Company cut production just as its titanium coffers were filled. This meant that the major titanium mills in the United States, all of whom had significantly increased their capacities, as well as distributors who supplied Boeing and their subcontractors, now had plenty of titanium in stock. There was terrific competition for the reduced number of titanium orders available.

Aerodyne Ulbrich Alloys found itself competing not only with distributor competitors, but also with titanium melting mills. Needless to say, Aerodyne Ulbrich was not successful in obtaining most of these orders. Simultaneously, Aerodyne's heavy competition resulted in a large reduction in prices. Suddenly and surprisingly Aerodyne's inventory was worth \$3.6 million less than a few months before. Some of this reduction in value was caused by historically low nickel prices. Aerodyne Ulbrich had a huge nickel and nickel-based inventories in bar and sheet form. The material was now worth substantially less than a few months ago.



Ulbrich's takeover of Aerodyne was another trite case of a corporation unintentionally spoiling the balance sheet of a smaller operation. The division engaged in sloppy business practices pertaining to inventory, or other aspects of its business. Retribution was swift and profits were punished accordingly. At the end of the year more than half of Ulbrich's profits made by the other profitable divisions were wiped out by titanium and nickel-based alloy inventory losses at Aerodyne Ulbrich Alloys, Metals and Cutting, and Ulbrich of California.

If any of the Ulbrich family were to write a song entitled "West of the Rocky Mountains" it would not be a good one, because most of the aircraft industry that Ulbrich supplied were on the West Coast of the United States. In addition, Ulbrinox in Mexico had to absorb losses because of the devaluation of the Mexican peso. The unpredictably of rapid expansion had finally caught up with Ulbrich and its investments.



A general slowdown in business and reduction of stainless pricing by the European producers thwarted the revival of Ulbrich of U.K. Sales in Great Britain were increasing and the number of customers increased. Great progress was being made at the Service Center, although a breakeven pace was not attained as a result of pricing reductions. Shipments of metal in 1998 were actually more than 1997 in pounds, but the number of dollars for those same orders was significantly lower due to price fluctuations.

The year of 1998 had been a veritable roller coaster. Ulbrich reached new heights in shipments and profits, and then a free-fall downward was sudden, swift and unsettling. Contingency plans were made for the following year in the event that these problems could not be resolved. Fred Jr. and Dick believed that they would be, but then again, they believed in the beginning of 1998 that everything would be fine. Some folks at Ulbrich described 1998 as a disappointing year business-wise, and looked forward to 1999 — the 75th anniversary of Ulbrich.

A milestone is an objective that, once reached, will be used as reference point for the future.

- Fred Ulbrich Jr.

AND SPECIAL METALY NO

BRENSTANSIS

1999 Fred Jr. flying in Orlando, Florida

CHAPTER 18

The 75TH Anniversary





A n important year for Ulbrich was 1999. Ulbrich took the entire year to celebrate its 75th anniversary. It was a time for retrospection and introspection. As a legitimate international company, there was plenty to celebrate. Ulbrich's financial position was stronger than it had ever been, its products were the best it had ever produced and its people were more talented than ever. The company celebrated its 75th year by hosting festivities at every division.

The year-long observance provided morale boost to the family and the co-workers. Owners and executives traveled to each Ulbrich facility to lead employee and customer appreciation lunches, dinners, golf outings and sporting events. The anniversary was a symbolic nod to its people, customers, culture and history. The 75th anniversary was much larger in scope than the previous milestones.

For the 25th anniversary (1949), a small party was held at Christmastime in Ulbrich's original building. Fred Sr.

Ulbrich of New England



The 50th anniversary (1974) was more sophisticated. The company purchased gifts for every employee, staged customer appreciation dinners and held a special family picnic and a Fourth of July fireworks display. There was not one specific event for the 50th Anniversary but many. The most memorable family moment happened at a sales conference at a hotel in Key Biscayne, Florida. A plan was hatched to surprise Fred Sr. and his wife Ada. Fred Jr. drove his unsuspecting parents from their home in Ft. Lauderdale to Key Biscayne.

An American flag that flew over the White House in Washington D.C. was presented to Fred Sr. from from Senator Low; and a certificate of appreciation from the Governor of the State of Connecticut was presented to him by Dick Ulbrich; and customer and supplier awards and accolades for starting Ulbrich. Numerous cards and telegrams from his friends, relatives and co-workers were read and presented. In the months before his passing, Fred Sr. often lauded that special evening in Key Biscayne and how much it meant to him and Ada.

The 75th Anniversary was bittersweet for some.

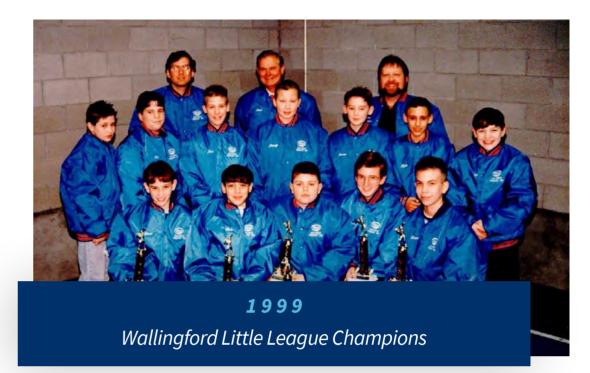
Five divisions were hemorrhaging money - two of which were heavily involved in the aircraft industry. It was decided that if there was no light at the end of the tunnel then by the end of the first quarter of 1999, a contingency plan for these five companies would be implemented. Regrettably, the turnaround did not occur within the first three months. Metals & Cutting was consolidated into a new division called *Ulbrich of California* in Fresno, California.

Aerodyne Ulbrich had five divisions in the United States. In order to break even, a minimum of \$5 million in sales was essential for each of the location. It became crystal clear that Service Centers in Alpharetta, Georgia, that serviced the Southern portion of the United States, and the Service Center in Houston, Texas, which serviced the oil and gas industry, could not reach profitability based on anticipated sales. Both were closed and their inventories were shipped to Aerodyne's operation in Indianapolis, Indiana.

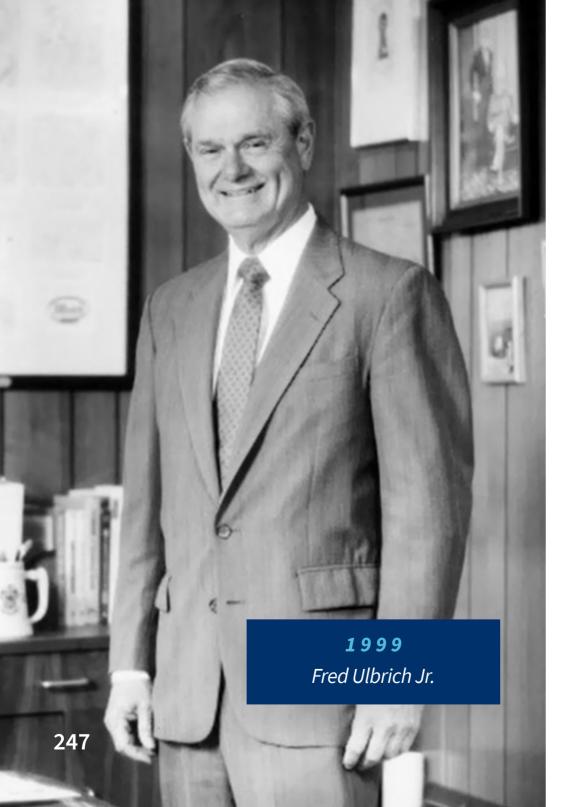
Meanwhile, Ulbrich of California continued to absorb losses. The division leaned on profitable items only and a dozen major customers responsible for the losses were no longer serviced. Drawing a hard line with Service Center customers became a repeated theme. Ulbrich of California remained in tact, and there was never a thought of closing it. Throughout its lifespan, the division has serviced high profile customers on the West Coast. Ulbrich created an international trading company: *Ultraco*. It was an acronym standing for <u>Ulbrich Trading Company</u>, The entity was to fulfill a function of servicing requirements that involved trading raw material and specialty alloys outside of the United States. However, a temporary collapse of the titanium industry gravely damaged Ultraco. Fred Sr. decided to keep the company as a paper company only, and ceased soliciting business. Ultraco was short-lived and eventually was folded into Ulbrich's International operations.

The company reduced its number of divisions from eighteen to fourteen within a short period of time in 1999. Uncertainty at the Service Centers caused the consolidation. Sales volumes were willfully and drastically reduced at Ulbrich of California. Downsizing during the 75th Anniversary had to be done, but nobody celebrated the closures. The year was indeed bittersweet.

Fred looks to the future succession of the company



Then in early March of 1999, Fred Jr. took a routine stress test and failed it. This was not part of Ulbrich's contingency plan. Two weeks later he had another successful bypass operation. While recovering, he designed a new organizational structure on a blank piece of paper. The rough draft would eventually evolve into the company's first succession plan. A new organizational structure was put in place. The contingency plan came at an opportune time.



After all, Ulbrich had profitability problems at five divisions. When times are tough the first place to look for deficiencies was at the top of the organization. As part of the plan, Fred Jr., who was Chairman, President and Chief Executive Officer planned to relinquish all three titles. He was 68 years old and additional sharing of responsibilities by others was appropriate, especially since the company had become much larger. Dick would become Chairman and Chief Executive Officer, and Fred Jr. would become Chairman Emeritus in charge of setting up an Advisory Board to guide Ulbrich's strategic initiatives and succession planning.

Operational issues were now the duties of Chris Ulbrich as the new President of Ulbrich. The company created a new position called Chief Operating Officer (COO) that would be a critical part of the management structure. The idea of a Chief Operating Officer came from a *Fortune Magazine* article. It indicated eight of the ten most admired and efficient large companies in the United States had a Chief Operating Officer solely responsible for the result of operations. In Ulbrich's organization, the role was spread

The new structure also had to work in practice. As time would tell, Ulbrich was becoming more efficient and streamlined under a limited amount of executive officers. With more organizational agility, the company was able to cope with the challenges caused by increased sales and increased personnel. While all of this was going on during the 75th Anniversary year, Chris Ulbrich had an idea to augment marketing efforts and to boost the local stature of the

reporting to Fred Jr. and Dick, began to report to Chris as COO. On paper, the organization was ideal for a mid-sized operation.

out between Fred Jr., Dick, Chris and Jay Cei as Chief Financial Officer (great-nephew of Ada Cei Ulbrich) and those who reported to them.

Jay Cei thrived in the areas he served

in throughout his career at Ulbrich. In fact, he continued to play a key role in the company for over 40 years. His background and financial skills were of great benefit to Ulbrich from his start as an accountant and continued until he retired in March of 2023.

Each of the General Managers and salespeople reported through the organization to Chris Ulbrich. To

accomplish this, Frank Best was promoted to Group President, Distribution Division NAFTA; and Vic Artaiz was promoted to Director of International Business. They also reported to Chris. All the staff individuals previously

company. Ulbrich applied to be a candidate for *The Nozko Family Business Award*.



The awards were given to family-owned companies based in Connecticut, and the competition was named for Henry W. Nozko, Sr. of *ACMAT Corporation* - the main sponsor of the awards. More than a thousand firms applied for the second annual Nozko Awards. Businesses vying for the recognition were strong candidates. Administrators from the University of Connecticut Family Business Program were slated to select the winners.

Applicants were rated on the following criteria:

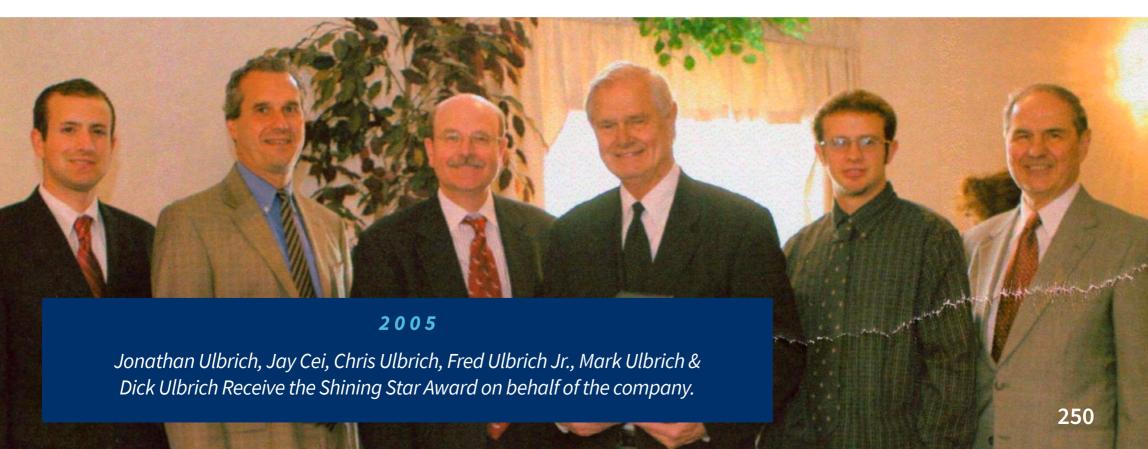
- Success measured by growth in revenue, employees and profits;
- 2. A positive family linkage;
- 3. Ownership and management of the company by at least two generations;
- Contributions to the community and industry through leadership; service and financial support; and

5. Whether the family had developed innovative or creative business practices to enhance the company's longevity.

The Nozko Award winners were announced at a dinner at the Radisson Hotel in Cromwell, Connecticut. There were three first place winners: a large company award, a midsize company award and a small business award. The University of Connecticut judges sent an extensive list of questions for the award application. It was a long and tedious process to synthesize 75 years of accomplishments into the requested format, so Ulbrich formed an *Application Committee*. They were tasked with extensive investigations before answering each detailed question.

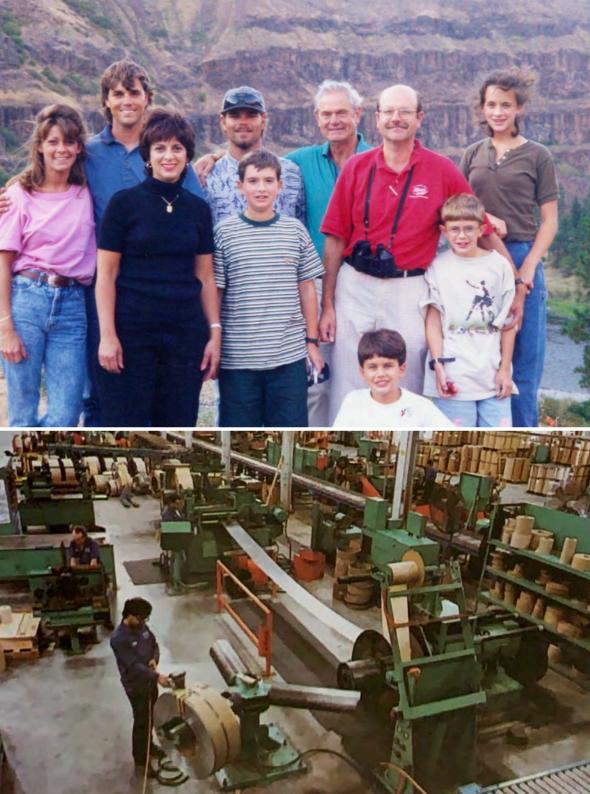
Victor D'Amato of the Finance Department compiled statistics to show the company's financial growth, Spider Bulyk wrote an essay about the company's development and Tom O'Leary provided research regarding Ulbrich's community outreach. The *Packing Department* at Ulbrich Specialty Strip Mill, led by John Rumi, sent the judges a sample product shipment with a letter attached saying: "This is how we have successfully presented our products to our customers for 75 years. We thought it would be fitting for you to enjoy the same quality."

The sample from packing prompted a phone call from one of the judges. He expressed his utmost satisfaction. Perhaps the packaging made Ulbrich stand out compared to the rest of the competition - because the First Place award in the large business category went to Ulbrich Steel. The family business was most fortunate and extremely pleased to win the Nozko Award. It was a compelling testimony to what the family, the business and its people had accomplished thus far.















Ulbrich becomes sole owner of Aerodyne

By Richard Lee Record-Journal staff

NORTH HAVEN — Ulbrich Stainless Steels & Special Metals Inc. of North Haven has become the sole owner of Aerodyne Ulbrich Alloys of South Windsor, purchasing the minority interest of Edward Williams, former president of the Ulbrich division.

Fred Ulbrich Jr., chief executive officer of both companies, has assumed operational control of Aerodyne Ulbrich Alloys.

"Ed Williams led Aerodyne Ulbrich Alloys through a very dynamic growth period in which sales quintupled since 1993," said Ulbrich. "This transition is an amicable one and both parties agree that, at Aerodyne's current stage of development, different management resources are necessary to bring the division through its next growth period. We are very appreciative of Ed's efforts."

Williams has left the company

"We think by doing this it makes us stronger in the market," said Bulyk, describing Williams as an individual with a strong entrepreneur.

Since 1993, when Ulbrich acquired the company from Aerospace Metals of Hartford, it has expanded to include service facilities in Fresno, Calif.; Norcross, Ga.; Indianapolis and Houston.

Among its customers are companies in the aerospace, power generation and medical industries. They include subcontractors for Boeing, Pratt & Whitney, General Electric, Rolls Royce and Westinghouse and companies like U.S. Surgical, said Bulyk.

Aerodyne's five facilities employ about 40 people, and its products are sold through the Ulbrich sales force.

Aerodyne Ulbrich Alloys, now a wholly owned division of Ulbrich Stainless Steels & Special Metals Inc., remains Ulbrich's







eading up to the Millennium, the widespread "Y2K" scare became a stressor for many people at Ulbrich. Computer software had to be rewritten and updated to assure a smooth transition from the digits, "1999" to "2000". Hardware such as microchips embedded in machinery were updated. Most of the computers had to be replaced. Ulbrich committed \$350,000 to safeguard against Y2K after media outlets and various federal governments warned of potential catastrophes involving airplanes, missiles, cars, electronics and malfunctioning machinery.

Production, Information Technology, Accounting and other departments had been working on the *Y2K* issue even prior to 1999. When the new millennium finally arrived, all systems functioned except for minor problems, which were quickly resolved. This once in a lifetime non-event caused sleepless nights and countless hours of work. Ulbrich, like the rest of the world, pressed on unscathed. No planes fell from the sky, and no missiles were launched by malfunctioning controls.

2009 Chris Ulbrich featured in Record-Journal

Due in part to Y2K, Ulbrich was well-prepared for the modern age. The company was technically capable, financially strong and uniquely positioned in the special metals industry. Expansion was on the horizon. Management decided in 2001 to purchase a company called *Steel Heddle* in Westminster, South Carolina. The move was made to complement the products offered at Ulbrich Shaped Wire in North Haven. The South Carolina facility was transformed into a division first known Ulbrich Precision Flat Wire and later renamed Ulbrich Specialty Wire Products.

The flat wire operation in South Carolina expanded Ulbrich's capabilities to produce fine wire for the medical industry and Photovoltaic Ribbon to the solar industry. The location (USWP) services a wide array of customers who purchase medical grade wiring for minimally invasive surgeries and procedures. Other products consisted of things like steel bars for capacitor makers, music wire for string instruments and gold and silver plated wiring for special electronic applications.

Throughout the 1990's Ulbrich had pressed hard down innovation trail. The goal was innovating upon their titanium manufacturing capabilities to make their special metal aspirations a reality. In the 2000's, several proprietary advancements in titanium manufacturing led by Bill Donithorne bore fruit. Ulbrich had mastered the material and the company was able to secure partnerships with a wide array of customers and suppliers. Our sales approach, led by Gregg Boucher, grew Ulbrich over the decade into the largest producer of certain titanium grades and alloys in both North American and global markets.

New products, including the highly technical titanium products, and emerging industries prompted Ulbrich to expand to other parts of the world. In 2002, Ulbrich Precision Metals, Ltd. was established outside of Galway, Ireland. Then an Ulbrich of Asia sales office was opened in Shanghai, China, the same year. Though the Ireland expansion did not last, the Shanghai office has continued on to this day. For about the last twenty years, a Commercial Manager named Bob Wang has been leading sales efforts in Asia. In the early 2000's Derek and Jason Ulbrich, two of Fred Ulbrich Jr.'s sons who are Chris Ulbrich's half-brothers became involved in the company. Around the same time the Ulbrich family mourned the loss of Robert Ulbrich, who sadly passed away in 2002.

In 2004, *Yale University* called on Ulbrich to host its Masters of Business students. Case studies were carried out by these graduates and many more would follow. Around the same time, a case study by *Predictive Index* found that Ulbrich managed to retain 99% of its employees. People at Ulbrich were staying at their jobs for a long period of time, and they were refusing to look elsewhere once employed. This consistency among dedicated and loyal co-workers led to even more successful sales figures (and semi-annual bonuses for every employee).

Some employees called 2005 the "Year of Technology" due to Ulbrich hiring new technical staff throughout the company. A new generation of employees came on board with experience in computing. Their job was to refine and

2004

Jay Cei & Dick Ulbrich Present Fred Jr. With an Oil Painting on his 75th Birthday

boost manufacturing performance, customer service and quality capability. New intranet-based software for tracking coils became the norm at each Ulbrich facility. Company ownership poured capital expenditures into new mills, furnaces and proprietary equipment that led to more machine reliability and less maintenance costs.

To augment fine wire sales and to capitalize on demand for solar technology, the company purchased a wire manufacturer in Müllendorf, Austria, which became Ulbrich of Austria. The division was an investment in a new wing of Ulbrich's business — Ulbrich Solar Technologies, a provider of fine wire, most often tin-plated copper wire to be used in solar modules as photovoltaic ribbon or Light Capturing Ribbon (LCR®). Nowadays, Ulbrich of Austria is the company's only facility in Europe.







Mary, Chris, Dick, and Fred Ulbrich Jr.

CHAPTER 20

The Lean Transformation





During the late 2000s, Ulbrich Specialty Strip Mill began to take seriously the philosophy of Lean Manufacturing.

hough Ulbrich had dabbled in continuous improvement initiatives over the years, there was new enthusiasm among employees. The shared goal was to standardize operations and to increase efficiencies. Many employees were energized by the book "*Toyota Production System*" by Taiichi Ohno. Toyota's approach was based on pursuing the most effective methods to achieve the elimination of waste. Lean guidance mostly came from a manufacturing engineer named John Peterson who oversaw continuous improvement activities at the Mill.

Later on the company hired a consultant, Bill Greider to teach Lean Manufacturing concepts at all Ulbrich divisions. Co-workers started to engage in A3 projects (continuous improvements initiatives) and 5S projects (reordering workspaces). Everyone was welcomed within reasonable means to rethink their jobs, to save time and to eliminate production waste. According to Chris Ulbrich, "Lean efforts

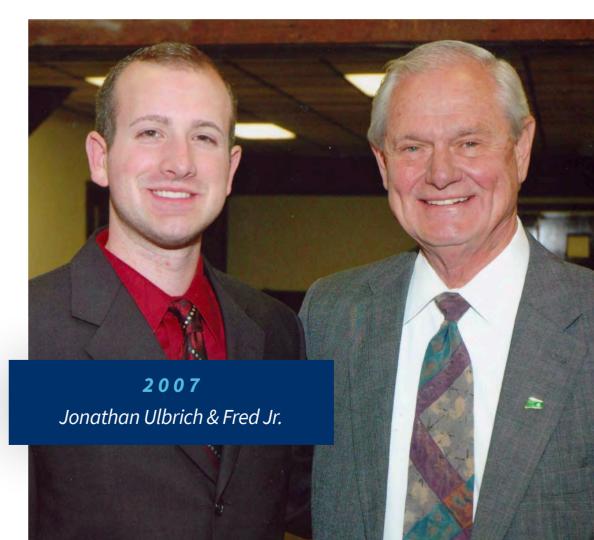
2 0 1 0 Josh DeConti & Les Pierce

redesigned new manufacturing processes for us that were faster, more precise, cleaner and less complicated."

Lean became a catalyst for positive and self-induced changes at work. Habitual obstacles, machine breakdowns and material shortages within USSM's Rolling, Annealing and Finishing departments presented daily headaches. Operators, helpers, maintenance staff, supervisors, managers and office employees were performing tasks aching for updates. Due to thousands of A3 and 5S projects since 2005, massive revisions have been implemented throughout every Ulbrich division. The business benefited greatly from this new Lean Manufacturing mindset. Specific areas of operation were overhauled completely. For example, the Scotchbrite wash line at USSM was particularly strenuous to set up and operate. Its heavy brush rolls had to be changed frequently. A3 teams were formed to figure out how to prolong the shelf life of the brush rolls. Other improvements allowed the operator to easily replace the rolls, while other initiatives automated aspects of the Scotchbrite machine through the purchase of new parts.

As internal processes were being tweaked, Ulbrich began to trade more heavily in specialty alloys. Rare metals such as Inconel[®], niobium, zircalloy and other nickel-based stainless steels were mainstay products. The company became involved in more exotic alloys - the aim being to corner the specialty metals market. Take nitinol for instance, a shaped-memory alloy most often used in medical applications; only a handful of companies including Ulbrich had the capability to draw and roll nitinol. If raw material was difficult to roll and heat-treat like nitinol, then it was more likely that Ulbrich would supply it.

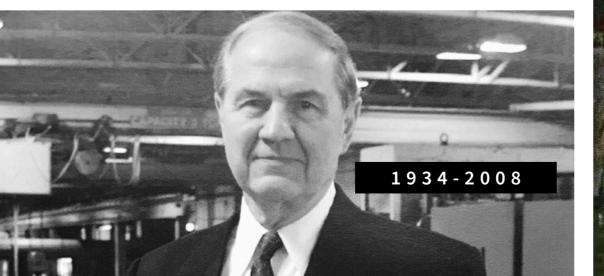
The company continued to cement itself in these niche industrial sectors. Sales eclipsed forecasts thanks to new customers in Central Europe, the Middle East and Asia. International investments were paying off. As a sign of worldly success, Ulbrinox celebrated its tenth year in 2007. Up until the *Global Financial Crisis* of 2007 and 2008, Ulbrich had not reported a profit loss for twenty consecutive years until 2008. Early 2007 saw Jonathan Ulbrich move from the role he started in 2004 in the packing department to Ulbrich Shaped Wire's Inside Sales Department. Jonathan worked in inside sales at Ulbrich Shaped Wire until 2010 when he joined Ulbrich corporate offices as a materials manager for Ulbrich of New England. Chris Ulbrich's son being hired

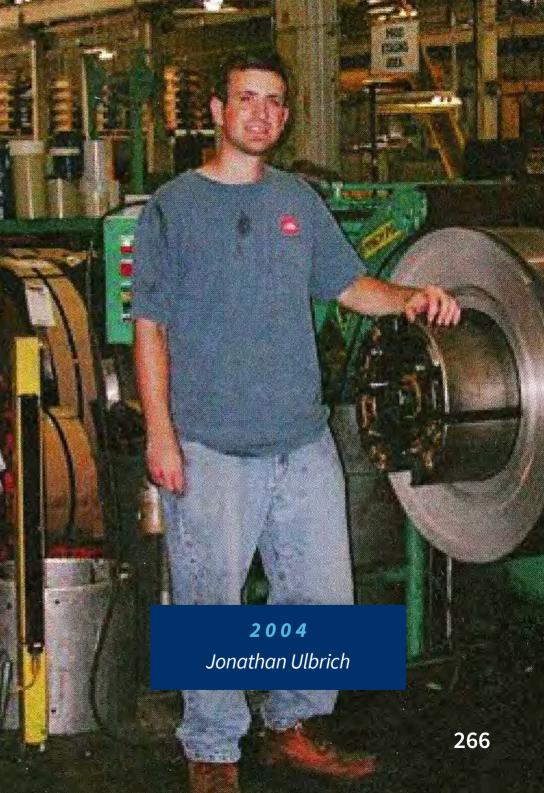


into this role meant that the fourth generation of the Ulbrich family lineage had officially joined the corporate operations of the company.

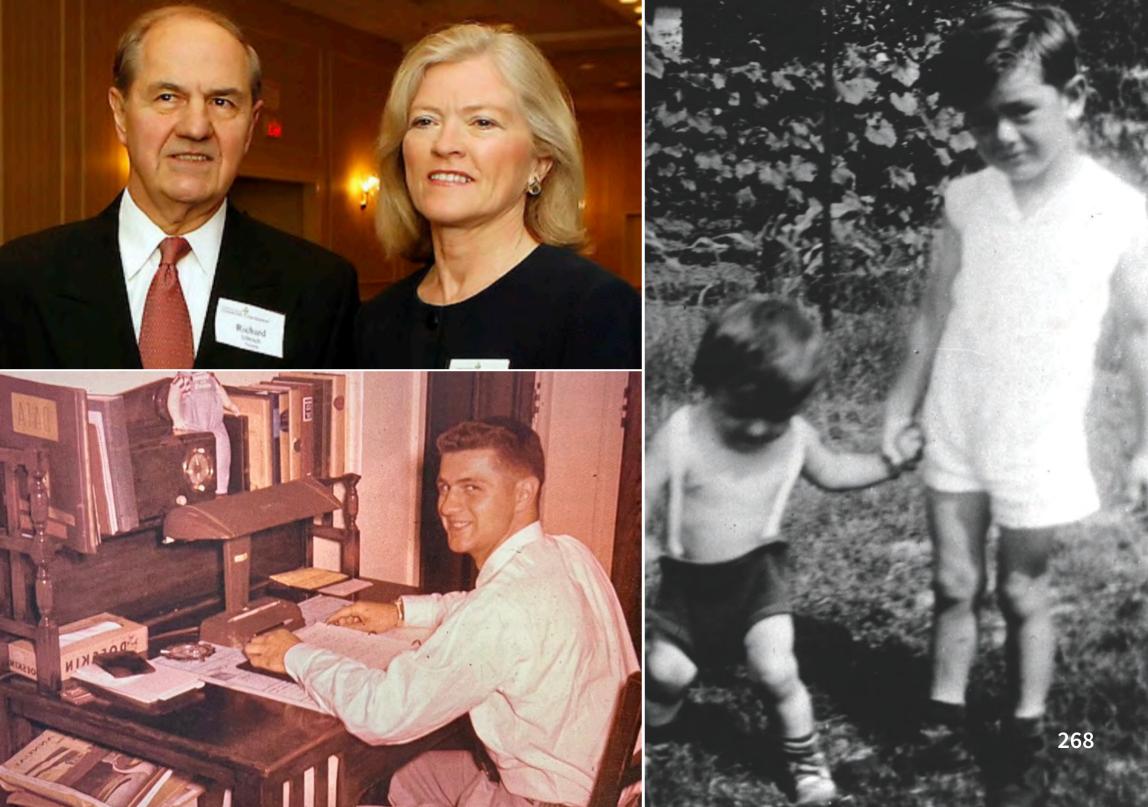
He followed the path of his father, becoming General Manager of Ulbrich of New England in 2016. In 2019 he moved on to become Director of Purchasing. Various reorganizations lead to Jon becoming Vice President of the Service Center Group in 2021 and then President in December of 2022.

About a year after Jonathan joined Ulbrich, Dick Ulbrich a man who knew the inner-workings of Ulbrich Specialty Strip Mill perhaps better than anyone — passed away at the age of 74.





DICK DICK DIBRICH 1934-2008



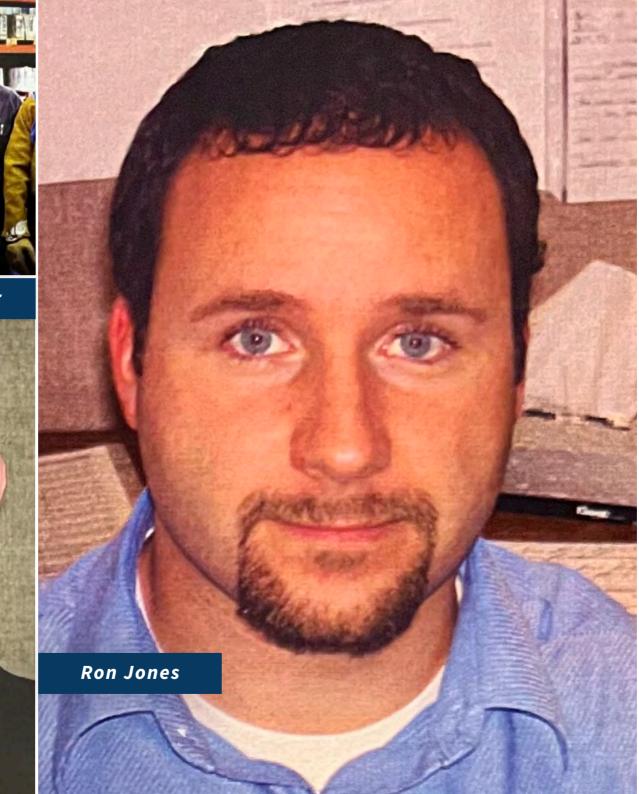


THE 2000S



Mike Geiger

THE



THE 2000S

chapter 21 One Ulbrich

33.11934



From 2008 to 2024, Ulbrich navigated significant challenges and embraced growth.

n 2008, Ulbrich Steel's journey through the Global Financial Crisis was marked not by mere survival, but by the remarkable sacrifices and commitment of its staff. During this period, the company faced unprecedented challenges, including furloughs that lasted up to four months and the first layoffs in its history. Many employees returned post-layoff, but the experience was a learning curve: the loss of talent inadvertently set the business back for years. However, these hardships taught valuable lessons. Ulbrich would later avoid the same mistakes during challenging financial environments.

By 2010, the economy, and Ulbrich, began to recover and the next decade would mark an era of growth and technological advancement.

The company, often described by its longtime Chief Operating Officer Jay Cei as a "capability-driven company," continued to provide high-quality stainless steel and special metals to original equipment manufacturers (OEMs) at extremely low tolerances with exceptional precision.

As COO, Jay Cei led the company's operations for many successful years and was a firm believer in utilizing technologies, such as IoT and advanced analytics, to improve Ulbrich's product and further 'its position as a capability-driven market leader. Like many others within the Ulbrich family tree, Jay is quite accomplished philanthropically having worked in collaboration with Wallingford, Public Schools to make a pre-engineering and advanced manufacturing course available to high school juniors and seniors. The program created a school-tocareer pathway for interested students, equipping them with the skills necessary to excel in the fields of engineering and manufacturing.

To retain its status as an industry leader, Ulbrich continually kept up with international quality standards. Countless applications, audits and improvements earned

 Image: Contract of the second seco

the company notable manufacturing certifications and approvals. Over the years, Ulbrich has held certificates from the International Organization for Standardization (ISO) and the National Aerospace and Defense Contractors Accreditation Program (NADCAP) - as well as aviation industry approvals from Rolls Royce, General Electric Aviation and Pratt & Whitney (United Technologies). In 2014, as the company his father started celebrated its 90th anniversary, Fred Ulbrich Jr. passed away. Fred Jr., who had been the heartbeat of the company since the late 1950s, was not only Ulbrich's first salesperson but also a visionary leader who guided the company financially through tough times and spearheaded its international expansion. The Ulbrich of today reflects his vibrant personality and enduring legacy. His funeral was a profound event, with every Connecticut employee lining up in front of the Strip Mill to honor him, marking one of the most memorable moments in Ulbrich's history.

At the time of Fred Jr.'s passing, three members of Ulbrich's fourth generation family members were employed by business: Jonathan, Mark, and Weston. They were among a headcount of approximately 700 employees spread across a dozen divisions.

Around this time, Ulbrich realigned its business philosophy under the banner of "One Ulbrich."

"One Ulbrich" symbolized a commitment to the culture established during the Ulbrich Revolution, now under the new leadership of Chris and Jay.

Changes implemented included a new ERP system, a substantial investment in capital expenditures, and an expansion in the focus on quality and precision. The commercial team's expanding professionalism, highlighted by a West Point Leadership training, reflects the company's





growth and adaptability.

This commercial strategy assured customers that Ulbrich not only supplied precision metal products, but was also a supply chain and development partner with customizable solutions. In a sense, it was a renewed commitment to excellence in customer service and technical support.

"One Ulbrich" capital expenditures were seen in divisions throughout the company. Ulbrich Shaped Wire installed a



Fuhr Shaping Mill allowing the division to expand its business into the wedge wire market. Because of increased demand for its products, a warehouse would later be erected at Shaped Wire. Through a series of investments in South Carolina, Ulbrich Specialty Wire Products expanded into the High-Performance Cable market. The family business was finally dusting off the last cobwebs of the old days by investing in every aspect of the factory floor. Of course, the flagship facility, Ulbrich Specialty Strip Mill, received its fair share of attention. Its rolling mills were fitted with special X-ray powered micrometers and sensors. Precisely measuring coil specifications during the rolling process was a valuable improvement. Meanwhile, internal management and information systems allowed for Ulbrich's data to become traceable and more quantifiable.



The company's complex network of hardware and software were intermingling more than ever before.

A significant milestone was the acquisition of Ulbrich of California in 2022. This purchase from ATI marked a return for Ulbrich to the west coast, solidified a valuable partnership with melt mills, and allowed the company to expand its product offerings, particularly to west-coast aerospace manufacturers, while creating synergies with the specialty strip mill.

By 2024, "One Ulbrich" had positively impacted the company's financials and relationships with its vendors, suppliers, customers, and employees; the business was well-positioned to celebrate its 100th anniversary.





Fred Ulbrich: A friend, indeed

Every community — a real community, not just a collection of houses and businesses that share a given piece of land is ultimately the sum of the contributions each individual within it makes towards its betterment. A community can only succeed if it has a wealth of individuals willing to look outside their own narrow day-to-day interests and contribute time, energy and resources toward improving the place they call home.

Wallingford is just such a community, and this month we lost one of those individuals who epitomized the selflessness from which strong communities develop and thrive. Fred Ulbrich used his multiple talents to grow a good, local manufacturing enterprise into a worldwide competitor in a very competitive global marketplace. That in itself is worthy of a lasting reputation and place in Wallingford history.

But what will long endure in the DNA of the community of Wallingford were the many, many other contributions he made outside of that concern. His financial contributions were considerable, but many who achieve the business success he did are willing to write checks to support the community and consider that enough.

Not Fred Ulbrich. He was involved in his town from top to bottom. I confess that I only got to know him at all within the next for a mostly through the in-

Community

of Wallingford and his five-decadeslong participation in the Rotary Club of Wallingford, of which I became a member two years ago. So my qualifications to write a thorough retrospective of Fred's accomplishments are lacking. And it is also unnecessary. They are well documented.

From Wallingford By Stephen Knight

What I am trying to emphasize is the graceful, egalitarian and unassuming way that he went about using his talents. That is what made this man so special. It was easy to be in awe of his business accomplishments, but he would have none of that. Every single person he met was on an equal footing with him. Every person was measured for his or her own worth, and everyone was made to feel that they had a friend in Fred Ulbrich.

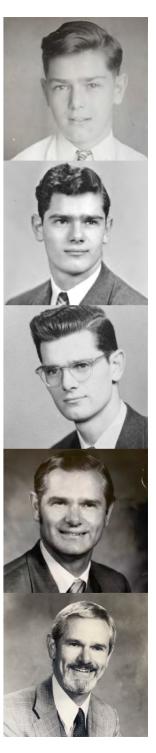
A perfect example of that was a Spanish class that I took with Fred at SCOW. There were about a dozen or so of us in a beginner's class, a group as diversified as you can imagine. Fred had already learned some Spanish in order to better relate to the people in his company's Mexican plant, but as far as he was concerned, he was a beginner. We were taught by a wonderful woman whose former career was as a Kindergarten teacher in Mexico. The class went on for around ten weeks, and no one enjoyed each class more than this incredible business and community leader. Fred was one of us, and every one of us had a new friend.

There are many political topics bubbling up this time of year, and my contributions to From Wallingford will cover them in due time. But as much as I write about community and how special Wallingford feels as a community, I felt compelled to take advantage of the privilege of writing these columns to highlight the extraordinary person who lived every day of his life as the embodiment of that community spirit.

The Rotary Club of Wallingford is holding their annual golf tournament on Monday, May 19th, renamed some months ago in Fred Ulbrich's honor. The proceeds have always gone to the Wallingford Foundation, the principal vehicle — jump-started by a contribution from, yes, Fred Ulbrich — by which Rotary supports so many other organizations. For it to be a huge success would be a most fitting memorial. Please contact Jon Kaplan at jonkaplan53@icloud.org or go the Rotary website Wallingford rotary. org for more information.

President Truman once said: "It is amazing what you can accomplish if you do not care who gets the credit." Fred Ulbrich brought that wisdom to life here in Wallingford.

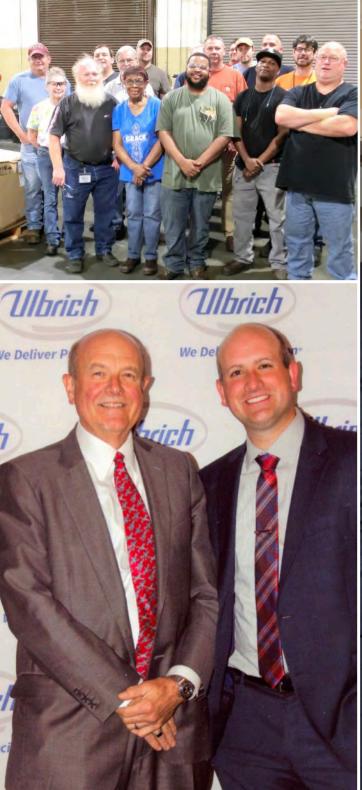
Stephen Knight is a former Wallingford Town Councilor.



FRED ULBRICHJR. 1931-2014

S0102 JHE 201082







THE 2010S







From army mess kits valiantly carried onto the beaches of Normandy to rovers propelled into the furthest reaches of space, stainless steels and special metals rolled and distributed by Ulbrich companies have been on quite the journey over the last century.

The company too has twisted and turned, always changing to meet the demands of an ever-shifting market & materials landscape. But you don't have to squint too hard to see clear values that have remained ever constant, sustaining the legacy of an American family business from 1924 to 2024.

RESILIENCE. FORESIGHT. ADAPTABILITY.

2021 Slit Coil Photo by Kris Desautels

A commitment to quality, to being "the best at whatever you do."

Perhaps above all, the Ulbrich's have been defined by their unflinching conviction to do right by those around them: their workforce, their community, their customers.

As they look to the future, toward the company's next 100 years, these values will serve as a foundation for future generations to build upon. A north star that leads the Ulbrich's and their more than 700 employees around the world toward an even more prosperous future.

A Strategic Vision for Ulbrich's Next 100 Years

Our Core Tenets

As Ulbrich Stainless Steels & Special Metals celebrates a century of excellence, our gaze is fixed not just on our past achievements but on shaping a future that embraces what's next. To mark our 100th anniversary, we are unveiling an evolved set of Core Tenets that serve as a bridge between our rich history and the promising horizon ahead. These values, woven into the fabric of our culture, guide every endeavor, decision, and interaction, ensuring a collective journey toward success.

Customer Responsiveness: At the forefront of our ethos lies an unwavering dedication to our customers. We embody urgency, recognizing the importance of swift action. Through nurturing relationships and consistently exceeding expectations, we forge partnerships that transcend transactions.

Continuous Improvement: Embracing the ethos of lifelong learning, we foster an environment of continuous growth and evolution. Our commitment to a lean, innovative culture propels us forward, ensuring we remain agile, adaptive, and at the forefront of innovation.

Total Company Involvement: The synergy of our collective efforts defines our success. In a collaborative team environment, effective communication serves as our cornerstone. We prioritize safety and environmental stewardship, recognizing our responsibility towards our workforce and the world around us.

Family Values: Respect, integrity, and empathy are the cornerstones of our community. We prioritize the wellbeing of our team members, offering robust health and wellness support, fostering loyalty, and championing community initiatives that extend our impact beyond business.

Quality Commitment: Precision is our promise, and it's upheld through continuous investment and an unwavering dedication to quality. We strive to surpass benchmarks, ensuring that quality remains at the forefront of everything we deliver.

These tenets aren't rigid doctrines; they're adaptable guidelines that flex and mold themselves to meet the evolving demands of our customers and the ever-changing landscape of our workforce. They signify our readiness to pivot and innovate, ensuring that Ulbrich Stainless Steels & Special Metals remains a dynamic force in an everchanging world.

Improving Lives with More than Metal

At Ulbrich Stainless Steel and Special Metals, we believe that our work transcends beyond the production of alloys. Our new purpose statement, "Improving Lives with More than Metal," encapsulates our commitment to making a meaningful impact in every aspect of our operations.

Our alloys are at the heart of life-changing applications. From medical devices that save lives to aerospace components that connect the world, our materials are instrumental in pioneering advancements. This isn't just metalworking—it's a dedication to innovation and excellence that enhances and protects lives every day.

But our influence extends far beyond the products we create. We're deeply committed to enriching the lives of our employees, customers, and the communities we serve.



We invest in the growth and well-being of our team, creating an environment where everyone can thrive. Our relationships with customers are built on trust and mutual respect, driven by a shared goal of excellence.

Our philanthropic initiatives reflect our dedication to community. Whether it's collaborating with local schools to foster the next generation of manufacturers or participating in charitable endeavors, we're passionate about giving



back. These efforts are not just corporate responsibility; they are integral to who we are.

"Improving Lives with More than Metal" is more than a statement—it's a promise. A promise to continue pushing the boundaries of what's possible with our alloys, to support and uplift our people, and to be a force for good in our communities. At Ulbrich, we're not just manufacturing metal; we're improving lives.

Remaining Future-Focused

A key factor contributing to Ulbrich's remarkable success over the last century has been the family's steadfast longterm outlook. Today, the Ulbrich family, along with the dedicated members of our board of directors, continues to shape the company's direction. Together, they are making decisions that are not solely aimed at short term success, but rather to ensure the sustained growth of the company for future generations..

Our board of directors is comprised of a diverse group of individuals who bring a wealth of experience and expertise to the table. Members within the Ulbrich family and business include Chris Ulbrich (CEO), Jonathan Ulbrich (President, Service Center Group), Victor D'Amato (CFO), Derek Ulbrich, and Jason Ulbrich.

Recognizing the importance of outside perspectives, we have recently welcomed two distinguished external members, Steve Shifman and Joel Ross, to our board. Steve and Joel bring with them extensive business knowledge and experience, particularly in strategic planning within family-owned businesses. Their presence adds depth to our board's perspective and enhances our ability to make informed decisions that align with our long-term vision.

Our board's overarching goals are rooted in effective stewardship, continued business growth, and cultural engagement. By upholding these principles, we aim to ensure that Ulbrich remains not only relevant but thrives as the world continues to evolve. Through the combined efforts of family stewardship, the dedication of key employees, and the invaluable external perspectives



provided by Steve and Joel, our board is building upon the past, fostering growth, and continuously improving Ulbrich's business.

Developing the Best Talent

Emphasizing a culture of promoting from within, Ulbrich understands the importance of investing in talent development. As they venture into the next century, they aim to maintain the organization's technical expertise and entrepreneurial spirit with strategic workforce planning.

Ulbrich remains steadfast in fostering an environment that encourages long-term commitment from its employees. A key part of this is nurturing the emotional connection between the family and its employees by maintaining a culture of top-down respect that makes everyone feel a sense of belonging.

On the family side of things, we will soon see our fourth generation of leadership within the Ulbrich family make their mark on the organization. Following them are a number of talented fourth, and fifth generation children with a passion for metal flowing through their blood. We will see what the future holds in regards to developing the next generation of this great American family owned business.

Adapting to the Changing Landscape

As the market continuously evolves, Ulbrich recognizes the crucial importance of being even more intentional and strategic in how they partner with their customers to secure and fortify a solid market presence. Their capabilitiesdriven approach and strategy have consistently served them well, but they remain acutely vigilant in adapting to ever-changing customer demands and the latest technological advancements. With their focused eyes set on the rapidly evolving and dynamic industries such as advanced space travel, cutting-edge medical wearables, and revolutionary fusion reactors, Ulbrich is uniquely poised to play an increasingly pivotal and influential role in shaping the future landscape of these groundbreaking and innovative applications.

Ulbrich Fine Wire on a Steeger Braiding Machine



Embracing New Technologies

Ulbrich acknowledges the power of technological advancements like artificial intelligence (AI) and Industry 4.0 in driving operational efficiency. They have already started incorporating AI tools into their processes and remain committed to exploring new technologies that enhance their operations. These innovations not only optimize their production but also strengthen their competitive advantage in the industry.

Protecting our Planet

Ulbrich recognizes the importance of environmental stewardship. As they look ahead, they aim to make conscious efforts to make the air and water cleaner by embracing sustainable practices. The company's dedication to reducing its carbon footprint and minimizing environmental impact aligns with growing global concerns for a greener future.





Sustaining a Legacy

A strong company culture has been the cornerstone of Ulbrich's success, and it is a value they intend to carry into the next century. As a private company with succession plans in place, they ensure that the values and principles they have upheld for the past 100 years will continue to guide their journey.

Ulbrich Stainless Steel & Special Metals sets forth with a comprehensive and visionary plan for the next 100 years. With a focus on long-term planning, talent development, technology integration, and environmental responsibility, they embrace the future with confidence that no matter what happens, the company will be ready to adapt and thrive.

A continuous cornerstone for Ulbrich will always remain the strong company culture that has carried the company since its inception. With succession plans in place, the values and principles upheld for the past 100 years will continue be a guide for the business. Ulbrich's unwavering commitment to its workforce and customers ensures that the company will remain an industry leader, contributing to global technological advancements and shaping



Tilleran

the landscape of stainless steel and special metals for generations to come.

The success of the last 100 years could not have been possible without dedicated customers, trustworthy suppliers, loyal employees, and members of our community. Ulbrich Steel's history is special because of the contribution of these countless individuals and organizations. We embark on our company's next 100 years, with gratitude for where we have come from, and optimism for what's ahead.

2002

Mike Alstrits, Pat Mahoney & Chris Ulbrich

Whether it's our precision re-roll capabilities producing light gauge strip and foil, our Shaped Wire division doing titanium and other special metals, the precision fine wire manufacturing we produce in South Carolina, or our service center in Chicago, there are many different examples within Ulbrich of where we saw a market need, and because of our functionality we were able to position ourselves to fill those market needs. We've been very successful as a business because of it.



Gregg Boucher

COO, ULBRICH STAINLESS STEELS & SPECIAL METALS, INC.









tner

Fred Ulbrich Sr. had a vision for where we were going. There was a market need, and my great-grandfather developed the equipment and the relationships to fill that market. We as a company have proven the ability to continuously reinvent ourselves ever since, but the real reason we've been successful for so long is our commitment to our customers.



Jonathan Ulbrich PRESIDENT, ULBRICH SERVICE CENTER GROUP





Our company is the direct result of Fred Ulbrich Sr.'s dream; the result of tens of thousands of good and bad decisions on the part of thousands of people since 1924; the result of seized and missed opportunities; and lots of hard work on everyone's part.



Fred Ulbrich Jr., Former president & ceo











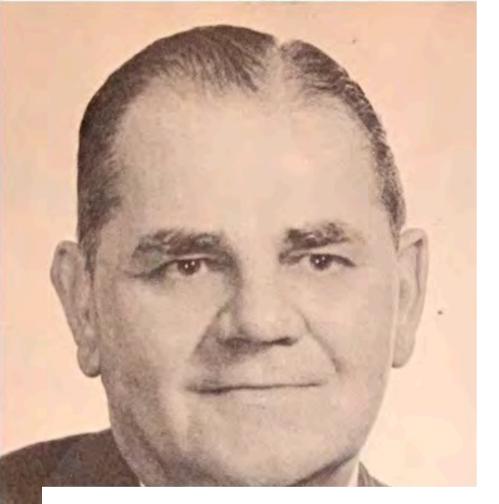






Fred Ulbrich Jr. with young Derek, Robert, and Fred Ulbrich Sr.

Chris & Jonathan Ulbrich



4 aim to be the best in all that I do. ??

- Fred Ulbrich Sr.

A CENTURY OF PRECISION

Consider for a moment, the improbability of the Ulbrich Steel story.

The unlikely transformation of Ulbrich began in the sleepy New England town of Wallingford, Connecticut. Fred Ulbrich Sr. was one of nine children raised by parents who were working class immigrants from Germany. In search of new opportunities after high school, Fred traveled *West*. He held a job for Donora Steel in Donora, Pennsylvania but eventually came home and in 1924, he founded a scrap business.

> Fred Sr.'s company began as a metal scrapyard, oftentimes in disarray. During the first few years of operation, the Meriden Record newspaper described the property as an "auto graveyard" and reported that the Court of Burgesses had ordered Ulbrich to clean up the mess. Legend has it



that Fred Sr. avoided a visit from the police by hiding inside of a scrap barrel. Ulbrich eventually paid a fine and he would do much more than tidy the scrapyard.

With help from his wife Ada and his neighbors, Fred Sr. entered the cutlery industry during a flatware boom in Meriden and Wallingford. It was around this time that he foresaw a niche in cold rolling small quantities of stainless steels and special metals. Within a span of three decades, he went from having the job title of "Junker" to becoming a founder of an international steel business. When he passed away in 1974, Fred Sr. passed down the business to his sons, Fred Jr., Dick and Dan - who later entrusted the company to the next generation of the family.

Auto "Graveyard" Owner Must Tidy Up Premises

Fred Ulbrich Before Court Today On Charge of

His case was continued until Man WOLUME 3 - NUMBER 4 1965

"Maintaining Common Nuisance"



From humble beginnings, Ulbrich and its people have adapted to change while attaining quality craftsmanship, customer service and professionalism. The business was molded by depressions, world wars and space races and yet Ulbrich has exceeded expectations. One hundred years later, the family business is now a large-sized supplier of precision metal products with more than 700 employees worldwide.

So, how do it happen? What transpired at Ulbrich over the last century? This is our story...

The

ULBRICH Bulletin

THE SS STEEL

EDITOR · ERCOLE M. IARUSSO

310

This publication has been a hundred years in the making.

Weston Ulbrich, used five sources to compile "More Than Metal":

- Originally, Fred Ulbrich Jr. and Joy Testa documented about seventy five years of company history and anecdotes in a private work called The Ulbrich Story: An American Dream Come True.
- 2. Hundreds of internal Ulbrich Steel newsletters and memos ranging from the 1950's to present day were used or referenced.
- 3. Dozens of Ulbrich Steel company brochures ranging from the 1950's to present day.
- 4. The Record-Journal (also called Meriden Record) newspaper database was leveraged.
- 5. The Hartford Courant newspaper database.

The final chapter of this publication was contributed by Jason Rose. The book's design and illustrations were crafted by Craig Keller of Ulbrich's Marketing Department.

Editors of this commemorative book included: Chris Ulbrich, Carol Kremzar, Tom Curtin, and Donna Plum.

Fair use of all photographs and newspaper clippings have been approved.

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without permission in writing from Ulbrich Stainless Steels & Special Metals, Inc.

Email: culbrich@ulbrich.com



Learn More About Our History

VISIT THE OFFICIAL COMPANION WEBSITE FOR MORE



1924.ULBRICH.COM



We Deliver Precision®

In 1924, Fred Sr.'s company began as a metal scrapyard in disarray. During the first few years of operation, the Meriden Record newspaper described the property as an "auto graveyard". Legend has it that Fred Sr. avoided a visit from the police by hiding inside of a scrap barrel.

From humble beginnings, The Ulbrich company and its people have transformed the business through economic collapses, world wars and space races into what it is today, the global leader in precision metals. This is the story of the first 100 years of Ulbrich Stainless Steels & Special Metals.



1929 Fred Ulbrich Sr., Founder