

The Masons

In the historical scheme of things, the Mason Brothers, Harold and Percy, were late starters. But the company they founded was to grow rapidly to become one of the largest engineering concerns in the country — rivalling even that of John Anderson, whose company they would eventually buy.

The brothers were born in Dunedin to parents of English stock, who had emigrated first to Australia and then, in the 1860s, to New Zealand.

Harold, the elder, was born in 1884, and in 1898 he began a boiler-making apprenticeship with a Dunedin company. Percy, seven years his junior, was later apprenticed to the same company as an engineer.

They moved to Auckland in 1921 and worked at their respective trades for the Victory Engineering Company. In 1923, with a capital of only £250, they set up as engineers and boilermakers in a small tin shed in Auckland's Freemans Bay.

In 1927 the partnership was registered as Mason Bros Engineering Co. Limited, with a capital of £7,000. The proceeds from repairs to the New Zealand Shipping Company's *Northumberland* — severely damaged after running aground — enabled the

company to move to new and larger premises in Pakenham Street on Auckland's port frontage.

War brought another major change. Resources were diverted almost entirely to ship repair and building. Staff had risen to 400 by 1945 and specialist skills which had been developed, particularly in the lofting of steel plate work, were turned to hydro-electric construction projects when shipbuilding work declined at war's end.

Until 1952 the business remained a private company with full shareholding in the hands of the two founders. That year it became a public company with an issue of 75,000 shares, and the name of the company was changed to Mason Bros Limited.

In 1955 a merchant division within the company was registered as a separate company, Mason Bros (Mesco) Limited. "Mesco" was soon to become one of the largest engineers' merchants in New Zealand.

In 1961 — the year that Mason Mesco opened in Hamilton the first of the 11 branches it would eventually establish around the country — Percy Mason died at the age of 70.

In the mid-1960s, Mason Bros Limited

embarked on a rapid programme of expansion, taking over in quick succession the Wellington-based merchandising firm, J.C. Riddell and Co. Limited, then Andersons Limited, of Christchurch.

The Anderson business had by this time been administered by three generations of the family. It had grown and prospered and endured two world wars, making its own contribution to the military effort by the manufacture of such things as hand grenade bodies.

It had built bridges, ships and gold dredges, developed to its own design new machinery for primary industry, and had established a pre-eminence that endures today in the design and manufacture of boilers.

In 1972 the name of the parent company, Mason Bros Limited, became Mason Industries Limited.

This period of change and expansion was capped in 1973 with the takeover of Taylor & Andrews Limited, of Palmerston North, a small but prosperous engineering firm that had operated in the Manawatu district for 50 years.

The elder Mason, affectionately known by his staff as "Mr Harold", died in 1974 at the age of 90.



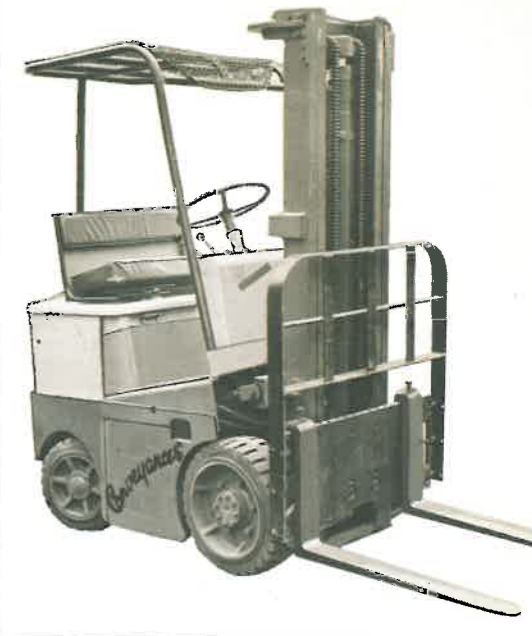
Harold Mason



Percy Mason



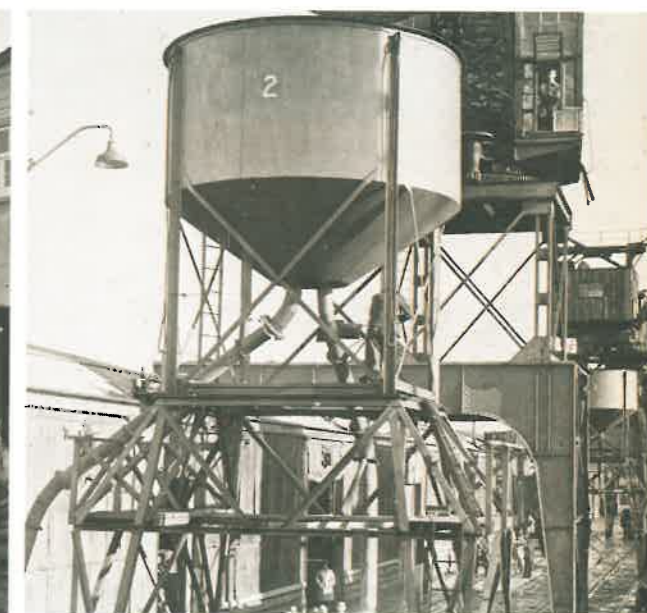
ABOVE: The sight of the Norwegian tanker *Ole Jacob* with her bow missing stopped many passers-by on the Auckland waterfront in 1940. Mason Bros rebuilt the bow section in just over seven weeks, working entirely without plans.



ABOVE: Early, British-design forklift. Masons imported these until 1961, when it was licensed to manufacture locally.



ABOVE: Sections of draft tube liner for the Manapouri power project leaving the Pakenham Street works of Mason Bros Engineering Ltd in 1965.



ABOVE: Wheat hopper manufactured for the Auckland Harbour Board, 1945.

BELOW: The tug *'Mount Maunganui'*, designed and constructed by Mason Bros, was the first vessel built in New Zealand to Lloyd's stringent A1 specification.



The Gibsons, and Paterson

John Gibson was a grocer by trade. British born, he had come to New Zealand as a young man and opened a store at coastal Patea, north-west of Wanganui. A business bearing his name continues to trade in the town.

Gibson encouraged his sons into the business. Both William, born in 1873, and John Jnr., born 1877, worked in the store as youths. Later they farmed a nearby property bought for them by their father.

In the early 1900s, probably in consequence of the death of their father, they re-entered the business and moved to the more promising settlement of Wanganui. There they employed a young salesman of Scottish descent named Leonard Paterson.

Paterson was born in Wanganui in 1883 and his parents died while he was quite young. A relative had sent him to study at Edinburgh University.

Gibsons & Paterson Limited was formed in 1909. The young partners quickly built up a thriving business with both the wholesale and retail trades in a range of imported foodstuffs.

Paterson was said to have had an engaging personality, to have been an excellent salesman and outgoing in the truest sense of the word. Not content to wait for business to come to the store, he began to make regular sales trips around the outlying districts, promoting such victual agencies as Heinz canned foods.

Gibsons and Paterson Ltd was developing a parallel interest in hardware and specialty lines for hotels and the institutional trade and, by 1921, it was apparent that the company's potential would never be fully realised in Wanganui.

In that year the company moved, "lock, stock and barrel", to Wellington.

On periodic trips back to Britain, Paterson had picked up agencies for new lines of merchandise, among them china from the Grindley Hotelware Company, of Stoke-on-Trent. With a single dinnerplate as a sample, he travelled extensively through New Zealand and Australia selling the product.

The balance of business by this time was inclining more and more towards hardware, with the acquisition of other

agencies for such products as English-made Christey lettered towels and Liddell's linen damasks from Ireland.

The potential of Australia was acknowledged early in the 1920s, when the company opened a branch in Sydney.

John Gibson Jnr. retired in 1930 and died in 1953. His brother died in 1936.

Under Leonard Paterson's administration the company, beset by import restrictions throughout the 1940s, progressed slowly. Paterson, in turn, retired in the early 1950s and died in 1965, by which time the company held a leading position in New Zealand in the supply of a wide range of goods to hotels and institutions and was developing a similar trade in Australia.

BELOW: Management and staff of Gibsons & Paterson Ltd in Wanganui, 1912. Front row: from left — Mr J. McCullagh (later manager in Australia), Miss Bourns, Leonard Paterson, William Gibson, John Gibson, Miss D. Porteous and Miss Kathleen Lawrence (later Mrs William Gibson).



Ceramco: The Beginning

There could hardly have been a less propitious year than 1929 to engage in a new business venture. The world — let alone the New Zealand brick and pipe making industry, 8,000 miles removed from Wall Street — was unprepared for the Great Depression.

For it was in 1929 that a train of events was set in progress that was to lead to the creation of the company known today as Ceramco Limited.

In 1909 Thomas Edwin Clark, then 22 and grandson of the first Rice Owen Clark, had taken over administration of the company that only months before had been formally registered as R.O. Clark Limited. The firm at this stage incorporated a small neighbouring pottery works and the 80-acre Hobsonville yard of J & W Ockleston & Company, founded by yet another pioneer family.

But business was at a low ebb due to imprudent investments and the residual effects of competition and price cutting.

Under the young Clark's stewardship the company slowly began to prosper and to trade its way out of difficulty. By 1923 a record profit enabled the company to pay its first dividend to shareholders — six per cent.

In 1927 Clark purchased from Albert Crum the New Zealand Brick, Tile & Pottery Company, which Crum had established in 1905 on 64 acres in New Lynn.

The western districts pottery industry was by this time dominated by four major businesses: the Clarks', Crum's, J.J. Craig's (later renamed Glenburn Fireclay & Pottery Co.) and the Gardners'. The elder of the three Gardner brothers who, in 1902, established a brickworks at New Lynn was R.O. ("Tonks") Gardner, named after his grandfather, the original R.O. Clark.

Albert Crum was barely in his teens when he came to New Zealand in 1878. He had launched a successful brick-making business in Ashburton but had moved to Auckland for the greater opportunities that that city offered.

His pottery had become the largest in New Zealand and its merging with R.O. Clark Limited put T.E. Clark in a position of considerable influence, and provided the momentum to initiate

long overdue rationalisation of the ceramics industry.

He began correspondence with the Murphy brothers in Wellington, outlining his proposals, and this was followed by a period of negotiation.



T.E. Clark I



James Fletcher



Robert Murphy

Then, on 26 February 1929, the Amalgamated Brick & Pipe Co. Limited was formed in Auckland, comprising:

R.O. Clark, Hobsonville; Gardner Bros & Parker, New Lynn; N.Z. Brick, Tile & Pottery Company, New Lynn; Carder Bros, Hobsonville; Glenburn Fireclay & Pottery Company, Avondale; and Archibald Bros, Avondale. In 1930 Napier Concrete Co. Ltd, Auckland, and Kamo Potteries Ltd, Whangarei, were bought into the company.

The first chairman was James (later Sir James) Fletcher, whose firm, The Fletcher Construction Company, by then owned the Glenburn Fireclay & Pottery Company. T.E. Clark and C.F. Gardner were joint managing directors.



Charles Richardson



William Ockleston (1875-1953), co-founder with his brother, James (1874-1969), of J & W Ockleston & Company

The second quarter

From about 1956 profitability improved slowly but steadily as the company increased its share of the home market for crockery and extended the range and variety of its building products.

In the early 1960s productive capacity was increased at the New Lynn brick and pipe factories through the introduction of modern plant and machinery. During this period Crown Lynn concentrated on improving the design and range of its ware, and in improving manufacturing techniques. In 1961 it resumed exporting to Australia.

Thomas Edwin Clark died in 1964 and his sons became managing directors of their respective divisions. Robert Murphy had retired in 1960 and the Wellington operations had been incorporated into the heavy clay division under Malcolm Clark. Clyde Murphy, who had been appointed to the Consolidated board in 1959, became Wellington sales director.

In 1966 the company began to diversify into complementary activities to support its main manufacturing operations. In that year the refractory installation firm, New Zealand Furnaces Limited, and Alderson Storage and Fork Hire Co. Limited were acquired.

Two years later it bought Gibsons & Paterson Limited.

A milestone in the company's growth was reached in 1971 with a remarkable purchase — that of 94-year-old A.B. Jones & Sons Limited of Stoke-on-Trent, England. This manufacturer of the famous Royal Grafton fine bone china was later renamed Crown Lynn Ceramics (UK) Limited.

The purchase presented an opportunity to develop a plant to supply both the U.K. market and the group's newly established North American marketing outlets with a wider range of ware.

In the same year the company completed the first of several acquisitions that would eventually make it one of the largest manufacturers of fibrous plaster tiles and ceilings.

In 1973 there were about 50 subsidiary companies in the group, which listed assets of \$10.5 million and a turnover of \$27.8 million. Malcolm Clark retired

from his executive post for reasons of health and Tom Clark became managing director of the whole company.

A modest, dedicated leader, the elder Clark brother had played a major role in the space of 43 years in helping to nurture the company from its formative stages through to maturity. Made secretary of the consolidated company five years after its inception, he learned early the responsibilities of management that he later shared with his brother. His long career with the company had been interrupted by six years' war service from 1939 to 1945.

Malcolm Clark's initiative in modernising plant and equipment used by the heavy clay division had positioned the company to take advantage of the building boom of the 1960s and early 70s.

He remained a director of the company and its deputy chairman until his retirement from the board in 1978.

In 1974 the name of the company was changed from Consolidated Brick & Pipe Investments to Ceramco Limited. At the same time a decentralised management structure was established with the subsidiary companies grouped into autonomous divisions of complementary activity.

Throughout this period the company had also begun to engage in a number of joint ventures and partnerships in New Zealand in mineral processing and in a variety of manufactured products, from garden tools to cement additives. Its activities now extended to Australia, North America, England and South-east Asia.



Two attractive examples of Crown Lynn ware showing different decorating techniques.



ABOVE: Left and right — The advantages of brick are recognised in modern architectural design, as shown in these two examples.



ABOVE: Trainee artist Jane Corbett, hand-painting a Hereford bull figurine in the studio of Hereford Fine China (Australasia) Ltd.



ABOVE: Numerically controlled lathes, capable of a number of programmed machining functions, are among a range of metalworking machinery supplied by the industrial machinery division of Mason Mesco Ltd.

BELOW: In-situ cleaning and re-lining of watermains and sewer pipes is conducted in the Philippines by joint venture company, Pipelining International Ltd.



In the Philippines, Ceramco took a 30 per cent interest in Mayon Ceramics, a dinnerware producer. The company's management, design and technical expertise had been employed in the project from the outset. Elsewhere in South-east Asia, Ceramco joint venture companies were engaged in rehabilitation of water mains and sewer pipes and in searching for and harnessing geothermal energy.

In 1976 the company diversified further with the purchase of Austral Abrasive Products Limited, and other abrasives manufacturing operations, including Abrasiflex Pty Limited, of Sydney.

In 1978 Ceramco made one of its most significant moves, when Mason Industries Limited merged with the company. This had the effect of increasing the size of the group by almost one third. On combined figures at 31 March 1979, turnover rose to

\$78.6 million, total assets to \$70.3 million and shareholders' funds to \$34.2 million.

Important changes were made to the company's organisational structure to consolidate the management of related trading activities and to accommodate the Mason companies. Three major operating groups were formed, each under the control of an executive director, and each containing divisions of more or less common interests. The corporate administrative functions were also reorganised under two other executive directors.

The Ceramics Group comprised the company's original base activities in brick, pipe and crockery manufacture and related operations, together with the newly acquired abrasives division.

The Distribution & Services Group included the widespread Australasian

operations of Gibsons & Paterson Limited, together with other companies engaged in importing, wholesaling and contracting.

The activities of Mason Industries were formed into the Engineering Group and reorganised. The Anderson operation was divided into two companies, one to administer foundry operations and the other engineering.

Early in 1979 Ceramco bid successfully for the engineering interests of the Auckland based public company, Tappenden Industries Limited. Of the four subsidiaries involved, Richardson McCabe & Co. Limited, Morris Black & Matheson Limited, and Charles Palmer & Co. Limited were incorporated into the Engineering Group.

The fourth, Pacific Abrasives Limited, joined the abrasives division within the Ceramics Group.

Ceramco Today

Ceramco is now one of New Zealand's largest and most influential industrial groups. Its member companies operate throughout the country and around the world. It is an organisation built upon the vision, the courage and the

innovative flair of its founders. Its strength today lies in an accumulation of technology and expertise which will help the company, and New Zealand, to grow and prosper in the years ahead.



ABOVE: Modern accounting procedures and computer technology are employed by Ceramco to keep stock of its widespread and numerous resources.



ABOVE: Caster Sam Tasse directs molten metal from a ladle into moulds at the Christchurch plant of Andersons Foundry Ltd, producer of castings in a variety of irons for applications in industry throughout New Zealand.



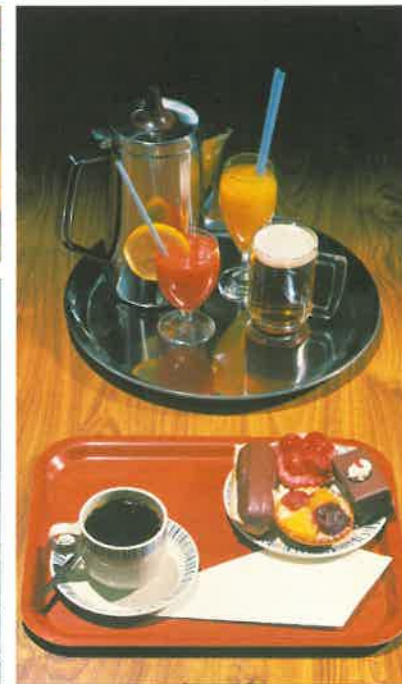
ABOVE: Stark white in evidence of its low contaminant level, this deposit of china clay at Matauri Bay, north of Auckland, is worked by New Zealand China Clays Ltd, which also processes the material, principally for export to crockery and paper manufacturers.



BELOW: The massive Huntly power station complex on the Waikato River near Hamilton is providing on-going contracts for a number of Ceramco subsidiaries. Refractories, ceramic tiles, special industrial linings and piping have been installed, together with cranes, winches, boilers and these large vessels (above), which will pre-heat natural gas for combustion in the main boilers.



ABOVE: Examples from the wide range of items supplied to the catering and accommodation industries in Australia and New Zealand by Gibsons & Paterson.



BELOW: The versatility of fibrous plaster is illustrated in this ceiling effect created in the boardroom of a modern office block in Wellington. Tiles for the ceiling were made to specification by Plastercraft Industries Ltd.



Towards 2029

From the viewpoint of Mr Tom Clark, Managing Director of Ceramco Limited

In the relatively brief span of 50 years we have grown from a collection of small companies involved in brick and pipe making into a sizeable, multinational corporation with widely diversified interests.

Our annual turnover has risen in the period from less than £ 500,000 to nearly \$100 million.

Today we are in a position of strength and influence among the top companies in New Zealand. We are large enough to take advantage of the economies of scale yet flexible enough to adapt to the fluctuating influence of the economy.

Ceramco remains "light on its feet" by deliberate policy. This is reflected in our decentralised management structure, under which trading activities are assembled into autonomous profit centres within three main operating groups.

It is a structure that on the one hand enables us to absorb over a broad base the effects of a downturn in a particular aspect of business. On the other hand we can "fine tune" our operations at will and, if necessary, withdraw and redeploy resources from unprofitable areas.

In the current economic climate few people are prepared to hazard predictions about the future of industry in New Zealand over the next 50 years. However I am confident that, at the very least, Ceramco is well positioned to take advantage of opportunities for continued growth and development as they occur.

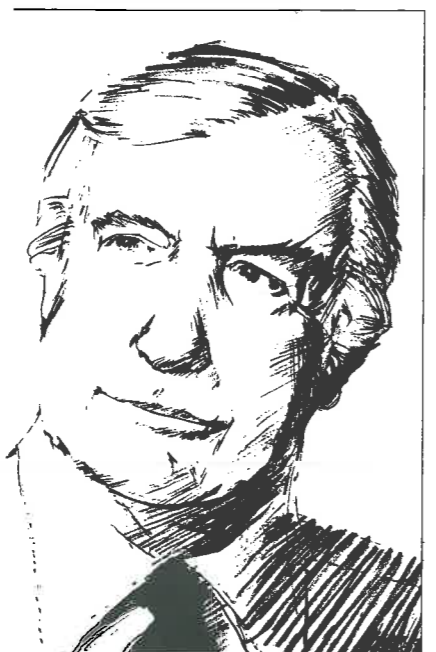
The possibilities of development in areas that we are currently involved in will expedite that growth but realisation of our full potential rests to some degree on the Government, whose responsibility it is to "set the scene" for greater industrial development in New Zealand.

Among immediate measures necessary to stimulate growth are development of tourism, restructuring of the export incentive scheme, development of indigenous resources and encouragement for foreign investment. In its recent Budget, the Government took some steps towards achieving these aims.

It is my belief that the New Zealand population will never be sufficiently large to support true mass production, so it becomes necessary and vital for us to project increasingly outwards. Manufacturers must be further encouraged to produce more for export by incentives based on the indigenous content of their goods.

In the longer term, acceleration of major industrial development may be achieved by overseas borrowing, or by encouragement of joint venture capital — again, these ought to be directed to using New Zealand resources in the most efficient way and exporting to the maximum degree.

New Zealand is rich in natural resources which, given the incentive and investment, could be developed for the benefit of the economy. We have, for instance, the sixth largest natural gas field in the world, a resource of such magnitude that, carefully husbanded, could be sufficient for New Zealand's own uses for the next 100 years.



Two factors seriously inhibit planning for major investment of any form in New Zealand at the present time, one being industrial relations, and the other the influence of politics on business.

In both cases we desperately need a dramatic change in attitudes, free from selfish or factional interests, through which we may pull together as a nation for the common interest.

In general terms, it may take up to five years to achieve a reasonable return on a major new investment in this country so, to be effective, Government policies affecting investment must endure for at least that period, and preferably for 15 years and more.

In other words, New Zealand needs a bipartisan industrial development policy, agreed to and supported by both major political factions, that offers security for long-range investment.

Ceramco's inherent flexibility enables it to react very quickly to external influences and challenges. The vehicle for this is the calibre of management evident throughout the company.

At the time of its introduction in 1961, Ceramco's management cadetship scheme — in which young people are trained on the factory floor, sent to university and then brought up through the business — was considered extravagant. Today its effects are of immeasurable benefit to the company.

We are in a situation now where the essential qualities of management are not the sole preserve of the central executive. Imagination, drive and entrepreneurial skills are apparent right down the line.

The effect of this will always be strong leadership at the top, supported by succeeding levels of maturing management skills.

Ceramco has also for several years led the way to investment outside New Zealand, and is earning a growing reputation as one of this country's few true multinational enterprises.

Prior to 1978, when the interests of Mason Industries were merged with Ceramco, more than 25 per cent of our capital was invested overseas in wholly owned subsidiaries and joint venture companies. The merger and the more recent acquisition of the engineering interests of Tappenden Industries Ltd have had the effect of reducing that proportion.

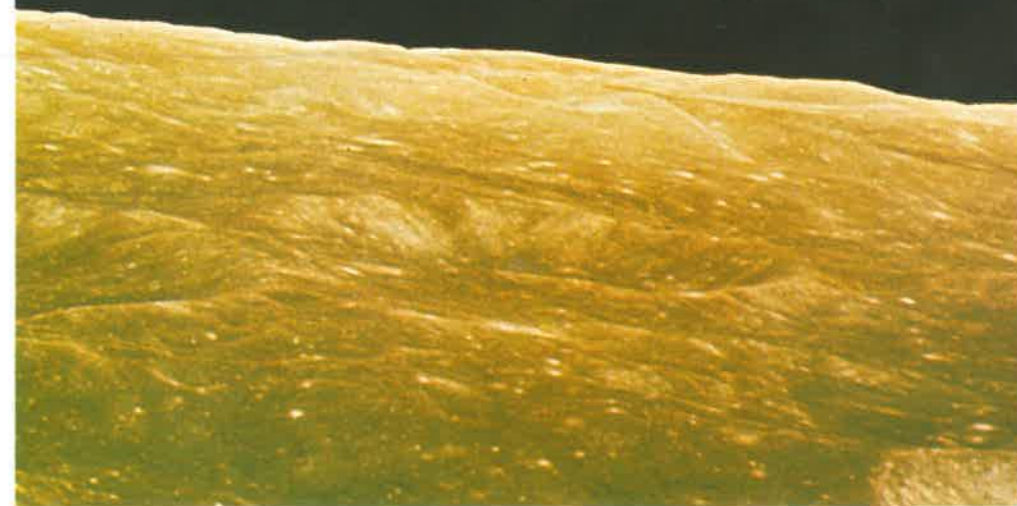
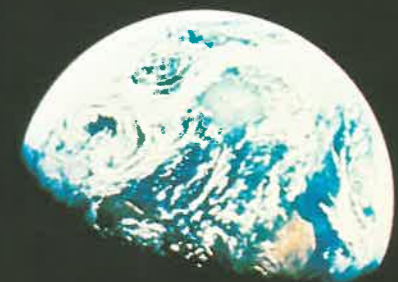
It is my belief that we should increase our involvement in countries offering strong growth prospects, and particularly in our most accessible neighbour, Australia.

I see Australia as the United States of the 21st century. It is a country with a dynamic economy and many strengths similar to America's. It has a substantial degree of self-sufficiency in resources, an enormous surplus of raw materials and is attracting a growing influx of foreign capital.

Ideally, I would like to see Ceramco moving towards a more balanced investment across Australasia, with one third of our total assets employed in Australia and approximately two thirds here.

I trust this booklet has provided you with an insight into the history, the size, the strength and the potential of Ceramco Limited.

Finally, I would simply like to say that, whatever the next 50 years may hold for us, we're ready, willing and able.



Company Directory

Ceramco Limited

Est 1929 as Consolidated Brick & Pipe Investments Ltd. Renamed 1974. Parent company.

Location: Auckland

A

A.B. Bricks Ltd

Est 1973, comprising brick-making interests from 1929 amalgamation.

Location: Auckland

A.B. Building Components Ltd

Est 1973. Mfr of prestressed concrete flooring systems.

Location: Auckland

A.B. Pipes Ltd

Est 1924, comprising pipe-making interests from 1929 amalgamation together with Murphy Bros (Ch'ch) Ltd (acqd 1969) and Crum Brick, Tile & Pottery Co. (acqd 1975).

Locations: Auckland, Carterton, Wairoa, Christchurch.

Abrasiflex Pty Ltd

Est 1977. Mfr of resinoid & vitrified abrasives.

Location: Warragamba (N.S.W.)

Alderson Storage & Fork Hire Co. Ltd

Est 1965. Acqd by Ceramco 1966. Storage & forklift hire.

Location: Auckland

Amalgamated Brick & Pipe Co. Ltd

Est 1929 at amalgamation. Since 1973 used to administer property development and International Projects Division activities.

Location: Auckland

Amalgamated Brick & Pipe Co. (Wgtn) Ltd

Est 1929 at amalgamation. Since 1973 used to administer property development activities.

Location: Wellington

Andersons Engineering Ltd

Est 1851 as Andersons Ltd. Acqd by Mason Industries Ltd 1965 and renamed Mason Anderson Ltd. Acqd by Ceramco 1978 and renamed again. Heavy engineering.

Location: Christchurch

Andersons Foundry Ltd

History as above. Formed into separate company on acqn by Ceramco 1978. Foundry operations.

Location: Christchurch

Auckland Crane Services Ltd

Est 1950. Acqd by Céramco 1971. Crane hire.

Location: Auckland

Austral Abrasive Products Ltd

Est 1970. Acqd by Ceramco 1976. Mfr of resinoid & vitrified abrasives.

Location: Auckland (2 factories)

C

Ceramic Distributors Ltd

Est 1977. Crockery and tableware mktg.

Location: Auckland

Charles Palmer & Co. Ltd

Est 1911. Acqd by Tappenden Industries Ltd 1965, and by Ceramco 1979.

Engineering supplies and machine tools.

Location: Auckland

Crown Lynn Ceramics (Canada) Ltd

Est 1968. Crockery and tableware mktg.

Location: Toronto

Crown Lynn Ceramics (UK) Ltd

Est 1865 as A.B. Jones & Sons Ltd. Acqd by Ceramco 1971 and renamed. Mfr of Royal Grafton fine bone china.

Location: Stoke-on-Trent (England)

Crown Lynn Ceramics (USA) Ltd

Est 1968. Crockery and tableware mktg.

Location: Los Angeles

Crown Lynn Potteries Ltd

Est 1941. Mfr of crockery and tableware.

Location: Auckland

Crown Lynn Technical Ceramics Ltd

Est 1941. Mfr of technical ceramics.

Location: Auckland

G

Gibsons & Paterson (NZ) Ltd

Est 1909. Acqd by Ceramco 1968. Wholesale distribution of products to the catering & accommodation industries.

Locations: Auckland, Wellington, Christchurch, Dunedin

Gibsons & Paterson Pty Ltd

Est 1913. Activities as above.

Location: Sydney

Gibsons & Paterson (Qld) Pty Ltd

Est 1913. Queensland outlet as above.

Location: Brisbane

Gibsons & Paterson (Vic) Pty Ltd

Est 1968. Victoria outlet as above.

Location: Melbourne

I

Incorporated Agencies Pty Ltd

Acqd by Ceramco 1974. Wholesale distribution of tableware, cutlery, ceramics & glassware.

Location: Sydney

K

Kamo Green Refractories Ltd

Est 1900s. Renamed Kamo Potteries Ltd 1920s. Acqd by Amalgamated Brick & Pipe Co 1929. Renamed again following technical agreement with A.P. Green Refractories Co. of U.S.A. 1966. Mfr refractory and acid resistant materials.

Location: Kamo (North Auckland)

Kauriland Properties Ltd

Est 1978. Property development.

Location: Auckland

L

Loadlift Equipment Ltd

Formerly mechanical handling dept of Mason Mesco Ltd, acqd by Ceramco 1978. Mfr and distribution of mechanical handling equipment.

Location: Auckland

M

Mason Engineers Ltd

Est 1965. Acqd by Ceramco 1978. Engineers, ship repairers, iron foundries.

Location: Auckland

Mason International Ltd

Est 1967 as export agency for Mason Industries Ltd (now Ceramco Engineering Group). Acqd 1978.

Location: Auckland

Mason Mesco Ltd

Est 1955. Acqd by Ceramco 1978. Welding, industrial gases, machine tools & engineering supplies.

Location: Auckland. Branches: Whangarei, Hamilton, Rotorua, Tauranga, Hastings, Wellington, Christchurch, Dunedin, New Plymouth.

Metz & Co. Pty Ltd

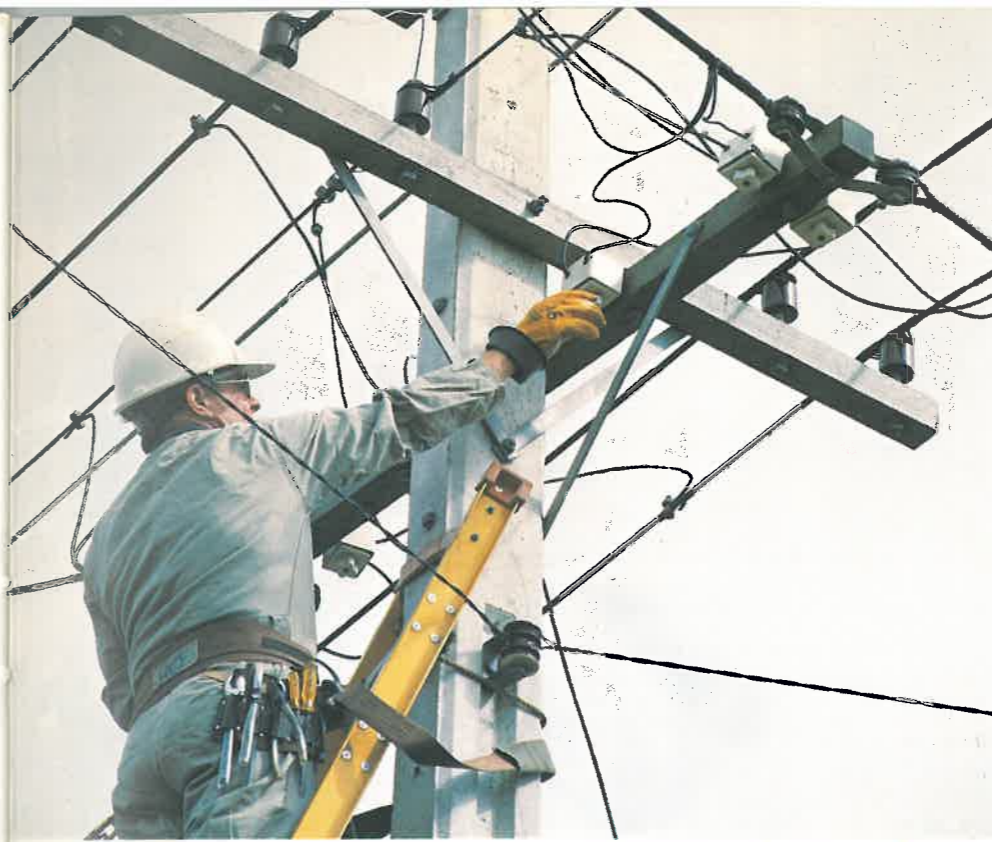
Est 1953. Acqd by Ceramco 1974. Mfr supply & install abrasion and chemical resistant floors & industrial linings.

Locations: Melbourne, Sydney

Morris Black & Matheson Ltd

Est 1912. Acqd by Tappenden Industries Ltd 1960 and by Ceramco 1979. Engineering supplies & machine tools.

Locations: Auckland, Wellington, Christchurch



LEFT: Ceramic pole fuses manufactured in Auckland by Crown Lynn Technical Ceramics Ltd are used extensively throughout New Zealand's electrical reticulation system. Other products of this company (above) are used in the electrical appliance industry.



ABOVE: A very wide range of engineering supplies is offered through the merchandising activities of Mason Mesco Ltd, which has 11 branches throughout New Zealand, and Morris Black & Matheson, whose Auckland showroom is pictured here.

BELOW: Heavy engineering and steel fabrication is performed by subsidiary companies at Palmerston North, Auckland and Christchurch. Shown is part of the large workshops of Andersons Engineering Ltd, Christchurch, where scroll casings for a North Island hydro-electric development are being despatched.



ABOVE: Automatic machinery is used to produce ceramic pipes and fittings at A.B. Pipes Ltd in metropolitan Auckland. In contrast, the company's Carterton works, located in the heart of the rural region it serves (below), employs traditional methods to produce drainage pipes and tiles.



N**New Zealand China Clays Ltd**

Est 1955. Acqd by Ceramco 1965. Mining & processing china clay.

Location: Matauri Bay (North Auckland).

New Zealand Furnaces Ltd

Est 1962. Acqd by Ceramco 1966. Fabrication of refractory installation, also supply and installation of ceramic tiles.

Location: Auckland.

New Zealand Peat Ltd

Acqd by Ceramco 1976 with Smith Soil Industries Ltd (see below). Mining, processing and export of peat.

Locations: Ngatea & Southland.

P**Pacific Abrasives Ltd**

Est 1978 by Tappenden Industries Ltd. Acqd by Ceramco 1979. Mfr of solid abrasives.

Location: Auckland.

Plastercraft Industries Ltd

Incorporating H.V. Wallace & Co (Auck), (Est 1937), Fletcher Insulation & Acoustic Division and Lavisca Wallboards Ltd (Chch) all acqd by Ceramco 1971. Manufacture of wallboards, firedoors, fibrous plaster ceiling tiles & plaster products.

Locations: Auckland, Wellington, Christchurch.

Plastercraft Services Ltd

Formerly part of Lavisca Wallboards Ltd (Est 1955), acqd by Ceramco 1971. Installation of plaster wallboards & ceilings.

Locations: Auckland, Wellington, Christchurch.

R**Richardson McCabe & Co. Ltd**

Est 1904. Acqd by Tappenden Industries in 1975 and by Ceramco 1979. Marketing, importing and mftg engineers.

Locations: Auckland, Wellington, Christchurch, Kaiapoi.

S**Smith Soil Industries Ltd**

Est 1960. 50% acqd by Ceramco 1972, balance 1976. Potting mixes and horticultural supplies.

Location: Auckland.

Spintiller Manufacturing Co. Ltd

Est 1972 with 50% Ceramco interest. Balance acqd 1978. Mfr of horticultural tools.

Location: Auckland.

T**Taylor & Andrews Ltd**

Est 1924. Acqd by Mason Industries Ltd 1973 and by Ceramco 1978. General engineering & engineering mfr, including cranes, hoists, winches.

Location: Palmerston North.

Titian Pottery (1965) Ltd

Est 1965. Ceramco acqd 49% interest 1969, balance 1971. Crockerly mfr.

Location: Auckland.

Tool & Saw Co. (NZ) Ltd

Est 1962. Mason Industries Ltd acqd 25% interest 1966, balance 1977. Acqd by Ceramco 1978. Mfr of circular saw and bandsaw blades.

Location: Auckland.

W**Western Potters Supplies Ltd**

Est 1978. Formerly part of Crown Lynn. Supplying clay, glazes and hardware to potters.

Location: Auckland.

Associated Companies

Listed below are associated companies. The figure in parentheses indicates the percentage owned by Ceramco Limited.

A**Abrasiflex (WA) Pty Ltd (50%)**

Abrasive products.

Location: Perth.

Auric Corporation Ltd (50%)

Finance House

Location: Auckland

B**Bristle Agencies (Pty) Ltd (50%)**

Distr of vitrified hotelware

Locations: Sydney, Melbourne.

C**Ceramic Pipes (Wgtn) Ltd (50%)**

Ceramic sewer pipes and field tiles.

Location: Wellington.

E**Embecon (NZ) Ltd (50%)**

Mfr and supply of concrete admixtures & grouts.

F**Fibrous Plaster Sheets Ltd (50%)**

Mfr fibrous plaster sheets.

Location: Auckland.

G**Geothermal Energy (NZ) Ltd (25%)**

Develop geothermal energy resources.

Location: Auckland.

H**Hereford Fine China (A'asia) Ltd (50%)**

Design & mfr of bone china figurines.

Location: Hamilton.

M**Mainzeal Corporation Ltd (31.1%)**

Construction & property development.

Location: Auckland.

Morlynn Ceramics Pty Ltd (50%)

Mfr of technical ceramics.

Location: Melbourne.

N**New Zealand Feldspar Ltd (50%)**

Investigate & mine feldspar deposits.

Location: Auckland.

New Zealand Perlite Ltd (50%)

Mine & process perlite.

Locations: Auckland, Atiamuri.

P**Pipe Lining International Ltd (30%)**

Pipe lining and grouting.

Location: Philippines.

S**Safeguard Supplies Ltd (50%)**

Supply of safety equipment.

Location: Auckland.

Sweeramco Singapore Pte Ltd (40%)

Pipe lining & grouting.

Location: Singapore.

W**Weldwell (NZ) Ltd (33%)**

Mfr & distribution of welding equipment including electrodes.

Location: Napier.



ABOVE: Twelve thousand miles apart, cup making techniques at Crown Lynn Ceramics (UK) Ltd, England, makers of fine bone china (left), and Crown Lynn Potteries Ltd, Auckland, makers of earthenware, combine modern automatic machinery with human skills.



RIGHT: The products of Richardson McCabe & Company range from construction equipment as pictured outside the company's modern Auckland office, to conveying systems (above). This conveyor is used in the Auckland press hall of Wilson & Horton Ltd, publishers of the 'NZ Herald', the country's largest daily newspaper.



ABOVE: Sawmilling equipment, like this bandsaw sharpening machine at The Fletcher Timber Company's new mill at Kopu, near Thames, is part of a range of merchandise supplied by Charles Palmer & Company.

LEFT: The gas department of Mason Mesco Ltd manufactures and supplies a range of compressed gases, including liquid argon.