

pre - 1886

1835 - William and Uriah Upjohn settle in Richland, Michigan after taking medical degrees from The College of Physicians and Surgeons in NYC.

1837 - Uriah marries Maria Mills.

1841 - William Upjohn moves to Hastings, Michigan.

1843 - Henry Uriah Upjohn (HUU) born to Uriah and Maria.

1853 - William E. Upjohn (WEU) born. (June 5)

1857 - Fredrick Lawrence Upjohn (FLU) born.

1858 - James Townley Upjohn (JTU) born.

1873 - Lawrence Northcote Upjohn (LNU) born to HUU and Millie Kirby Upjohn.

1875 - WEU graduates University of Michigan Medical School. He moves to Hastings, Michigan to practice medicine with his uncle William Upjohn.

1878 - WEU marries Rachel Babcock.

1879 - WEU assigned half interest in Hastings inventor's electric clock.

1882 - WEU begins experiments which lead to the friable pill.

(This may have been as early as 1880)

1884 - WEU moves pill-making efforts to feed mill in Hastings.

WEU applies for patent on process of making the friable pill.

William Harold Upjohn born to WEU and Rachel Babcock Upjohn.

1885 - WEU receives patent and moves to Kalamazoo. With brother Henry Uriah Upjohn, and their two wives, respectively, they begin the manufacture of pills and granules from WEU's process.

1886

12 employees (plus four Upjohn bros.)
\$50,000 sales

1st building constructed behind Burdick Street
1st price list issued -- 186 pill and granule products

1887

Dr. Henry U. Upjohn dies (Jan. 2) of typhoid. New partnership formed
between surviving brothers WEU, FLU, JTU.

Annual salaries :

WEU - \$1,200 President

FLU - \$ 900 Treasurer

JTU - \$ 600 VP

Brothers form corporation -- The Upjohn Pill & Granule Co. -- in
November with \$60,000 capital stock. John Gilmore is company secretary.

First salesman hired -- Mr. Booth.

Lazell-Dalley & Company become Upjohn agents in New York.

Truax-Greene become Upjohn agents in Chicago.

1888

Archie M. Stone hired as first eastern sales representative, covering New York and New England.

1st building on Lovell St. erected (later named Bldg. 4).

1889

\$94,032.83 sales First dividend declared (6%)

Charlie Little goes to work for Upjohn at \$3 per week in the production department.

1890

\$132,532.83 sales

February: F.L. Upjohn and Philadelphia drug clerk Charles A. Prickett travel to New York, where they join Archie Stone and Will Sutliff to detail friable pills to New York doctors.

New York Branch Office opens (Oct. 15) F.L.Upjohn - Manager. Located in the Johnson and Johnson Bldg., 98 William St.

Ethical pharmaceutical businesses product mix:

Quinine	35%
Laxitives and cathartics	30%
Narcotics	10%
Misc. botanicals, chemicals and alkaloids	<u>25%</u>
	100% Total

Employees receive one week vacation and Christmas bonus.

John Timpson and Sons becomes Upjohn agent in England.

Dorothy Upjohn is born to WEU and Rachel.

Severe competition encountered with new compressed tablet. Period of financial strain begins which lasts until after turn of century.

1891

1st compressed tablet manufactured by UP&GC.

2nd building on Lovell St. erected (later named Bldg. 5).

Sydney Ross Company formed in N.Y. -- FLU owner.

1892

1st fluidextracts manufactured by UP&GC. Company produces 500 items.

WEU elected alderman on Kalamazoo Village Council.

1893

Columbian Exposition - Chicago World's Fair. WEU personally mans UP&GC display -- largest display of pills to date.

1894

35 employees

Jan. 1: H. Sanford Mead joins Upjohn. Becomes lead salesman and the unofficial sales manager.

Genevieve Upjohn is born to WEU and Rachel.

1895

50 employees

First shipment of products reaches the west coast, arriving at Langley & Michaels Co. of San Francisco.

WEU buys 1st forty acres of Brook Lodge for \$1,000.

John M. Gilmore, founding brother of Gilmore Bros. and UP&GC secretary dies.

WEU's salary as president \$7,500 annually.

1897

60 employees
\$227,942 sales

1898

50 employees
#227,943.00 sales

Hall Bros. Chemical Co. of Kalamazoo destroyed by fire. Several employees join Upjohn, including Art Crooks, Fred Childs and Albert Latson. They bring with them experience in fluids and dry chemicals.

1899

50 employees

Tinctures, syrups, wines, cordials and ointments are added to the product line.

Art Crooks starts first assay laboratory.

1900

60 employees

21 sales people in Kalamazoo

8 sales people in New York

Palmo-Dionin, the company's first cough syrup (developed by Fred Childs).

714 products in catalog.

John McColl, later company Treasurer, joins company.

WEU buys a Locomobile -- the first car in Kalamazoo.

1901

85 employees

1902

Caripeptic Liquid (the vegetable digestant) is introduced.

UP&GC reorganizes under new name -- The Upjohn Company.

Employee work week reduced from 60 to 50 hours. Same pay.

WEU purchases 2nd 40 acres of Brook Lodge including the present site of the dining hall, cottages, main lodge, etc.

1903

\$226,636 sales: 31% of that is business from the New York Office.

1904

97 employees
\$300,539 sales

Dr. L.N.Upjohn, later president and Chairman, joins company. Assigned to work in Art Crooks' assay lab.

E.R. Lewis becomes first official sales manager in Kalamazoo.

Costing of individual sales reports is initiated.

1905

146 employees including 26 salesmen.
\$386,866 sales

Feb. 16--Waters Sellman buys out F.A. Beckett, Upjohn's San Francisco agent, on the toss of a coin. He is visited by W.E.U. a few weeks later, and promised an eventual role with the company. He will do \$10,000 in sales by the end of the year.

WEU purchases home at 530 W. South St. (now home of the Red Cross).

Rachel Babcock Upjohn, wife of WEU, dies.

The American Medical Association sets up the Council on Pharmacy and Chemistry. Only council-approved products are allowed to advertise in the J.A.M.A.--Upjohn chooses to stop advertising rather than comply with council strictures.

1906

129 employees

\$406,321.00 sales (\$30,000 net earnings)

Hematic Tonic, Hemoglobin, red introduced. (see 1959)

Great San Fransisco earthquake: W.E.U. wires Sellman \$500 in gold and expresses a shipment of goods, which Sellman peddles on foot.

December: after a brief stint as Kalamazoo sales manager, LNU becomes New York Branch Manager. There are eight salesmen in New York office.

George C. McClelland is made sales manager, and he institutes the alligator bag for Upjohn salesmen.

Export business totals \$75,000, \$50,000 of which is sold in Mexico.

Food and Drug Act of 1906. (The Wiley Act)

W.E.U. publishes book on bank deposit insurance.

1907

142 employees
\$482,957.00 sales

San Francisco office employs first salesman, S.O. Newton.

Wm. Harold Upjohn (WHU) joins company.

Dr. S. R. Light (SRL) joins company.

Montague Pollock joins company, after receiving sales training from NCR in Dayton.

April: FLU retires from company and sets off on world cruise.

Special board meeting debates, and accepts, idea for Richard's Buffet Bouillon.

1908

199 employees
\$521,227 sales

Phenolax launch stimulates conference system of sales training in N.Y.
New York Office consists of 12 salesmen, 12 office and shipping personnel,
12 labeling clerks and 6 printers.

Montague Pollock sent as first salesman to the south.

All company buildings equipped with sprinklers.

SRL marries Winifred Upjohn.

Company manufactures nearly 20-million compressed tablets.

1909

222 employees
\$645,085.00 sales

Company reorganizes

WEU retains control of more than 95% of stock.

JTU resigns.

SRL becomes production manager, replacing JTU.

Kansas City Branch Office opens -- Malcolm Galbraith, Manager.

First OVERFLOW issued.

Company manufactures more than 45-million compressed tablets.

1910

198 employees
\$906,034.29 sales

Upjohn stops making pills for Sidney Ross Company.

WEU and Miss Isabel Gilles serve hot soup to employees carrying their lunches.

At W.E.U.'s instigation, William E. Broadbent is assigned as the first branch office manager in Kansas City. This inaugurates the dual management system.

1911

197 employees
\$975,791.58 sales

San Francisco Branch Office opens -- Waters Sellman, Manager. Five new salesmen are hired, including Leo B. Austin.

Cafeteria is established, charging only for the cost of food prepared (except potatoes, which are provided free of charge until 1953).

Plant swept by fire (March 8).

Lewie M. Crockett joins the company.

1912

212 employees
\$1,073,136.64 sales -- 1st time more than \$1-million.

Kazoo Mints

Employees receive two weeks vacation.

Formation of American Drug Manufacturers Association.

Will Perkins is hired as the company's first bacteriologist.

1913

216 employees

\$1,173,856.88 sales

Fredrick W. Heyl, the company's first Ph.D. chemist and future Director of Research, joins company.

Franklin G. Varney, minister, joins company in sales dept. WEU soon asks him to counsel employees on occupational and personal problems. Varney later becomes the company's first Manager of Personnel.

All notes paid off from the 1909 reorganization--five years ahead of schedule.

The White Office, WEU's personal office building, is built. Lewie Crockett and WHU design it.

Percolating Building built.

WEU weds Carrie Gilmore, widow of James Gilmore of Gilmore Bros.

1914

203 employees
\$1,145,950.54 sales

"Notes on the Estimation of Nitroglycerin," by F.W.Heyl and J. Fred Staley appears in the May issue of the American Journal of Pharmacy. This is the first published scientific paper by Upjohn research personnel.

Merrill C. Hart, Ph.D., joins company as first research assistant in chemistry.

Heyl and Hart begin work on ovarian chemistry and plant chemistry.

1915

218 employees
\$1,174,860.17 sales

Group Life Insurance for employees and dependents becomes first formal employee benefit.

WHU takes A.B. degree in bacteriology from University of Michigan.

1916

233 employees
\$1,440,748.21 sales

Christmas bonus becomes formal employee benefit, though it had been paid every year since 1890.

W.E.'s daughter, Dorothy, joins board of directors.

1917

\$1,697,564.13

Sterile products in several dosage forms added to the product line.

Dec. 14: first sales managers' conference.

1918

376 employees

\$2,332,642.49 sales

WEU elected mayor of Kalamazoo. He serves until 1921. Under his guidance, Kalamazoo becomes the third city in the U.S. to adopt the Commission/Manager form of municipal government.

October 18: First sales conference held in Kalamazoo.

W.E. Estill leaves San Francisco Branch for a two-year trip to investigate markets in the Philippines, China and Japan.

1919

321 employees

\$2,779,031.07 sales

Digitora is the first major development of Upjohn research. It is also one of the first pharmaceuticals with a documented shelf life.

First-Aid Dept., known as "The Red Cross" room, is established in Bldg. 5. Miss Xanthippe Chase is first company nurse.

Construction begins on Upjohn building in New York; Hobart Upjohn, architect.

1920

\$3,298,096.40 sales

Pantomime Chocolates, an ill-fated candy is made by the company. In the spring of 1921 it is discontinued.

Due to what WEU calls, "a world orgy of destruction," (WW I), the Christmas bonus is canceled. It is resumed the following year.

J. Bryant Fullerton, (later Director of Control), is second research assistant hired. Stanley Morris (Editor of OVERFLOW) joins company.

Fluids packaging building constructed.

1921

\$2,790,645.43 sales

Citrocarbonate, a palatable, effervescent alkalyzing agent, is introduced.

March 28: New York office building, corner of 7th Ave. S. and Bedford, is occupied. New York office now services all eastern seaboard: New England (Mr. Neyland); Middle States (Mr. Prickitt); and South (Mr. Pollock).

1922

\$2,796,919.53 sales

April 4: Harold Upjohn and Harry Freeman leave Kalamazoo for England with a shipment of **Mylax (Phenolax)** which they try -- but fail -- to sell door to door with a group of English nurses.

1923

\$3,269,831.24 sales

August: First sales conference in San Francisco, put on by F.W. Heyl and S.R. Light. **Citrocarbonate** represents 44% of S.F. sales.

1924

\$3,805,796.42 sales

Cherodyne, a cherry flavored cough syrup is introduced. Renamed **Cheracol** in 1933, it is still popular more than 60 years later.

Building 18 completed.

Phenolax enjoys its best selling year ever -- \$795,252.00

1925

800 employees (estimate). Sales Force: 225
\$4,276,388.31 sales

WEU founds The Kalamazoo Foundation with \$1,000 in seed money. Today, it is the tenth largest community foundation in the U.S.

Warren K. Allen becomes "sales instructor" at Kansas City Branch.

1926

\$4,690,574.52 sales

Citrocarbonate becomes the first product to achieve more than \$1-million in sales in a single year. (23% of annual sales)

Malcolm Galbraith is made sales manager.

Contact Dept. formed at Harold Upjohn's insistence.

Buildings 19 and 20 (the old card factories) purchased.

WEU forms W.E. Upjohn Civic Trust.

1927

\$5,176,836.00 sales

January: Emil Schellack is made assistant sales manager.

Nutritional Research Lab opens within research department -- Ed Wise, Ph.D., is head.

1928

\$6,197,088.45 sales

Super D Cod Liver Oil, a flavored, highly-potent and standardized vitamin supplement, launched a research and development program that makes Upjohn vitamins household names, and helps the company weather the coming depression.

Work week shortened to 45 hours. Same pay.

WHU, company general manager, dies at age 42. WEU comes out of semi-retirement to resume company leadership.

Dr. H.S. Adams appointed Plant Superintendent.

WEU helps establish Art House in Kalamazoo.

1929

\$6,916,701.83

Winifred Upjohn Light, WEU's oldest daughter and wife of SRL, dies.

Oct.: Board of Directors creates position of Director of Sales. Malcolm Galbraith is named.

Coy V. "Pat" Patterson joins company as salesman in Kansas City.

First Upjohn scientific paper on the topic of diabetes is published.

1930

1,128 employees. Sales force: 384

\$7,302,160.47 sales

Soft elastic capsules added to product line.

10% of annual sales is from vitamins.

Donald S. Gilmore joins company. His first assignment -- opening the company mail. Later he will become company president and chairman.

E. Gifford Upjohn, M.D., joins company as production assistant. Later he will become company president and chairman.

WEU is elected to the newly created office of Chairman of the Board.

LNU is elected president of the company.

May 6: SRL leaves the company.

WEU builds Civic Theatre.

1931

1,245 employees. Sales force: 454.

\$8,281,386.62 sales

Mylado1 vitamin supplement is introduced.

Memphis Branch Office opens. W.G Freeman named Office Manager. F.W. Griffis named Sales Manager.

WEU purchases 1,262 acres of Richland farm land. The Upjohn Richland Farms, as it is named, becomes the site of a depression era work project and the future home of the Agricultural Division of Upjohn.

Employee Work week reduced to 40 hours, five years before it is imposed by the Wage and Hour Act of 1936. Same pay.

Oct.: LNU comes to Kalamazoo.

1932

1,186 employees

\$8,550,021.61 sales

15 people in the Research Dept. under Dr. Heyl.

WEU begins W.E. Upjohn Unemployment Trustee Corporation.

WEU dies at Brook Lodge. He is 79.

1933

1,307 employees
\$8,588,810.92 sales

Jeculin and Accesserone are added to product line.

A unique research fellowship program -- proposed by Dr. Heyl -- is instituted to attract able young scientists to Upjohn. Of the ten fellowships granted, most will rise to prominent positions within the research department and lead Upjohn into many new product areas.

T.M. Thakore & Co. of Bombay is made sole agent for Upjohn in India (through the S.F. branch).

Dr. John F. Norton joins company as head of Bacteriology.

1934

1,365 employees
\$9,620,169.61 sales

Kalamazoo Branch Office opens as a separate entity.

Dallas Branch Office opens, Wm. Fred Allen, Manager.

First history of The Upjohn Company written by LNU at request of American Pharmaceutical Association.

Concentrate building erected.

DSG presents proposal to Board to expand downtown facilities.

1935

1,546 employees. Sales Force: 479.

\$10,813,350.69 sales (first time more than \$10-million)

Adrenal Cortex Extract (ACE) becomes the company's first hormone product.

White office razed to make way for construction of new administration building -- Bldg. 24.

Adrenal Cortex Extract (ACE) become the company's first hormone product.

32% of company sales is from Vitamins.

Toronto Branch opens on November 1.

Floyd A. Eberly joins Upjohn in Bacteriology Dept.

1936

1,728 employees. Sales Force: 520.
\$11,673,793.68 sales

Kaopectate and Mercresin introduced.

The Research Tower is constructed. Includes lecture room for sales training sessions.

28 people comprise the research department.

New production building -- Bldg. 25 -- opens.

Atlanta Branch Office opens, Wm. G. Freeman, Manager.

Company's first safety engineer, T. Herb Shenstone, is appointed 40 years before OSHA is organized.

Dr. George Caldwell transfers from research to become the first company physician for employees.

1937

1,942 employees
\$13,489,605.09 sales

The Medical Dept. is established to supervise medical aspects of research, development, production and marketing. EGU is Director.

J.A.M.A. accepts first Upjohn advertising in more than 30 years.

Personnel Dept. is established with F.G. Varney, Manager.

Employees now receive three weeks vacation.

Export Office formed, headed up by Sid W. Steensma.

Violet Braiden is named Office Manager of Toronto Branch Office. She is the company's first female executive.

Les Harrop and Robert M. Boudeman join the company.

1938

1,961 employees. Sales Force: 583.
\$14,168,086.67 sales

Cleveland Branch Office opens, R.C. Byce, Sales Manager.

The first three WEU Award winners:

Malcolm Galbraith	Sales
Fredrick Heyl	Research
John McColl	Office and Finance

Upjohn produces and markets a total of 1,152 products.

New York export business moves to Kalamazoo.

Food Drug and Cosmetic Act of 1938.

1939

1,944 employees
\$14,332,345.70 sales

First of eight Norman Rockwell paintings is commissioned by Upjohn for use in pharmacy displays and print media. **Super D Tommy** costs \$2,000.

Les Harrop named as Upjohn's first general counsel.

1940

1,929 employees. Sales Force: 597.

\$15,127,949.56 sales

Unicap multivitamins introduced. 30% of annual sales is from vitamins.

Sales Education Department set up under W.K. Allen.

Boston Branch Office opens, H.W. Bowdoin, Sales Manager; J.J. Neyland, Office Manager.

J. Lavere Davidson, D.V.M., comes to work for Upjohn at urging of Galbraith.

1941

2,164 employees. Sales Force: 603.
\$19,376,005.96 sales

Scope, a journal for physicians and the scientific community, begins publication.

Minneapolis Branch Office opens, F.L. Trittle, Sales Manager; H.J.White, Office Manager.

Employee Medical Insurance Plan established.
Employee Retirement Plan established.
Time clocks discontinued.

Second series of Upjohn Research Fellowships announced (see 1933).

Exports halted to Japanese-held territories in far east.

Jack C. Gauntlett joins the company in advertising.

Upjohn receives first defense order for \$221.40 worth of Vitamin C tablets.

1942

2,155 employees

\$23,716,243.80 sales

Heparin, the first highly effective anti-coagulant, is introduced by Upjohn.

Upjohn scientists develop wound packets for soldiers.

Upjohn employees begin 3-shift war work.

Due to a war-time shortage of "man"-power, Upjohn modifies one of its oldest employment policies. For the duration, married women are allowed to work at the company (the old policy is never reinstated).

EGU elected to board of directors.

Soft Elastic Capsule building completed.

Malcolm Galbraith dies.

1943

2,175 employees

\$36,671,480.94 sales

Solu-B sterile solution is introduced.

To help meet the wartime need for penicillin, a pilot plant is set up to speed production. This experience gives Upjohn scientists and engineers the know-how that enables the company to become a post-war leader in the field of antibiotics.

A program for producing serum albumin, critically needed for battlefield transfusions, is organized and begins operation.

EGU elected V.P. and Medical Director.

CVP is elected V.P. and Director of Sales. Soon after, Dr. Harold Adams, V.P. and Director of Production, dies. CVP is then named V.P. and Director of Production.

Emil Schellack is named to replace CVP as V.P. and Director of Sales.

David I. Weisblat, Ph.D., joins the company.

1944

2,195 employees

\$40,399,251.05 sales

Penicillin Sodium marketed

Fredrick Heyl, Ph.D., the father of Upjohn research, retires as Director of Research, but remains active in the lab. Replacing him is Merrill C. Hart, Ph.D.

LNU is elected Chairman of the Board, filling the seat left vacant since the death of WEU in 1932.

DSG is elected President of the company.

Physics Laboratory is established within the Research Division.

Office in Carracas, Venezuela, set up by Fernando F. Suarez.

Canadian sales force down to 4 men.

Rest periods are formally adopted.

Upjohn receives Army-Navy E Award for its contribution to the war.

1945

2,668 employees. Sales Force: 466.
\$41,903,274.96

Zymacap vitamins produced.

Unicap multivitamins account for 54% of company sales.

Old "Thumb Logo" is retired.

Purchase of property is begun on Portage Road site.

In all, the company produces more than \$14-million worth of medical supplies for the U.S. and Allied Armed Forces -- all at cost. By war's end, 381 of the 437 Upjohn men and women who joined the service, returned to the company (87%). Twelve were killed in action.

Sales Director Emil Schellack names two assistant sales directors: W. F. Allen and R.S. Jordan.

Harry Turbeville is designated personnel manager.

Revised group insurance for employees adopted.

Joint seminars of research and medical groups begin.

1946

3,165 employees

\$50,408,960.68 sales

Gelfoam absorbable surgical sponge, is introduced.

Upjohn researchers discover Cycloheximide, the first non-medical antibiotic to come from an Upjohn lab. Marketed in 1952 under the name **Acti-Dione**, compound will prove useful in the control of fungal disease in turf and certain ornamental plants. It is the company's first agricultural chemical product.

Construction begins at the new Portage Road site with the erection of the Adrenal Cortex Extract building and the Antibiotics Production building. (Bldg. 38 and Bldg. 39). A power plant building is also erected.

Board votes to make commitment to expand export business on December 9.

Large drug shipments go out to liberated Europe.

Upjohn salesmen vote to adopt Boston-style alligator bag.

Wm. Fred Allen named VP and Director of Sales after the death of Emil Schellack.

First issue of Upjohn News published.

Film, "We The Upjohn Company," produced.

First electron microscope purchased.

1947

3,260 employees. Sales Force: 750.
\$54,706,376.34 sales

Employee Service Recognition program begins.

Export Dept. reorganized. R.S. Jordan takes charge, H.B. Roberts is made sales manager. R.M. Boudeman joins dept. as sales staff clerk. Jordan and Robert White visit Latin American markets (this is the first large-scale effort on behalf of Upjohn to explore overseas markets).

Gelfoam becomes first product labeled in 3 languages (French, Spanish, English).

John McColl retires as company treasurer. D. Gordon Knapp succeeds him. Ray T. Parfet, Jr. joins Upjohn in the financial area.

1948

3,430 employees. Sales Force: 766.
\$59,463,352.00 sales

H. B. Roberts goes around the world to explore more overseas market potentials for Upjohn. R.G. White becomes Export office manager.

Upjohn has 22 foreign sales reps in Cuba, Mexico, Venezuela, Puerto Rico, Central America and Colombia.

Chicago Branch Office opens, John Schma, Sales Manager.

Portland Branch Office opens, J.A.S. Rodda, Sales Manager.

A supervisors' conference (June 14-18) features outside clinical researchers for the first time. Dr. Tom Spies, of the Spies Clinic in Cincinnati, discusses his nutrition work and Dr. George W. Thorn of Harvard University talks on adrenal cortical insufficiency.

Upjohn buys Estrogen Plant at the Richland Farms, the first company purchase of land or buildings at this site.

1949

3,678 employees. Sales Force: 796.
\$61,483,870 sales

Folic Acid synthesized. This is the first significant synthetic chemical produced by Upjohn.

Seven products selling more than \$1-million annually:

Kaopectate

Unicap

Citrocarbonate

Cheracol

Zymacap

Orthoxical

Solu-B

(Solu-B is the only "ethical" product in this group. The rest are OTC.)

Philadelphia Branch opens on July 1.

In December, Printing becomes the first department to move into Bldg. 41. Waiting for them however, was the cafeteria. One week later, Kalamazoo Branch Shipping and the Export Department also moved. Two TUC busses made their first run Dec. 12.

Fine Chemicals Department established, Harry F. Meier, Manager; Archibald Spradling, Department Head.

R.S. Schreiber, Ph.D., joins company as director of research.

Preston S. Parish joins Upjohn as Production Engineer.

H.B. Allen is named corporate secretary.

With an admonition from DSG to, "Go ahead--and spare no effort," more than half of the company's 300 scientists became involved in a seven-pronged search for cortisone, the new wonder drug for arthritis.

1950

3,891 employees
\$63,792,000 sales

Unicap multivitamins account for 42% of annual sales.

Upjohn Ph.D.s Durey Peterson and Herb Murray discover route to biosynthesis of cortisone.

Schreiber is named Vice-President and Director of Research.

R.M. Boudeman made Export office manager. R.G. White tours markets in N. Africa and the Mediterranean. First Upjohn products available in S. Africa.

Harry Turbeville is elected to board of directors, is made Vice President of Personnel.

Les Harrop is made a director and vice president.

Lawrence C. Hoff joins company as salesman in Palo Alto, Cal.
Charles Ludlow joins Upjohn as a trainee in Office and Finance.

1951

4,023 employees
\$71,079,000 sales

Bldg.41 dedicated.

The Odyssey of Modern Drug Research, by Robert Burlingham, is published by TUC to commemorate Bldg. 41's opening.

Kodami Shoji Co. of Japan awarded sole agency rights for Upjohn in Japan.

C.V. Patterson is made Executive Vice President.

1952

4,201 employees
\$75,958,000 sales

ACTH, the first cortisone product, is introduced.

ECP, an estrogenic hormone, becomes the first Upjohn product exclusively for the veterinary market.

Neorycin, for treatment of clinical mastitis in lactating dairy cows, is introduced.

The Export Division is formed. Robert Jordan is named General Manager. R.W. Collins, Dept. Head. F.M. Boudeman, Office Manager.

Upjohn of Canada formed, July 24. First foreign subsidiary. Violet Braiden, long-time manager of the Toronto Branch Sales Office, is named Office Manager.

Nine Boots Ltd. employees come to Kalamazoo to study production methods. William DeCou goes to England to set up subsidiary. T.M. Thakore & Sons goes bankrupt in India; Jordan and R. Tedrow leave in November to settle accounts. Because of Thakore bankruptcy, export takes net loss for the year.

Research Division employs 421 people.

Upjohn announces its new cortisone product. This breakthrough will increase availability of the drug, dramatically reduce the cost of steroid drugs, and make Upjohn a leader in the steroid field, a position it continues to hold today.

1953

4,235 employees
\$82,735,000 sales

Unipet, the company's first nutritional supplement for animals is launched.

Hydrocortisone introduced.

Mycitracin Ointment introduced.

Erythromicin Tablets introduced.

Upjohn of England, Ltd., officially opens its office in London. Wm. DeCou is Manager. It is the first Upjohn subsidiary outside the North American continent.

Mrs. Carrie Gilmore Upjohn dies at age 87.

LNU retires as company Chairman.

DSG assumes Chairmanship.

EGU assumes office of the President.

1954

4,419 employees. Sales Force: 937.
\$89,679,000 sales

Panmycin Hydrochloride 100 mg.

Upjohn of Canada opens the first Upjohn manufacturing plant outside the U.S.
Vancouver depot is opened. Jack Roe is named Office and Finance Manager.

Brazilian subsidiary formed in Sao Paolo.

Denver Branch office opens on November 1. George Forney is named Sales
Manager; William F. Barry, Office Manager. Denver becomes the fifteenth
branch.

Unicap accounts for 30% of annual sales.

1955

4,638 employees

\$102,548,000 sales (first time more than \$100-million)

Disneyland opens in California. Upjohn drugstore included on 19th century street. Walt Disney and DSG are neighbors at Palm Springs, Cal., retreat named Smoke Tree Ranch.

Upjohn S.A. de C.V. opens as Mexican subsidiary on July 21.

Upjohn signs agreement with Boots Pure Drugs, Ltd., which allows the two companies marketing rights to each other's products. This is the agreement which will give Upjohn Motrin.

In his annual report to employees, DSG reports the following:

14 percent of sales were from the 39 new products introduced in 1955.

52 percent of sales were from products introduced 1950 - 1955.

48 percent of sales were from products introduced before 1950.

1956

4,983 employees. Sales Force: 1,018.

\$113,590,000 sales

From a soil sample scooped up in Queens, New York, Upjohn markets **Albamycin**, a broad spectrum antibiotic.

Halotestin, a potent oral androgen, is introduced. Later, it proves useful as an anti-cancer agent.

Upjohn purchases 160 acre Brook Lodge estate. Construction of guest cottages begins.

Washington, D.C. Branch Office opens on April 1. Edward Schwartz is Office Manager.

Cincinnati Branch opens on Aug. 1. V.R. (Vince) Facciuto named Office Manager; E.V. (Earl) Sales Manager.

Symbolizing the company's widening geographic boundaries, Upjohn purchases its first airplane -- a LearStar.

Veterinary Research Section created, Gordon Stocking, D.V.M., head. Upjohn purchases the first 25 acres of the Upjohn Richland Farms to build a Veterinary Research Station.

Citrocarbonate accounts for less than 1% of annual sales -- down from 23% in 1926 -- but the dollar amounts are the same.

Australian subsidiary set up.

1957

5,233 employees. Sales Force: 1054.

\$128,083,000 sales

Medrol, Orinase and Panalba -- nicknamed MOP by the sales and advertising force -- these three new products are the biggest in many years from TUC. **Panmycin Phosphate** is also introduced.

Conference Hall is constructed at Brook Lodge.

Long Island, N.Y. Branch Office is opened. H. Robert Gruber, Office Manager.

The Veterinary Division is formed, following recommendations of a report filed by PSP and RTP. Division consists of four departments: Sales, Medical, Advertising and Research. Gordon Stocking is Director.

The Fine Chemical Division is formed. Keith Edmondson is director.

Sune Bergstrom, of the Karolinska Institute in Stockholm, identifies the first prostaglandin. His call to Upjohn's David Weisblat, enters TUC into the exciting new field of prostaglandins.

Upjohn of England, Ltd., dedicates new Crawley facility (July 1).
(Finishing and packaging plant until 1963)

Export Division becomes Upjohn International Operations, Inc. (Dec. 3).
Upjohn Overseas Corp. (Panama subsidiary) and Upjohn Inter-American Corp. formed.

Australian subsidiary moves to Rydalmere.

Cooperative steroid screening program begun with Cancer Chemotherapy National Service Center.

1958

5,513 employees

\$146,136,000 sales. 58% of sales are from products less than 5 yrs. old.

Employee educational assistance program is formed.

TUCO (pty) Ltd., is formed in Johannesburg, South Africa (April).

Two joint ventures are formed in France; French sales office opens.

Upjohn of Canada dedicates 45,000 sq.ft. addition.

Colombian subsidiary formed (March 1)

Panama Branch of Upjohn Inter-American Corp. formed.

Upjohn signs agreement with Boots Pure Drug Co., Ltd., to sell bulk pharmaceuticals in the U.K.

At the May stockholders' meeting, Floyd A. Eberly is made Vice President over engineering and pharmacy and chemistry departments. R.T. Parfet is named Vice President over treasurer's office and legal division. P. S. Parish is named Vice President over international division and personnel. R.M. Boudeman is elected to board.

In January, a chemical fire in Tin City halts production for three-and-a-half months, while chemical engineers study the causes (shut-down sanctioned by Eberly and William Schneider; much of the study done by Ward Greiner). Despite the down time, steroid production doubles in Fine Chemicals-- construction of a new facility is announced.

The Federal Trade Commission (FTC) serves complaint on Upjohn and five other companies for violating anti-trust laws in antibiotic sales (Aug. 1).

"The Cell" is unveiled at the AMA convention in San Francisco. It is the first exhibit of its kind, developed by Gerard Macleod, M.D., of Special Projects Department, and New York designer Will Burtin.

After a 25 for 1 split, Upjohn "goes public." (Dec.)

1959

5,750 employees
\$156,914,000 sales

Provera, Oxylone, Predef steroid hormone (Ag-vet)

"UPJ" appears for the first time on the NYSE.

New pharmaceutical manufacturing plant opens in Sydney, Australia.
Venezuela and Puerto Rico branches of Upjohn Inter-American Corp. open.
International sales of Upjohn Vet products formally begins in Canada (today they are available in more than 40 countries). Total divisional sales up 20%. Japan Upjohn Ltd. formed (joint venture, July 2). Castro takes over Cuba--W.A. Sykes sent to close down the subsidiary.

Pill, Iron, Strychnine, Arsenic and Mercury, Compound, red (formerly known as Pill, Hematic Tonic, red) is discontinued. It is the last friable pill manufactured by Upjohn. (see 1906)

Boots Ltd. chemists discover ibuprofen.

Construction begins on Bldg. 88. DSG acts as project engineer, in close association with Skidmore, Owens and Merrill.

C.V. Patterson retires after 33 years. R.T. Parfet and P.S. Parish are made executive V.P.s.

Fermentation R&D facility completed at Portage site: researchers moved from downtown.

Senate Subcommittee on Antitrust and Monopoly hearings continue throughout year.

In November, Upjohn announces a price reduction on Orinase of 50¢ per bottle.

1960

6,045 employees
\$169,430,000 sales

Depo-Provera, Didrex, Unipet vitamins, Biosol and Biotef (Ag/Vet).

Upjohn de Mexico subsidiary formed, manufacturing plant opens (April) -- the first in Latin America.

Italian subsidiary formed (April), Cuban subsidiary formed (Aug.), Upjohn SA (Puurs, Belgium) formed (Sept.). International Division represents 10% total sales, has 14 subs--8 less than 2 years ago.

Construction begins on \$3 million chemical development building in Fine Chemicals.

Study shows more than 650,000 patients using **Orinase**.

FTC hearing still pending; EGU addresses senate hearings in April; Federal Grand Jury investigation is called in New York, naming Upjohn as co-conspirator in price fixing.

The "brain" is unveiled at a June AMA convention in San Francisco.

1961

6,358 employees
\$165,886,000 sales

Adeflor Drops (flouride), Alphadrol (corticoid), Unicap Chewables, Orinase Diagnostic, Monase (the company's first CNS drug), Albamix feed additive, Botran are introduced.

Bldg. 88 is opened. Henrietta offices are remodeled for research division use. A new chemical development building is completed.

Michigan Agricultural Company is formed as a marketing arm for Vet Division (and the fifth department). Its first product is **Albamix**, a novobiocin-base feed additive developed with the help of Utah State University researchers. This marks the entry of Upjohn Ag products into proprietary animal products.

Upjohn International Inc. becomes official name of division. Sales operations in Nigeria begin in Feb. Peru Branch of Upjohn Inter-American Corp. formed. TUCO of S. Africa takes over distribution to that country in July, and in Sept. the Hong Kong Branch of Upjohn Co. S.A. (formerly Upjohn Overseas Corp.) is formed.

Cuban subsidiary is terminated on January 18.

Unicap product advertising in magazines and on radio/tv is attempted on trial basis. Research directions are listed as: hormones, heart disease, cancer, hypertension, diabetes, nutrition, metabolic diseases, mental diseases, arthritis, degenerative diseases. Clinical trials begin on **Lincocin**. Second "brain" constructed for European display.

HT Morphine Sulphate 1/2 grain is discontinued -- the last product from the original 1886 product catalog.

Senate hearings end. Kefauver-Celler bill proposed.

H.B. Allen retires G. Thomas is elected corporate secretary to succeed him. Kalamazoo Institute of Arts opens, founded and funded by DSG.

1962

7,150 employees
\$173,181,000 sales

Adeflor Prenatal, Adeflor Plus, Uracil Mustard (anti-cancer agent).

Philippine subsidiary (Feb.). R.M. Boudeman (RMB) becomes president, Upjohn International Inc. Upjohn Co. SA purchases Laboratorios Anodia S.A. (Argentina).

Fine Chemicals division has sales of \$5 million. A 50% expansion of fermentation facilities is announced.

Acquisition of Carwin Chemical Co. enters Upjohn into the age of plastics. Expansion begins at N.H.

PR&D begins pharmaceutical study of ibuprofen. A physician symposium is held at Kalamazoo on **Orinase's** first five years.

FDA issues new clinical trial regulations.

Upjohn spends 11% of net sales on research.

DSG retires as Chairman. He accepts newly created position as Vice-Chairman. EGU becomes Chairman. RTP becomes President. L.M. Crockett dies at 77, having built more than 75 Upjohn buildings. Les Harrop retires in Dec.; G. Thomas is named secretary and general counsel.

In March, **Monase** is withdrawn.

The first nationwide advertising program for **Unicap** is begun. Mid-year, the price of tetracycline products is cut.

First issue of INTERCOM published.

1963

7,517 employees
\$191,748,000 sales

Enide

Manufacturing plants in Crawley, England and Puurs, Belgium are simultaneously dedicated in Sept.

Holland Branch of Upjohn S.A. formed. Greek subsidiary formed.

Acquisition of CPR (Torrance, CA) plastics company.

RMB elected a vice president of The Upjohn Company. J.C. Gauntlett is made vice president for pharmaceutical marketing.

The first mass spectrometer is installed in the research division.

The "brain" exhibit is displayed at the Royal College of Art, London.

A swine farrowing structure is completed at the farm.

1964

8,134 employees
\$209,715,000 sales

The Agricultural Products Division is organized to place all domestic animal health, and plant health operation under one agricultural research and marketing organization. David A. Philipson, D.V.M., is named Director.

C.P. Continental S.A, a cosmetic firm in Mexico City, acquired (Harry Tomlinson sent by Boudeman to run it). A joint venture is begun in Spain. A Chilean subsidiary is established (opens in 1965).

The Polymer Chemical Division is established.

C.H. Ludlow succeeds D. Gordon Knapp as treasurer. Floyd Eberly is elected Executive Vice President in charge of chemical production, the polymer chemical division, control, engineering, and legal. Jack. C. Gauntlett is elected to board of directors when Dorothy U. Dalton retires.

Les Harrop dies in December: G. Thomas is elected vice president and appointed to fill out Harrop's term on the board.

List prices are cut by 20% on tetracycline products, due to competition.

With the permission of the State of Michigan, Upjohn opens a Phase I pharmaceutical research clinic at the State Prison of Southern Michigan in Jackson.

A feedmill and warehouse are added to the building complex at the farm.

The "brain" is exhibited at N.Y. World's Fair.

1965

8,730 employees
\$242,432,000 sales

After six years of research, **Lincocin** is introduced.
Solu-Medrol and **Repromix** (for fertility control in cattle) introduced.

A feed additive premix manufacturing plant is put into operation near the Portage manufacturing plant. The TUCO label replaces the Michigan Ag. Co. label.

Guatamalan, Swedish, and German subsidiaries formed. Danish Branch of Upjohn S.A. opens. Upjohn Ltd. (England) buys agricultural company to market animal health products.

New research building completed at cost of \$6.5 million. Animal rearing building completed at Portage site.

Fine Chemicals completes 5th expansion of fermentation and steroid plants, resulting in a 30% increase in capacity.

Major expansion of LaPorte, Houston, begins. Aim is to increase capacity more than threefold.

A 10% price cut for Orinase is announced. Sales total breaks out to 25% antibiotics, 22% steroid products, 18% antidiabetes, 14% bulk chemicals. International sales are 20.8% of total.

Federal Medicare legislation is enacted. .

1966

9,470 employees
\$257,555,000 sales

Tolinase is introduced.

Ag Division: **MGA** introduced.

At a symposium in Stockholm, Upjohn announces the successful biosynthesis of a prostaglandin analog.

Upjohn awards \$250,000 -- its largest grant ever to an outside researcher -- to 64 year old bio-chemist Johan Bjorksten. His project -- an anti-aging pill that would give humans several extra decades of hearty life.

Delray Beach, Florida Ag. Research Station opens.
The Poultry Research building completed at farm.

Union organizers attempt unsuccessfully to organize fine chemical division.

TUC acquires controlling interest in Macrosonics Corp. in Carteret, N.J., and a minority interest in Isomet Corp. in Palisades, N.J., both are research and development companies related to diagnostics.

Upjohn Trading Corp. formed, and opens Japanese branch.
Limited line of pharmaceuticals introduced in Saigon, North Vietnam.

Expansions announced in Belgium and U.K.; new plants begun in France and Italy.

R.M. Boudeman named Executive Vice President of company.
Larry C. Hoff (LCH) is named Dir. of Domestic Pharmaceutical Sales.

The "brain" goes on permanent display at the Cleveland Health Education Museum.

1967

10,070 employees
\$272,970,000 sales

Maolate, to relieve muscular discomfort, is introduced.

Ag Division: MGA 100 (feedlot additive for heifers) is introduced.

CQ program established.

Medical Science Liaison program established (LCH and P. VanHaften design program, Bernie Glick is first MSL).

First product manufactured at Guatemalan plant. Anora Division (Kenral) of Upjohn of Canada formed. New plants in Brazil and South America announced.

R.T. Parfet organizes Upjohn into four major operational groups.

--Pharmaceutical (RMB)

--International (RDT)

--Chemicals & Plastics (KHE)

--Ag Products (DAP)

RMB proposes organizing a Pharmaceutical Administrative Committee (Today known as the Pharm. Steering Committee).

Dick Heinzelman, section head in Chemistry Dept., announces to CNS Project Team that it should begin looking for "novel and useful benzodiazepine derivatives."

Laboratory Procedures, Inc. is acquired.

Penicillin production facility completed--first completely separate production building.

DSG research labs are opened in North Haven.

Chemical division sales hit \$20 million. Fermentation expands capacity 30%.

LNU dies (he is 93). W.F. Allen retires. Floyd Eberly retires.

1968

11,400 employees
\$333,240,000 sales

Cleocin introduced in Germany (known as Dalacin C).

Research Division reorganized along product-oriented lines, focusing on specific disease groups. All research "teams" include, chemists, biologists and physicists. (D.I. Weisblat).

Upjohn purchases Asgrow Seed Company, thrusting Upjohn into the agronomic and vegetable seed business.

Majority interest acquired in Linden Laboratories, a clinical diagnostic firm in Atlanta, Georgia.

First product made in Italian plant. Thai subsidiary is set up. Upjohn closes down Kenral just before Christmas. Offices open in Rotterdam, Holland.

Clinical studies of ibuprofen begin under Carter Brooks.

First equation for molecular structure of alprazolam (**Xanax**) discovered by Jackson B. Hester on October 9.

W.N. Hubbard, M.D., elected to the board.

1969

11,630 employees
\$371,011,000 sales

Cytosar Sterile Solution introduced.

First isocyanate products shipped to Europe.

Iran Branch of Upjohn S.A. formed.

Upjohn executives (R. Tedrow, G. Thomas, W. Schneider) travel to England to form agreement with Boots, Ltd., on ibuprofen.

Job Opportunity Program started. First job posted was Supervisor, Sterile Products Packaging, Unit 2760.

Upjohn acquires Homemakers, Inc. of Joliet, IL, involving Upjohn directly in the personal health care business.

TUC acquires Wood Diagnostics of Tacoma, Wash.

Chem division reorganizes into: Polymer Chem Division, CPR Division, DSG labs, Fine Chemicals Division.

Asgrow Mandeville is formed to produce lawn and garden package seeds. Two new buildings are completed at the farms, including animal research offices.

Alprazolam is converted to a compound on Jan. 15. On Feb. 12, animal tests determine alprazolam is an effective anxiolytic. On Feb. 13, alprazolam is formally reduced to practice. It becomes a New Drug Candidate in October, at which time an NPPT is formed. Patent applied for, Oct. 29.

DSG retires as Vice Chairman; PSP succeeds him.

EGU retires as Chairman.

RTP becomes Chairman and CEO.

RMB becomes President.

LCH is named VP Domestic Pharmaceutical Marketing.

1970

12,170 employees
\$397,693,000 sales

Cleocin Oral introduced.

Panalba recalled as a result of FDA action against combination antibiotics.

Provest oral contraceptive withdrawn.

Human testing on alprazolam begins.

Taiwan Branch of Upjohn International Inc. formed. New S. African plant occupied. Korean subsidiary formed.

Vitamins account for 8% of annual sales.

200 investigators test ibuprofen in 5,000 arthritics. Stomach irritation testing is also done. **Motrin** (ibuprofen) is named a New Product Candidate.

FDA inspections of pharmaceutical industry spark reorganization and retooling of sterile products production.

University Group Diabetes Program study causes drop in **Orinase** sales.

First Upjohn retiree picnic. 110 attend.

Chem. Division accounts for 15% of TUC sales -- International accounts for 33%.

Wm. N. Hubbard, M.D., joins Upjohn as VP and General Manager, Pharmaceutical Division.

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1971

12,400 employees
\$438,387,000 sales

Trobicin , **Cleocin Pediatric**, **Gravlee Jet Washer** (first mechanical health product, used in collecting uterine cells for cancer testing) introduced.
Ag Division: **Albamix**, **Unipet Sr.** introduced.

Korean plant opens. Indonesian subsidiary is formed.

Motrin is introduced in Mexico.

UMC of Puerto Rico is incorporated, and plans for a \$30 million manufacturing compound announced.

\$12-million Urethane plant begins operations.

\$2-million diamines plant in North Haven, Conn. completed (will produce intermediate chemicals for the dyestuff and pigment industries).

Preliminary sales forecasts are done on **Motrin**.

Consumer Products unit created.

Sales for **Orinase** and **Tolinase** are down 14%, due to adverse publicity.

1972

13,400 employees

\$511,337,000 sales (first time more than \$500-million)

Ag Division: **Neomix**

Two products debut in Europe: **Pensyn** (generic ampicillin) and **Soxomide** (sulfa drug).

Upjohn markets the world's first two commercial prostaglandin products in the U.K.: **Prostin E2** and **Prostin F2-alpha**.

Upjohn acquires full ownership of French companies, reorganizes them as Laboratoires Upjohn. Brazilian plant opens. Malaysian subsidiary is formed. Portuguese subsidiary opens.

Company enters into foreign borrowing for first time.

Isocyanate production facilities open in Delfzijl, Netherlands. Urethane plant opens in Alaska. Pellathane plant opens in Houston, Texas. Upjohn announces sale of urethane process technology to Soviet Union.

Admiral Equipment forms joint venture with Mitsubishi and Bridgestone Tire.

Asgrow headquarters moves to Ag Division Bldg. 190 (Upjohn Farms).

W.N. Hubbard (WNH) elected Executive VP of Upjohn, with worldwide pharmaceutical responsibility.

1973

14,750 employees
\$647,483,000 sales

Methosarb, Cleocin Phosphate, Prostin F2-alpha introduced.

Minoxidil, topical hydrocortisone, and triazolam in early development stages.

Motrin and **Micronase** NDAs filed.

First product made in Indonesian plant. Nigerian subsidiary formed. Dominican Republic Branch of Upjohn Inter-American Corp. formed.

Expansion of Arecibo antibiotics plant announced.
50% expansion of Houston isocyanate capacity announced.
Homemakers opens 12 new offices.

Upjohn/Kasei processing plant announced.
\$3.2-million expansion of steroid production announced.

OTC products receive national TV promotion.

Cleocin Phosphate sets first-year sales record. Steroids up 18%.

Chemical sales up 42%, Ag sales up 22%.

L.C. Hoff (LCH) and D.I. Weisblat named directors.

Lincomycin/clindamycin controversy erupts late in the year.

1974

16,550 employees
\$794,575,000 sales

Motrin is introduced.

The Ag Division introduces **Prostin F2-alpha Vet**, the first agricultural prostaglandin product ever marketed, and **Lincomix**, a growth-promoting feed additive.

Kenyan subsidiary formed.

A \$46-million antibiotics manufacturing plant dedicated in Arecibo, Puerto Rico.

Ground broken for new \$43-million PR&D building in Kalamazoo.

Cobb Breeding Corporation is purchased.

Homemakers opens first Canadian offices.

Sales of **Lincocin** and **Cleocin** decline in 4th quarter because of possible link to diarrhea and colitis.

Unit volume decline in Chem Division sales.

Upjohn changes to LIFO method of accounting for domestic inventories.

Upjohn President R.M. Boudeman dies. (3/23/74)

WNH named as President.

LCH made General Manager, US Pharmaceutical Operations.

1975

17,600 employees
\$890,771,000 sales

Unicap Plus Iron and Mint Flavored Kaopectate introduced.

Cobb 100 Plus introduced.

First product at new French plant. Ecuador Branch of Upjohn Inter-America Corp. formed. New research lab is dedicated in Takasaki, Japan.

Motrin sales reach \$55 million, highest first-year sales of any pharmaceutical product in U.S. history.

Steroids and anti-inflammatory products comprise largest product sales. Sales of **Lincocin, Cleocin, Orinase** and **Tolinase** still adversely affected by bad publicity.

Sept. 24: Board of Patent Interferences upholds Upjohn patent on alprazolam.

31 new company owned and franchised offices opened by Homemakers in U.S.

Asgrow opens several new soybean research and production facilities throughout the U.S.

Upjohn issues \$12.5 million in ten-year notes: first entry into long-term borrowing in company history.

1976

18,300 employees

\$1,025,536,000 sales (first time more than \$1-billion)

New research facility (Bldg. 209) opens.

New manufacturing plant opens in Bogota, Columbia. Upjohn acquires Xanca S.A. (Spain). First product manufactured at Venezuelan plant.

Several Upjohn businesses merge into Upjohn S.p.A.

C.P. Continental, S.A. de C.V. liquidated.

Oct. 19: patent on alprazolam approved.

Dec.: **Motrin** production moves to Arecibo plant.

International PIP program introduced.

Public Affairs Committee and Foreign Currency Exposure Committee formed.

Upjohn acknowledges "questionable" payments of \$2.7 million in foreign countries during 1971 -1975. The practice is stopped.

E-Mycin and **Lincocin-Cleocin** sales improve, following repudiation of negative publicity. High losses in earnings due to inflation and poor foreign exchange rates.

1977

18,830 employees

\$1,134,325,000 sales

Colestid is introduced.

Halcion is introduced in overseas markets.

Prostin E2 receives FDA marketing approval.

Upjohn's **Trymer** isocyanate foam goes into space on the Space Shuttle.

Dental coverage added to Employee Medical Plan.

Colombian manufacturing plant built--International's 18th. TUCO Ltd. becomes a Taiwan subsidiary.

Research expenditure goes over \$100 million for the first time.

Ag announces the creation of an Experimental Agricultural Science Unit.

Chem division has a good year: capacity use near optimum levels.

Top sellers in pharmaceutical division are steroids and other antiinflammatories and antibiotics. Oral antidiabetes sales begin to recover.

LCH named Executive VP for Worldwide Pharmaceutical Operations.

1978

19,920 employees
\$1,328,551,000 sales

Florone cream and ointment marketed.

Cheque Drops introduced by Vet Division.

Homemakers changes name to Upjohn HealthCare Services.

Columbian Plant occupied.

MSR program created.

Blizzard shuts down TUC.

Theodore Cooper, M.D., Ph.D., replaces EGU on Board.

Isopor joint venture between Quimigal and Upjohn formed.

Upjohn Polymer-Europa AG formed in St. Gallen, Switzerland.

Sitosterol conversion announced.

Asgrow opens research stations in France and Italy.

Company researchers successfully use bacteria to produce the protein ovalbumin, the first product of Upjohn DNA research.

Drug Regulation Reform Act of 1978.

1979

21,075 employees

\$1,508,025,000 sales

Motrin 600 approved. **Motrin** approved for menstrual pain.

Loniten and **Emycin E Liquid** introduced.

Lutalyse, a prostaglandin product for beef and dairy herds, introduced.

Upjohn purchases pharmaceutical manufacturing plant in Spain and opens Scientific offices in India New (Delhi), Jordan (Amman), and Saudi Arabia (Jeddah).

First products made in Chilean and Colombian plants.

Upjohn Farmoquimica, S.A. (Spain) purchased.

DSG dies. He is 84.

NDA filed for **Xanax**.

Halcion pulled from Dutch market.

Bldg. 41 water system renovated.

Construction begins on Bldgs. 242 and 243.

PR&D reorganized.

FDA audits University Group Diabetes Program study on tolbutamide.

FDA approves board of inquiry into Depo-Provera.

Corp. Public Relations office opens in Brussels.

Lincocin-Cleocin, steroids, **Motrin** are the big sellers for the year.

Drugs donated to Cambodian refugees.

Four Upjohn executives travel to China to open business dialogue.

1980

21,991 employees
\$1,760,576,000 sales

Cortaid introduced.

Cleocin T, U-Gencin, Calderol introduced.

CPR Division opens new manufacturing plant in Columbus, Ohio.

Asgrow establishes a Worldwide Vegetable Seed Division, announces \$3.5 million expansion, including two new soybean production sites. Agricultural Division headquarters office and facilities were doubled with a \$4.5-million expansion.

First product made in Spanish plant. Expansions announced for French and English plants.

Marketing Division and Engineering Division reorganized.

\$150-million public notes offered by Upjohn (second time in history). Sold in 4 days.

Corporate Computer Center occupies Bldg. 243

Fine Chemicals (Kal), announces \$230 million expansion.

Motrin shows dramatic sales increase. **Lincocin-Cleocin** products perform well. **Cortaid** has good first year.

Controllers from 3 divisions and corporate units meet in Florence, Italy.

Theodore Cooper becomes Upjohn Executive Vice President.

1981

21,410 employees
\$1,898,334,000 sales

Xanax and Prostin VR Pediatric introduced.
Ag introduces SOK-Bt.

Rufen marketed.

Cattle feeding research facility constructed at the farms.

Upjohn sells Lab. Pro. to Smith-Kline.

Asgrow celebrates 125 anniversary, announces \$3.5-million expansion. Two new soybean sites open.

New labs and offices open in Puerto Rico.

Medical Affairs Division formed.
\$4.9-million Clinical Affairs building construction begins.

Pope John Paul II treated with Dalacin C.

Dorothy Upjohn Dalton dies. She is 90.

\$38.5-million expansion of Bldg. 41 begins.

\$3.5-million expansion at Italian plant.

Upjohn Diagnostics is officially formed.

Employee benefits average \$11,758.

1982

21,190 employees
\$1,828,730,000 sales

Zanosar, Hylorel, Cheracol Plus.

Ag Division: **Mitaban** and **Collego** introduced.

Decline in net earnings of 30.7% result from adverse impact of foreign currency rates, depressed worldwide markets for urethane chemicals and operating problems at ISOPOR plant in Portugal. Ag Division is the only segment to achieve worldwide sales growth. Repatriation from Puerto Rican operations begins: a total of \$86 million for the year.

Xanax exceeds sales forecasts, selling \$12.6 million, 3.2% of the market. Upjohn signs pact with Takeda Chemical Industries, Ltd., of Japan to develop an antidiabetes drug. Upjohn receives rights to nicorandil from Chugai Pharmaceutical Co. Ltd.

Nigeria subsidiary breaks ground on warehouse expansion. First product is produced in new Brazilian pharmaceutical plant. Puurs begins a \$35 million expansion, making it the second largest pharmaceutical firm in Belgium. A new plant is dedicated in Taiwan. Crawley celebrates its 25th anniversary in June, and opens an \$11 million PR&D lab.

Asgrow builds a research station in Brazil. Cobb Inc. signs marketing agreement with Japan.

The Fine Chemical division builds a \$5.5 million steroid processing area.

Sune K. Bergstrom wins the 1982 Nobel Prize for Medicine. Upjohn responds to drug-tampering incidents by creating tamper-resistant wrapping and caps for many of its OTC products.

PR&D is reorganized.

1983

21,410 employees
\$1,986,106,000 sales

Halcion, Hylorel, Lincocin Soluble Powder. Cyclo-Prostin approved in U.K.
Ag Division: **Albadry Plus**

Cleocin Phosphate, Tolinase, Xanax and Halcion make up 88% of U.S. pharmaceutical sales increases. **Motrin** and **Lincocin** sales fall off slightly. **Lincomix** leads Ag Division sales. Chemical division sustains loss again, but sales are up. Xanax sales top \$44.2 million. NDA for **Nuprin** filed. Extension of tax exemption achieved in Puerto Rico--until 1998.

The Malaysian subsidiary is dissolved. Argentina subsidiary's assets are sold, primarily because of hyperinflation. Greek Branch of Upjohn Inter-American Corp. formed.

O's Gold Seed Co. acquired. Upjohn signs agreement with California biotechnology firm to develop bovine growth hormone product. A new biohazard research diet mixing facility constructed at the farms.

Ag Research is placed under PR&D.

Fine Chemicals opens a new computer-controlled facility to produce a steroid intermediate. Construction begins on new fermentation R&D facility, including labs for recombinant DNA work.

The creation of a new biotechnology area is announced, including the hiring of approximately 75 chemists and biologists.

Surgical Specialty Representatives (SSRs) are created.

Office of the Chairman created mid-year.

"A Century of Caring" ad campaign launched.

1984

22,170 employees

\$2,179,060,000 sales (first time more than \$2-billion)

Micronase, Nuprin, Motrin 800, Bio-Delta.

Fine Chemicals Division produces \$100-million worth of bulk chemicals for the first time in its history.

UMC celebrates its 10th anniversary. New pharmaceutical plant built in Korea. Japan plant dedicated. Japan Branch of Upjohn Pharmaceuticals, Ltd, formed, in order to develop a new research facility.

One-third of \$2.2 billion operating revenue comes from foreign sales. UHCS makes 12% of human health care total (\$177 million).

More than 19,000 physicians at 27 different sites across the U.S watch a satellite telecast on the new Physicians Guide to Type II Diabetes, the new accepted guideline of the treatment of Type II diabetes, compiled by the Am. Diabetes Assoc. with Upjohn support.

Study completed on minoxidil's effect on baldness. Analysis of data begins.

Public Board of Inquiry recommends Depo-Provera not be approved as a contraceptive. Motrin price cut is announced on July 9. Upjohn announces the completion of a \$57 million research building in Kalamazoo, and plans to build two more research buildings for 1986. The company's plant health business is sold to NOR-AM Chemical Co.

WNH retires as President, replaced by L.C.Hoff.

PS Parish is replaced as Vice Chairman by T. Cooper.

W.U. Parfet is named Upjohn Treasurer.

1985

22,000 employees (estimate)

Upjohn announces construction of manufacturing facility in Kalamazoo for the production of **Regaine**. \$75-million research expansion begun downtown.

Upjohn announces gift of \$2 million to create Kalamazoo Math and Science center for area high school students.

Production of **Halcion** and **Xanax** shifts to Puerto Rico.

Patent on **Motrin** expires.

Upjohn terminates its fertility research unit.

Upjohn stockholders take steps to avert any possible takeover.

Pharmacy Science Liasons (PSLs) created.

New research facility opens in Japan.

Sixty studies begin worldwide for panic-related disorder indication for **Xanax**.

Upjohn sells Polymer Chemical Division to Dow Chemical Company.

WU Parfet is elected to the Board of Directors.