

Milliken Europe

A company profile

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Introduction

Milliken & Company is a family-owned company, which is very limited in its information. Its global presence is not major but Milliken does have at least ten factories outside the USA. Milliken is a tiger about product quality and research; but also very known to be rabidly anti-union and zealously pro-tariff to keep out imports¹.

Today, with over 130 years of growth, Milliken & Company is a major producer of textile products, chemicals, and packaging. It is one of the largest nonpublicly-owned companies in the United States with strong financial independence.

In a presentation on Internet the company describes itself as follows:

"We pursue a continual process of modernization in all of our manufacturing facilities with modern equipment, innovative processes, computer-aided manufacturing methods and state-of-the-art technology evident throughout the company. We operate nearly 50 manufacturing operations in the Southeastern United States, as well as operations in Europe and Japan. Sales and marketing functions are centered in New York City, Spartanburg, South Carolina, and LaGrange, Georgia, with branch offices located in major cities throughout the world."²

Management is known for its ability to impose on its employees of all ranks, the necessity of team spirit, customer care and high quality performance³.

In the USA Milliken is the number one supplier of automotive seating fabrics (1995).

There are no Annual Reports on the company, therefore the information in this company profile is often based on estimates or publications of company analysts. We estimate that about 15% of the company's workforce is employed within Europe. And the total number, excluding the workforce in the UK, is about 1200.

¹ Everybody's Business, 1990, p.105/6.

² Internet, 9 July 1996.

³ Texpress, nr.24, 17 June 1995.

History

Milliken & Company (US), one of the worlds largest textile firms, began operations in 1865 in Portland, Maine. It was started by Seth Milliken with William Deering.

Very soon after, Deering left and later activities were relocated to the typical textile states of North and south Carolina, where businesses concentrated on cotton fabrics, and mixtures with synthetics afterwards.

Seth's son Gerrish continued his father's tradition of buying up failing mills during the depression. Roger Milliken succeeded his father as company head after World War II.

One century after the establishment of the corporation Milliken acquired three European weaving mills. For example in 1965 the facilities of canvas weavers **Dierman**. In the 1980s another five factories were acquired.⁴

H.B. Craflin Co. was a wholesalescompany in New York which owed money to Milliken. In 1914 the Craflin Company went bankrupt, and Milliken won **Mercantile Stores** in the settlement.

In 1981 the company started its 'Pursuit of Excellence' program, stressing self-made employee teams. Since then the company eliminated 700 management positions!⁵

In April 1995 a new technical and business center in Gent, Belgium was opened as part of a long-term expansion into Europe by Milliken Chemical. The facility, adjacent to one of Milliken's eight textile operations in Europe, will provide technical assistance in product formulation, color matching, product processing, and new applications while also providing sales and marketing infrastructure to serve customers in Europe, Russia, the Middle East, and northern Africa. Milliken says its eventual goal is to have a chemical plant in Europe.⁶

On the 7th of August 1995 Milliken completed the acquisition of a majority interest (71%) in German automotive textile supplier **Viktor Achter GmbH & Co. KG** for an undisclosed consideration. Viktor Achter, based in Viersen, Germany, supplies textiles to the European automotive industry (UK, Germany and Spain) and is currently building a manufacturing facility in South Africa.⁷

⁴ Texpress, vol.39, nr.24, 17 June 1995;
Everybody's Business, 1990, p.105/6.

⁵ Hoover's Handbook Americas Business, 1992, p.394.

⁶ Chemical Week 26 April 1995 Page 31.

⁷ PR Newswire, 07 August 1995; Autoparts Report 17 August 1995.

Structure & Management

In the USA, Milliken & Co. operates around fifty production facilities, with a worldwide turnover of 'several billion Dollars'.

Milliken's Total Quality Management is established worldwide, and given much energy by management and other employees. This ongoing "pursuit of excellence" resulted in 1993 in the granting of the European Quality Award, at all eight establishments of Milliken Europe.

The **European Industrial Group**, important part of Milliken Europe, is managed from Gent, Belgium by Dr. Werner Hess.

The European Industrial Group operates four production facilities in Europe, in perfect synergies with technical developments in the US. The production facilities are located in Gent (Belgium); Bury (UK); Roisel and St.Julien en St.Alban (France).⁸

Hess is the important man in the boards of the four production facilities mentioned.

The Milliken & Co. group consists of Divisions. The divisions known to the author of this company profile are:

Automotive & Elastic Fabrics Division

Chemical Division

After three generations of Milliken Family members as company head, in 1984 Thomas Malone became president. This fact gave ground tonasty family squabbles and dislike⁹. In 1994 Clive Jeanes was Managing Director¹⁰. With the retirement of Clive Jeanes in August 1995 the Bury (UK) workers marked his leave with an aerial tribute. They booked an aircraft which took to the skies trailing the legend: 'Clive Jeanes Simply the Best.'¹¹

⁸ Texpress, vol.39, nr.24, 17 June 1995.

⁹ Everybody's Business, 1990, p.105/6.

¹⁰Management Today March 1994 Page 28.

¹¹Manchester Evening News, 18-08-1995, Reuter.

Activities

Milliken's almost 60 plants are all high-tech marvels, which turn out fabrics for swimsuits (Lycra), tablecloths ('Visa', a stain resistant fabric finish), clothes, Tires (they supply braided polyester cord to Michelin), and uniforms (e.g. McDonalds, Burger King). The company's 28 businesses produce more than 48,000 products. Most products are unlabelled, and used in other products.

In 1990 they sold about half the acetate (blends), one-quarter of all automotive fabrics and one-third of the stretch fabrics used in sportswear. The company owns at least 1,200 patents on products, and its quality record is so good that some clients don't even inspect for defects. In 1991 Milliken introduced 'Fashion Effects', a new process that allowed it to customize drapery designs and textures. Key competitors of the company are for instance: Burlington, DuPont, and Rhone Poulenc.

Apart from textile products the company is active in industrial chemicals industry (oil, paint, Paper, plastics).

In addition to the textile and chemical businesses, the Milliken family in the USA owned (1992) 100,000 acres of timberland, and 44% of Wilmington, Delaware-based Mercantile Stores Co. Inc. Mercantile Stores is operator of 81 department stores (12 chains plus other specialty stores) in the South and Midwest, and furthermore 13 freestanding beauty salons. Sales in 1990 of Mercantile Stores Co. Inc. amounted to \$2,394 million, with a staff number of 21,000.¹²

In 1992 Milliken Worldwide ranked number 15 in the list of the largest global carpet manufacturers, with sales of \$300 million¹³.

In 1994 Milliken & Co. held the second position in the ranking of US knit fabric industry's top players (by volume), just after Guilford Mills Inc.¹⁴

In the USA Milliken last year (1995) was the number one supplier of automotive seating fabrics.

The **Milliken Research Corporation** in Spartanburg USA is one of the biggest research establishments in the textile sector worldwide.¹⁵

New products are developed continuously. For Example: In May 1996 the European Scientific Committee for food has approved Milliken Chemical's Millad 3988 clarifying agent for food applications¹⁶. The ability of the clarifying agent to improve the visual and physical properties of polypropylene and maintain its economics made it the resin

¹² Everybody's business, 1990,p.105/6;
Hoover's Handbook Americas Business, 1992, p.384

¹³ Carpet & Floorcoverings Review 19 November 1993 Page A2.

¹⁴ Women's Wear Daily 15 November 1994 Page 8.

¹⁵ Texpress, vol.39, nr.24, 17 June 1995.

¹⁶ Chemical Marketing Reporter, Vol. 249, No. 19, 24-5-96.

of choice of the Bavaria Company for packaging of its single-serve sizes of water¹⁷. Reactint Black X95A/B is the newest black colorant developed by Milliken Chemical for use in polyurethane for non-flexible applications. It is commercially available and is suitable for use in automotive parts which are reaction injection moulded or semi-rigid parts¹⁸.

According to the Economist Intelligence Unit Milliken has a 62.5% owned subsidiary in Germany, a 50-50 venture with Sommer Allibert, to produce carpets and floor covering for BMW.¹⁹ The author of this report isn't sure which activity/company is meant.

Probably the car seat of the future won't have foam or springs. It will also be about 2 inches thick, instead of the typical 5 inches, and each will weigh 10 pounds less. And, as a bonus, it will be recyclable.

At least that's what Hoechst Celanese Corp. and Milliken & Co. hope. The companies are betting a new fabric, called Gemstone, developed by the two firms eventually will replace polyurethane foam and metal springs in automobile seats.

Gemstone has been available since fall 1995. It consists of an elastic thermoplastic (known as elastomeric polyvinyl monofilament in the plastic industry) manufactured by Hoechst Celanese and woven into a fabric by Milliken. By eliminating foam and springs, Gemstone cuts weight by about 10 pounds per seat. Plus it saves space, making it possible to have a 2-inch-thick seat. The companies are introducing Gemstone to Europe and the United States at the same time. The product has attracted interest in about six different markets, including leading seat makers. Right now the two firms want Gemstone in 1999-model automobiles. Emerging markets overseas are interested in Gemstone because they are building smaller vehicles.

The key to selling Gemstone is overcoming consumer perception. The US market wants big plush seats, he said, but that can be handled through the redesigning of the frame. The yarn comes in three degrees of softness, and can be tailored to whatever firmness the customer wants.

Hoechst Celanese extrudes the elastic thermoplastic yarn in Spartanburg, SC, the same city where Milliken weaves the final product. Both companies have the ability to produce Gemstone in Europe if necessary. Milliken and Hoechst Celanese offer automakers 'the whole value chain'- both a yarn and fabric maker - in one package²⁰.

Milliken Fabric of Grand Rapids, USA, in September 1995 signed a strategic distribution alliance with Troy, MI-based C F Stinson. The deal allowed Milliken to offer its open line seating and panel fabrics to a bigger customer base. Milliken Fabric, part of LaGrange, (GA-based Milliken & Co) concentrated primarily on supplying textiles to international office furnishing manufacturers. Its partnership with commercial textile distributor C F

¹⁷ Food & Drug Packaging May 1996 Page F2.

¹⁸ Plastics and Rubber Asia, Vol. 11, No. 64, 25-07-1996.

¹⁹ The Economist Intelligence Unit Limited 1995: Europe's Automotive Components Business, 1Q 1995, p.84.

²⁰ Automotive News 18 March 1996 Page 10.

Stinson provides Milliken Fabric with access to independent manufacturers and dealers²¹.

In December 1995 Milliken & Company has been designated as a winner of the first-ever Environmental Champion Award, recognizing outstanding performance in the US Environmental Protection Agency's 33/50 Program.

The program derives its name from its reduction goals: an interim goal of 33% reduction in 1992, and an ultimate goal of 50% reduction in 1995, as measured against 1988 data. Milliken voluntarily elected for elimination rather than 50% reduction and has experienced impressive results. Of the 17 chemicals on the list, Milliken was using eight. By 1994, all had been reduced by at least 94%, and five have been completely eliminated²².

EUROPE

From Gent in Belgium the so-called European Industrial Group of Milliken Europe is organized. This group produces a wide range of technical fabrics, knitted materials and yarn, which can be transformed into tires, (conveyor) belts, and roofing materials in combination with rubber or other coating substances. The technical textiles are manufactured in four locations as has been said before. The eldest facilities in **Gent en Bury** are each others mirror image, while in **Roisel**, France, mainly knitted fabrics are produced, and in **St.Alban** (France) they manufacture twisted yarns. Former name of the company (office, factory and warehouse) in St Julien en St Alban was: Ets. Dominique PALIX, untill the first of May 1995.

The Milliken company is a specilaist in yarns, fabrics at knitted materials which are for a big part supplied to the automotive tire industry. Other main customers are producers of conveyor belts, and of bicycles. Under the name 'engineered fabrics' Milliken manufactures technical cloth in woven or 'raschel' constructions which is used in the production of tents, PVC roofing material, and car seats. Since 1995 a new product is being made in Europe. In Bury (UK) highly specialised fabrics for airbags are manufactured, anticipating on the expected considerable European demand for airbags.²³

In August 1995 a majority interest in **Viktor Achter GmbH & Co. Kg** was acquired by the Milliken Company. The acquisition, according to Milliken, would create one of the largest textile concerns in the world, supplying a full spectrum of automotive upholstery fabrics on a global basis.

Ken Compton, president of Milliken's Automotive & Elastic Fabrics Division, and Stephan Achter, chairman of the Achter-Group, stated, 'We are excited about this transaction. Not only does the partnership significantly expand our global presence in the automotive textile industry, but the resulting combination of resources will enable us to better serve the current and future needs of our customers. With sales, marketing, manufacturing, and design facilities worldwide, Milliken & Company and Victor Achter GmbH & Co.KG will offer a broad scope of technologies that will allow for a global design and styling influence, while meeting the expectations of a regional

²¹ American Dyestuff Reporter September 1995 Page 74.

²² PR Newswire, 12-05-1995.

²³ Texpress, vol.39, nr.24, 17 June 1995.

marketplace.¹²⁴

Viktor Achter has subsidiaries in Spain (**Autotex SA**, also in Venezuela); the UK (**Vita Achter Ltd.** from a joint-venture with British Vita); and in its home country Germany **Reytex GmbH & Co.KG**.²⁵ With about 1,000 employees, of which 50% working in Germany, Viktor Achter weaves and knits about 17 million metres of technical textile each year, mainly supplying the automotive industry. Autotex SA in Spain was acquired in 1976 and in 1986 the British subsidiary Vita Achter Ltd. was established. Both companies operate on the market independently from the headquarters in Viersen, but closely cooperate in R&D, production and sales management. In 1994 the Viktor Achter company had total turnover of DM 320 Million. Already in the eighties Viktor Achter arranged cooperation agreements with American and Japanese automotive industry suppliers, but one can doubt whether these agreements will continue existence now that Milliken has taken over the company.

Reytex GmbH & Co.KG was established in 1993 in Viersen. It is a recycling company, which prepares textile waste materials of Viktor Achter and others for re-use in car upholstery²⁶. The author of this report is not sure what position this company has within the Milliken company today.

Autotex SA, based in Barcelona Spain was incorporated in 1975. It is a woven carpet and rug manufacturer, with GM, SEAT, Talbot, Renault and Ford as its customers. The company imports 80% of its products from Germany and Denmark. It employs 180 people, and realised estimated sales of 4 billion Spanish Pesetas (\$31.2 million).²⁷

Milliken Denmark A/S produces since 1968 industrial fabrics, but also chemical products like soap and detergents, and (metal) household articles.

In the United Kingdom Milliken operates six production facilities:

Milliken Carpet is a producer and exporter of contract carpet tiles, and rugs, based in Wigan.

Milliken Industrials Ltd. produces industrial fabrics, carpets and rugs, and structurally forms a part of the European Industrial Group of the company. **Milliken Industries Ltd.** in Stroud, manufactures felts and felled fabrics for tennis balls and billiard tables, mainly to be exported.

Milliken White & Co. Ltd. in Belfast produces Linen and hybrid fabrics with only 5 employees²⁸. The remaining two production facilities are : **Vita Achter Ltd.** and **Nymofil Ltd.** However of the last mentioned company the author of this report has not found any additional information.

TRADEMARKS: Advanced colors; Cleartint; Kex; Millad; Teactint; and Visa.²⁹

²⁴ PR Newswire, 07 August 1995; Autoparts Report 17 August 1995.

²⁵ TIL, Technical Textile Markets: Textiles for automotive Interiors, October 1995.

²⁶ Texpress, vol.39, nr.34, 26-08-1995.

²⁷ D&B European Financial Records, no.46-000-2314, 1996.

²⁸ European Kompass on Disc, 1996.

²⁹ European Kompass On Disc, nr. BE0017246, 1996.

Financial Data

Milliken Denmark A/S producer and distributor of amongst others industrial fabrics, in 1991 had turnover of DKr.199,5 million.³⁰

Milliken Industrials Ltd. in the UK had a 1995 turnover of £14 199 000, producing speciality impregnated industrial textiles for the rubber and allied industries³¹.

Milliken Fabrics S.A. in France, in 1991 had a turnover amounting to FFr.17 883 000³², and in 1994 turnover was increased to FFr.62 463 572, to diminish again in 1995 to sales worth FFr.52 588 000. This French subsidiary exports 90% of production to other European countries. **Milliken France S.A.** realised in 1995 sales of FFr. 86 052 096, importing as well as exporting about 50% of production³³.

Milliken Europe NV, in Belgium had, according to one source, 1995 sales of BFr.899 million³⁴. According to another source of information sales in 1995 were: BFr.1247 million, however.

95 Per cent of production was exported to tire-factories worldwide³⁵.

Viktor Achter GmbH & Co.KG had turnover of DM 185 million in 1994³⁶, and an estimated market share in European automotive seating fabrics of 30%³⁷.

Vita Achter Ltd., the UK subsidiary of the Viktor Achter GmbH & Co.KG realised a turnover in 1991 of between £20 and 50 million.

The Viktor Achter company realised a total turnover in 1994 amounting DM 320 million.³⁸

Milliken & Co. Inc. is a privately owned company, and unfortunately won't open its books to outsiders. However, enough is known to place Milliken & Co. at the very top of the US textile industry. The company had estimated total sales in 1989 of \$2.9 billion, and in 1990 of \$2.5 billion. Of that total sales \$2 billion was expected to be

³⁰ Kompass Denmark.

³¹ European Kompass On Disc, 1996,

³² Kompass, France, 1995.

³³ D&B 1996, current report.

³⁴ European Kompass on Disc, 1996.

³⁵ D&B, nr. 37-011-1866, European Financial records, 1996.

³⁶ HPD 315012526, Hoppenstedt.

³⁷ Textiles Intelligence Limited, Technical Textile Markets, October 1995: Textiles for automotive Interiors, p.15.

³⁸ Texpress, vol.39, nr.34, 26-08-1995.

realised with production of Cotton broadwoven fabrics. The remaining sales would have been in amongst others: synthetic broadwoven fabrics, weft knit fabric and synthetic finishing³⁹.

In 1990 the profit was said to have been \$200 million. The Milliken mills have spun so much gold that three Milliken family members - Roger, his brother Gerrish and his cousin Minot - all made the Forbes roster of the 400 richest Americans in 1989⁴⁰. Worldwide sales in carpets of Milliken contributed \$300 million to the total company turnover⁴¹.

SHAREHOLDERS

Although the Milliken company has about 200 shareholders, more than 50% of stock is owned by Roger Milliken, along with brother Gerrish and cousin Minot. Most of the remaining shares are also held within the Milliken family⁴².

³⁹ Hoover's Handbook of American Business 1993, p.384.

⁴⁰ Everybody's business, 1990, p.105.

⁴¹ Carpet & Floorcoverings Review 19 November 1993 Page A2.

⁴² Hoover's Handbook Americas Business, 1992, p.384.

Employment

According to the Hoover's Handbook 1992, Milliken & Co.Inc. still employed a total of 45,000 people in 1985. In 1987 however this number decreased to 20,000, and in 1990 even further to 14,000 employees, a total decrease of 20.8%⁴³.

The severe decreases in staff numbers are probably due to the reorganisations that the Milliken management pushed through as well as extreme automation of its plants, in the past. Recently, in August 1995, Milliken & Co. said that it had begun 'an orderly closing' of its New Prospect Plant in northern Spartanburg County, SC. The plant, built in 1971, produced woven nylon fabrics for apparel such as outerwear jackets and for home furnishings. The remaining production of these fabrics was to be absorbed in other locations. The company said that Asian import influences beyond its control had made it impossible to continue these operations. Approximately 125 employees were affected by the operation⁴⁴.

Also in August 1995, the Milliken company in LaGrange, USA, opened a new and larger floor coverings plant just six months after the original burnt to the ground. The company took pains to maintain continuity with customers after the fire of Jan. 31, but wasn't sure that the new plant would employ as many workers as the original one. The former plant employed 680 people. But according to a Milliken spokesman, just over 100 were working at the plant after the re-opening⁴⁵.

The author of this company report does not know the actual number of employees of Milliken & Company. The available (estimated) figures for Europe are:

Belgium	1 plant	200 employees
France	2 plants	122 employees
Denmark	1 plant	200 employees
Germany	1 plant	490 employees
Spain	1 plant	180 employees
UK	5/6 plants	(880 employees)
TOTAL Europe		2072
TOTAL excl UK		1192

On its Internet presentation the company presents itself to potential future employees: "At Milliken & Company people are called associates not employees reinforcing the importance of each one as a contributor to our common objective of continuing to grow in our leadership position in the industry. Integrity and commitment to excellence are fundamental expectations and a part of Millikens value system, along with teamwork and communication. Milliken & Company hires a significant number of college

⁴³ Hoover's Handbook of American Business 1992, p.384.

⁴⁴ Daily News Record 17 August 1995 Page 8.

⁴⁵ The Weekly Newspaper for the Home Furnishings Network, 14 August 1995, Page 11.

graduates each year for entry-level opportunities. Our strict promotion-from-within policy, based on individual merit, is an important part of our professional development program. If you are an ambitious achiever, this means that you will have the maximum opportunity to advance to higher levels of responsibility, authority, and compensation. Opportunities also exist for advanced degrees in technical areas."⁴⁶

Milliken Europe, has improved quality by focusing on its customers, soliciting suggestions from employees, and other methods. The company is since 1994 focusing on anticipating customer needs in order to ensure survival and continued profit growth, according to Clive Jeanes, managing director. The company's focus on quality began in 1981. It has been seeking tenfold improvement during four years to the end of 1993 in eight areas: costs of non-conformance, quality cycle and throughput time, customer lead time, customer responsiveness, total customer satisfaction and innovation. Milliken accepts over 20,000 Opportunities for Improvement suggestions annually from European employees, and implements 85% of those suggestions⁴⁷. The company regards quality management as a social responsibility and believes that it cannot protect jobs without it. It since then has moved away from its hierarchical structure, long delivery times and unco-ordinated working methods⁴⁸.

As we already stated, the Milliken company is known for the fact that they are very anti-union. Milliken tried to stem the power of the white labour unions by experimenting with black employees at the Vesta Cotton Mill (US). The venture failed in 1901 after Milliken withdrew his support⁴⁹. In 1956 workers at a Milliken plant in Darlington S.C., voted to join the Textile Workers Union. The next day Roger Milliken closed the plant. The next 24 years he spent fighting charges of unfair labor practices, finally agreeing in 1980 to pay \$5 million to the dismissed Darlington workers. Milliken has automated its plants, and tries to do with as few employees as possible. Employees work in teams, and those who are on the pay-roll are said to be well paid⁵⁰.

⁴⁶ Internet, 9 July 1996.

⁴⁷ Management Today March 1994 Page 28.

⁴⁸ Financieel Economische Tijd, 9 December 1992, p7.

⁴⁹ Hoover's Handbook Americas Business, 1992, p.384.

⁵⁰ Everybody's Business, 1990, p.105/7.

Annex I List of available addresses

BELGIUM

Milliken Europe NV

Ham 24
B-9000 Gent

Tel: + 32 (9) 265 1111
Fax: + 32 (9) 265 1199

Number of employees: 185 (1996)
Industrial fabrics

FRANCE

Milliken Fabrics, France

Route Templeux Le Guerard
F-80240 Roisel
France

Tel: + 33 22866115
Fax: + 33 22865909

Number of employees: 42 (1996)

Milliken France S.A.

La Barnoude 07000
St Julien en St Alban
(near Valance)

tel: + 33 75 65 70 35
Fax: + 33 78 89 50 34

Number of employees: 80 (1996)

DENMARK

Milliken Denmark A/S

DK-8544 Morke

Tel: + 45 86377411
Fax: + 45 86377359

Number of employees: 200

GERMANY

Viktor Achter GmbH & Co. KG (71%)

Tilburger Strasse 15

D - 41751 Viersen

Germany

Tel: +49 2162 4870

Fax: +49 2162 487 100

Number of Employees: 490 (1994)

Reytex GmbH & Co KG (71%?)

Viersen

number of employees: ?

SPAIN

Autotex SA (71%?)

Miguel Servet

S/N Poligono Industrial Can Trias

Viladecavalls

08232 Barcelona

Spain

Tel: +34 93 7805133

Fax: +34 93 7881889

Activity: woven carpet & rug manufacturers

Number of Employees: 180 (1996)

UNITED KINGDOM

Milliken Carpet

Beech Hill Plant

Gidlow Lane

Wigen, Lancs WN6 8RN

(number of employees: 175)

Milliken White & Co Ltd

6 Huss Row

Antrim BT13 1EE

Belfast

(number of employees: 5)

Milliken Industries

t/a Milliken Woolen Speciality Products
Lodgemore Mills
Stroud
Glos GL5 3EJ

(Number of employees: 375)

Milliken Industrials Ltd

Wellington Street
Bury, Lancs BL8 2AY

(number of employees: 175)

Vita Achter Ltd

76 Buckingham Avenue
Slough SL1 4 PR

Tel: 0753 26856

Fax: 0753 823729

Number of employees: 150 (1992)

Nymofil Ltd.

?

USA

Milliken & Co. (HQ)

Milliken Road,
Spartanburg,
S.C. 29304

tel.: 803 573-2020

fax.: 803 573 2100

Subsidiaries in the USA:

Baskahegan Co.

Clemson Automotive Fabrics Inc.

Lockhart Power Co.