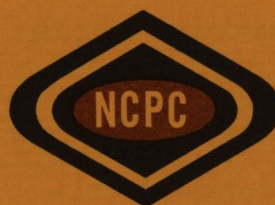




NATIONAL COAL POLICY CONFERENCE, INC.



NATIONAL COAL POLICY CONFERENCE, INC.

America is poised on the threshold of a magnificent future. This future will make enormous demands upon the country's reserves of energy fuels. To help America experience its maximum potential, all the fossil fuels—especially coal—will be needed. The country cannot afford to risk its great promised future by neglecting its greatest natural energy resource—bituminous coal.

COAL

AMERICA'S PRIMARY ENERGY FUEL



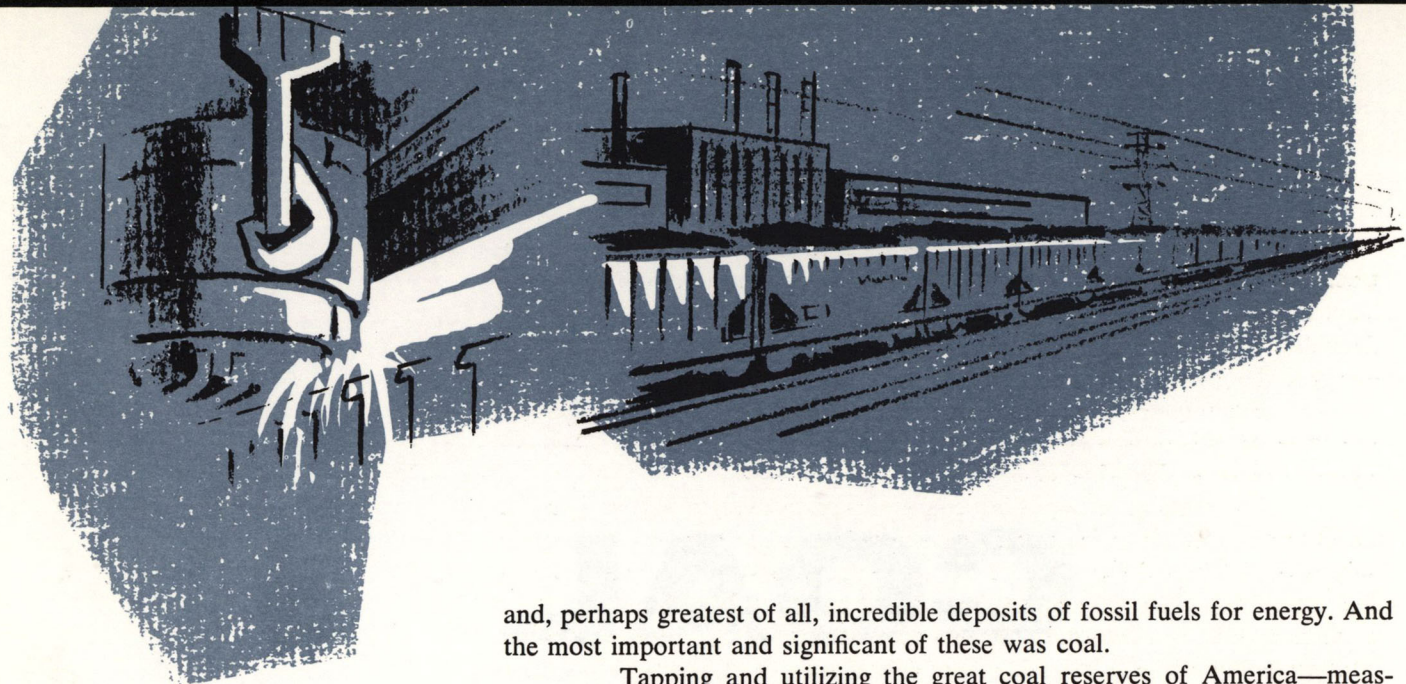
The United States of America is unique in all human history.

This Nation, less than 200 years old, is the strongest, both militarily and economically, the world has ever known. Its people are the freest, its potentials the greatest and its standards of living for all its citizens the highest that mankind has produced.

These remarkable achievements came about through a fortunate combination of rare human moral and intellectual leadership, of the fibre of the people it drew from other lands, and from the unprecedented natural resources it contained.

The founders of America established guidelines and limitations which made possible the world's first true and great democracy. The pioneers and their followers who created today's America brought the best of mankind's spirit and achievement to its fulfillment. And the prodigious natural resources which the new Continent offered made possible the realization of greatness toward which these historical facts inevitably pointed.

The untapped Continent which became the United States was blessed with vast forests, great waterways which provided, first, transportation and later sources of power, millions of acres of lush agricultural land,



and, perhaps greatest of all, incredible deposits of fossil fuels for energy. And the most important and significant of these was coal.

Tapping and utilizing the great coal reserves of America—measured in the trillions of tons—made it possible for this new Nation to stretch its railroad lines from the Atlantic to the Pacific Ocean and from Canada to the Gulf, to build a steel producing capacity which in its crucial growth period equalled that of the rest of the world combined, and to provide every one of its citizens with 10 times the energy supplies enjoyed by anyone else in the world.

Coal, as a reasonably priced, always dependable energy fuel, made possible the industrial supremacy that we know and are proud of in America today.

But what is less well known is that America's vast deposits of low cost coal for energy are its only hope of maintaining supremacy of productive capacity and a superior living standard in the world of tomorrow.

Why is this so? It is a matter of simple economics.

In addition to its almost unlimited coal reserves, America has been blessed with great quantities of oil and natural gas. It is estimated that, at present consumption rates, we have proven reserves of petroleum to last for another 12 years, and known reserves of natural gas to supply our present needs for 20 years—although not at present production costs.

These figures, of course, are conservative, and the true extent of our oil and gas reserves—regardless of production costs—are not really known. But we do know that they are limited, and will be exhausted or become too expensive to produce in the foreseeable future. And nuclear power is still an uncertain quantity.

Coal, however, is still in almost inexhaustible supply, and the prospects are that it will be available at very reasonable prices for many years to come. Thus, the facts of economics, plus ample reserves, make it clear that coal is the one essential fuel on which America must depend for energy in the generations to come.

Exciting new breakthroughs in the technology of coal transportation and carbo-chemistry now taking place mean that coal before many years can regain its place as the prime energy source of the Nation.

The costs of transporting coal's energy to market will be lower in the future because of at least three developments of recent years. One is the unitized or integrated train, which will move great tonnages of coal as a unit and at passenger train schedules from mine to major market centers. A second is the new ability to transmit coal-produced electricity at very high voltages from mine-mouth utility plants through electric distribution systems to heavy consumption centers. And a third, already successfully in operation, is the ability to transport coal, either as a semi-liquid slurry or pulverized and mixed with oil, through pipelines.

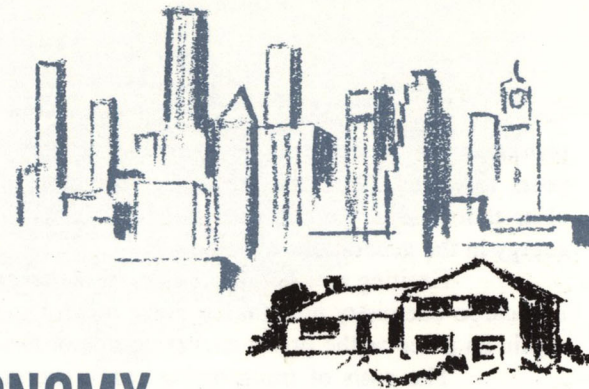
Research now well underway also promises to create vast new markets for coal in the manufacture of gas and liquid fuels now produced from petroleum. Encouraging progress toward production of 100 octane gasoline from coal at a competitive cost has been reported. It also has been reported that gas can now be made from coal for a cost of about \$1.00 per Mcf. While this is double the delivered cost of natural gas to the New York-New England area, research is in progress which may bring the cost well below this figure. With the cost of natural gas production and distribution rising steadily, it is very possible that eventually much of the gas sold by pipelines and distributors on the East Coast will originate from coal.

Even before the cost is strictly competitive, gas pipelines may seek coal-made gas to supplement natural gas supplies in peak heating seasons, and thereby reduce the wasteful practice of overbuilding capacity for most of the year just to take care of a relatively short period of peak demand in cold weather.

All these factors point to the resurgence of coal as America's most essential fuel, the position it held while the Nation's industrial might was developing.

This vast treasure house of energy laid down billions of years ago is once again proving to be *the energy fuel America cannot do without.*





COAL IN TODAY'S ECONOMY

The coal industry is in an unusual position. It has a bright future, but its present is perilous.

Bituminous coal production currently is averaging around 420 million tons a year, and a market for perhaps twice this amount is predicted within the next two decades. Yet, production has fallen from 631 million tons in 1947 to its present low rate. It is essential that the industry operate at 500 million tons annually if plant and equipment are to be kept in satisfactory condition and if an adequate labor force is to be maintained.

In human terms, the decline in coal production means thousands of people out of work, greatly reduced purchasing power, a shattering of morale and an undermining of self-esteem and self-respect. The human miseries can be partially alleviated with governmental stop-gap measures, and surplus food can be distributed. But, the ultimate answer—the American answer—is jobs, not a dole.

Furthermore, in today's troubled world a sudden emergency demand for coal is not beyond the limits of possibility. Demand of such nature, created by war, by political upheavals or even by upsets in world trade traffic patterns of fossil fuels, could find the coal industry with inadequately maintained plants and an insufficient labor supply.

As coal's markets are invaded or eroded by fuels whose supply in a national emergency is uncertain or unlikely, coal burning equipment disappears from vital factories and installations, and America's capacity to use coal in an emergency is lessened.

Hence coal's unusual position: The future holds bright promise, but the industry needs an immediate increase in demand and production to rise to the challenge of that future and the nation needs it for its own security.

GENESIS OF NCPC

It was to meet the needs of the coal industry—both today and in the future—that the National Coal Policy Conference, Inc., came into being.

Coal's previous history had been studded with bitter conflicts. Through all the years until after World War II various segments of the industry fought one another persistently and hotly.

Each segment of the vast coal complex was concerned solely with its own interests. Finally, however, it became apparent to a few farsighted leaders that this constant feuding between various elements was only hampering the growth of the coal industry and those others so closely dependent on it, as well as destroying the public understanding of coal as a vital, essential and dependable source of energy for the Nation. These men sought to strengthen the industry, to preserve the benefits of coal for the Nation and to revise the growing public misconception of coal as an industry which progress had bypassed and which was losing, or had lost, its social and economic usefulness.

The aspirations of these men took specific shape in 1958 when George H. Love, Chairman of Consolidation Coal Company and of the Coal Executive's Conference, recommended that John L. Lewis, President of the United Mine Workers of America, be invited to address the meeting of the American Mining Congress—a sensational suggestion because it brought together two antagonists, coal management and coal labor, who had warred over the years. Mr. Lewis accepted. And in his speech he made this significant statement:

"This industry now needs a common voice, recognized as such, to bring its problems to the attention of the Government itself, the Congress if needs must and the American people . . ."

Under the leadership of Mr. Love and Mr. Lewis, such men as Philip Sporn, then President of the American Electric Power Company, now Chairman of the System Development Committee; Walter J. Tuohy, President, The Chesapeake and Ohio Railway Company; Howard E. Simpson, former President of the Baltimore and Ohio Railroad Company; and William L. Wearly, former President of Joy Manufacturing Company, provided the



initial inspiration. These men, joined by other leaders from coal and allied industries and the UMWA, made possible the new united approach to matters of concern to the entire coal industry complex.

On February 25, 1959, Mr. Love issued the announcement of the formation of the National Coal Policy Conference, Inc., Joseph E. Moody, then President of the Southern Coal Producers' Association, was named President of the new Conference.

The National Coal Policy Conference, while not a large organization itself, represents industries wide in their geographical scope and vast in their resources. Total capital assets of all members exceed \$32 billion. Membership is not limited exclusively to coal-producing areas. Instead, membership is located in a territory which stretches from one coast to the other, from the Canadian border to the Gulf of Mexico.

While the Conference is formed of many organizations located in many places, they all have a common purpose—to revitalize and strengthen the position of coal in the Nation's economy.

The groups forming the National Coal Policy Conference are:

Coal Producing Companies

These represent the management and the capital which make possible the mining of coal for America.

The United Mine Workers of America

This is the union of skilled workmen who mine and process the coal for the principal producing companies.



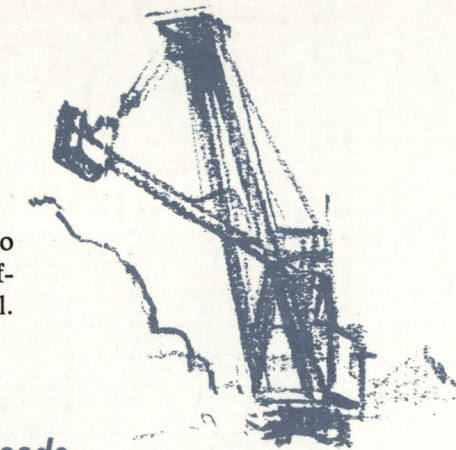
Mine Machinery Manufacturers

These companies provide the machines to make coal mining more efficient, safe and economical.



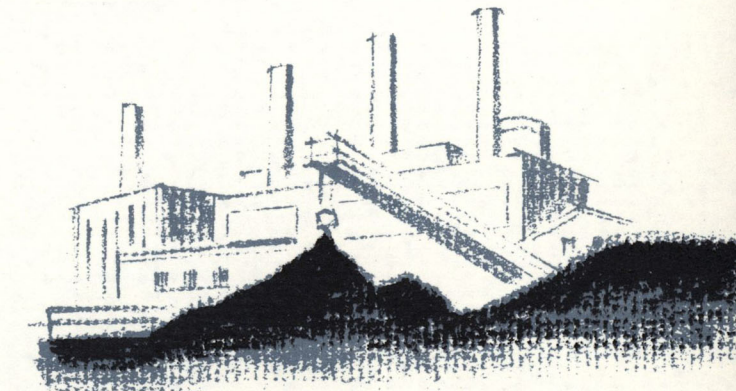
Coal Carrying Railroads

These railroads move the coal from mining areas to places where it is used or exported.



Public Utilities

These utilities represent the largest single group of coal consumers in the market today.



Truly, the National Coal Policy Conference is a pioneering organization. It leads in labor-management cooperation. Through the NCPC, these diverse elements speak with a common voice in the interest of coal, and thereby in the public interest of the Nation. Through such a combined effort, coal believes it can meet and overcome its problems, as well as render a vital service to the Nation.

PURPOSES

The purposes of the National Coal Policy Conference are as broad as they are important. As approved by the Executive Committee on February 25, 1959, they are to:

1. Further the well-being of coal and related industries;
2. Safeguard the national welfare through insuring maintenance of productive and distributive strength in our vital coal industry; and
3. Act as one in the furtherance of these objectives.

OBJECTIVES OF NCPC

1. Developing a national fuels policy

The National Coal Policy Conference recognizes the importance to the Nation of a sound national fuels policy which will replace and coordinate the many confusing and conflicting policies which currently weaken our fuels and energy resources position and our economic strength.

The Conference believes that a unified national fuels and energy policy is required for three principal reasons:

THE NATIONAL SECURITY—In the present uneasy state of world affairs, America must be vigilant in its preparation to meet any emergency with secure sources of fuel and the ability to produce, distribute, and utilize them, as required. Present policies do not meet these requisites.

THE NATIONAL ECONOMY—Proper development and equitable market opportunities for all American fuels are essential to the entire economy of the Nation, and particularly to those many regions which depend so heavily on the production, distribution and consumption of readily available, reasonably priced fuel. Present inequitable policies often hinder, rather than contribute to, the achievement of these goals.

THE FUTURE NATIONAL WELFARE—America of tomorrow is being built today. Our responsibility is to plan wisely so that our great natural treasure of energy fuels will not be unnecessarily dissipated. Development of the production and distribution facilities of energy fuels must be orderly and in accordance with our needs not only today and tomorrow but for many years into future generations.

Our future energy resources outlook can be described briefly as follows: Over the next four decades, total energy requirements are expected to grow two and one-half-fold and the demand for electric energy about seven-fold. Even under the most optimistic assumptions that by the end of the four-decade period nuclear power will be capable of providing 50 per cent of the total electric energy generated at that time, this will still be only 20 per

cent of the total energy needs of the country. For electric generation alone by the turn of the century the coal industry will have to provide approximately 50 per cent more coal than is currently being produced in the United States, and the country will continue to be dependent primarily on fossil fuels—oil, gas and, principally, coal.

The strains on our domestic oil and gas resources which are expected to appear in the next two decades can be expected to intensify greatly in the succeeding two decades, so that we may well be looking to coal as a source of gaseous and liquid fuel to supplement natural gas and petroleum. The long-term outlook for the coal industry may thus appear bright, and indeed for the country as a whole the availability of abundant resources of coal can be a source of strength. But if these coal resources are to be made available and the country is to enjoy the benefits of abundant fuel resources, and if the coal industry is to remain strong over this long term, it must survive present difficulties.

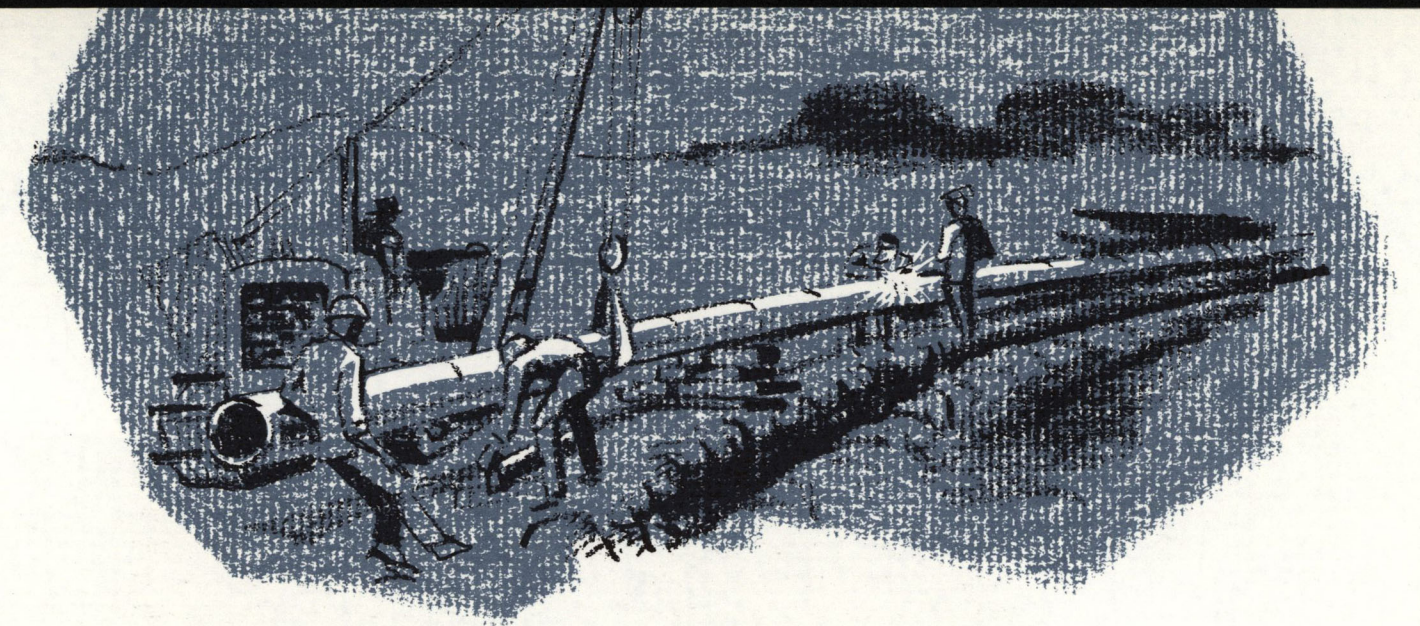
In furtherance of these objectives—National Security, a Sound National Economy and enhancement of the Future National Welfare—The National Coal Policy Conference and its members were active in supporting and obtaining Senate approval for a resolution to establish a special Senate study of fuels and energy, looking to formation of a national fuels policy, by the Congress of the United States of America.

2. Protecting coal markets against predatory pricing

The slump in coal production in recent years can be attributed partly to technological developments which resulted in a shift in demand for energy fuels for certain important purposes, such as space heating and railroad motive power. But this does not tell the whole story.

Much of the drop in coal production, the decline in employment, and the economic distress which prevails in coal areas can be traced directly to the sale of competing fuels under predatory marketing practices permitted by the Federal Government.

The National Coal Policy Conference has been given the assignment by its member groups of working, along with the National Coal Association and others, to halt these predatory marketing practices by competing fuels—



which are being sold in historic coal markets in amounts equivalent to many million tons of coal annually—and to seek better public and government understanding of the consequences of these policies if they are not corrected.

Matters in this field of especial concern to the Conference and its members are discussed below.

Natural gas is one of the Nation's most valuable assets. It has unique and special qualities, such as ease of transportation and handling, which have recommended it above other fossil fuels for heating and other domestic and commercial purposes. It also possesses certain properties which are required in specialized industrial and chemical processes.

Although it is now being challenged, and undoubtedly eventually will be largely replaced, for home heating purposes by electricity, it nevertheless will remain an extremely valuable, but limited resource for several decades to come. It is a limited resource, however, and known proven reserves now have a life index of only about 20 years. It is also a fuel whose production costs are rising as more and more of the easily accessible, shallow deposits are exhausted, and as it reaches further and further from the gas fields for markets.

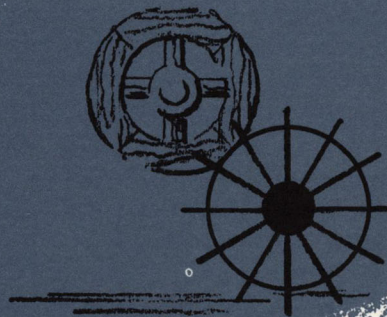
Yet, natural gas is being marketed for inferior purposes at prices which do not justify the cost of exploration, production and distribution—and which are made possible only because of market monopolies created and sustained by government policy.

**"DUMP"
SALES
OF
NATURAL
GAS**

COAL—BASIC FUEL FOR THE WORLD WE LIVE IN



"As it was in the beginning . . ."

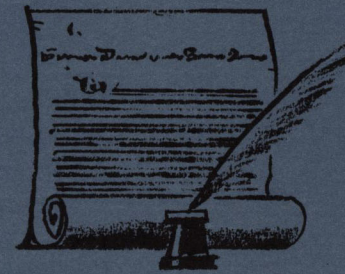


*After thousands of years—
coal in two centuries
has brought mankind
modern civilization*

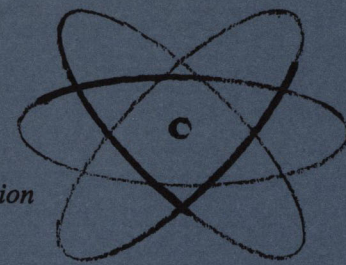
Coal is many things



Energy to preserve freedom



Fission and fusion



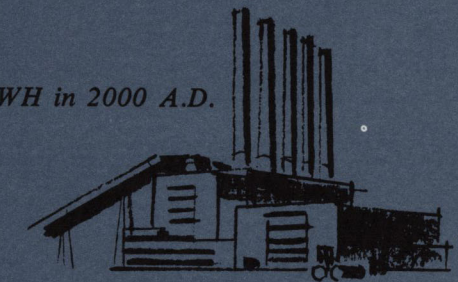
"My strength is of the heavens"



A high standard of living



Six trillion KWH in 2000 A.D.



The fuel that united a nation



Partners in progress



**COAL—the Alpha and the Omega of our energy complex—
in the beginning . . . now . . . and in the future**

Bulk sales of gas for industrial boiler use on "interruptible" contracts and at prices which do not bear a proportionate share of operating and fixed charges of the pipeline and distributing companies, are usually made at levels set to under-sell competing industrial fuels.

Such sales are not in the national interest and should not be included in rate schedules and certifications approved by federal and state regulatory bodies. Not only do they seriously disrupt the entire domestic fuels market, but they also result in eventual higher prices to small firm gas users, such as householders, institutions and commercial firms, by more rapidly exhausting the supply of easily accessible, low-priced gas.

The fact is that "No one disputes that natural gas is a wasting resource and that the necessity for conserving it is paramount." . . . These words were spoken by the Supreme Court of the United States in the oft-cited Transco case. As the Court also stated:

"One apparent method of preventing waste of gas is to limit the use to which it may be put, uses for which another, more abundant fuel may serve equally well." Coal is that "more abundant fuel". Under utility and large industrial boilers, it can serve "equally well".

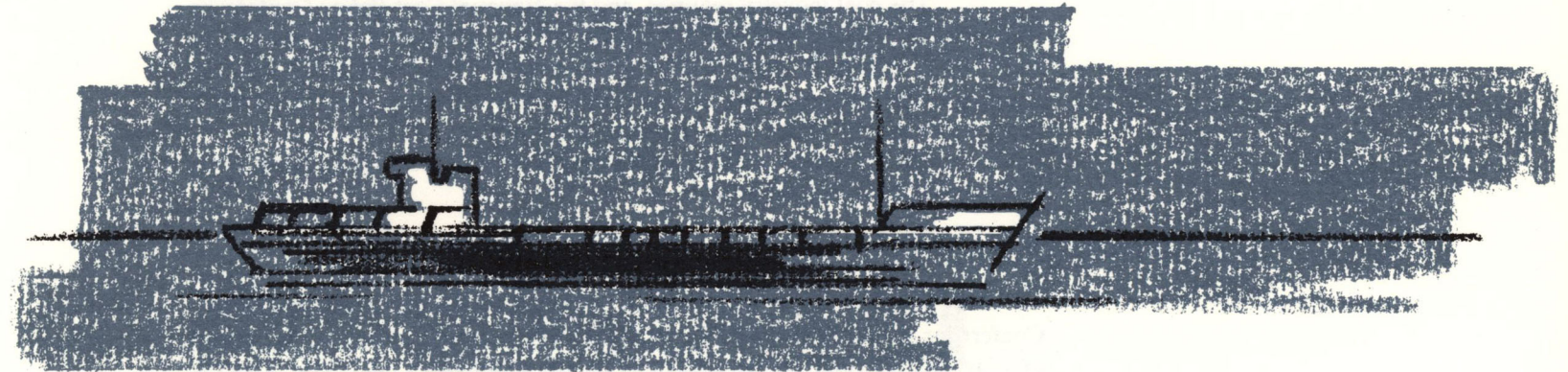
It should be emphasized that the household consumer obtains no real benefit from low interruptible rates. Any minute increase in the household consumer charges resulting from the application of sound cost allocation principles would be only temporary and offset by the overriding consideration that natural gas is a "wasting resource" and that its long-term use at reasonable prices must be guaranteed to the captive household consumer. Or, in the words of a former Federal Power Commissioner, an interruptible sale of natural gas not calculated to recover properly allocable costs merely "expedites the exhaustion of a highly advantageous yet irreplaceable commodity." Except for differential cost factors, a favored price to one class of customers inevitably means that the other customers will have to pay more for their gas. This is particularly true whenever there is an increase in demand requiring new higher cost sources of supply or new distribution facilities. Under the present system, the household consumer is paying for the right of industrial consumers to buy at low interruptible rates.

If it were not for the low interruptible rate practice, which discriminates against long-term interests of the household user, the cost of gas for industrial and boiler use would be substantially higher. Coal is available to these boiler plants in quantities that they can consume for decades at a price that would be equal to or even less than that of gas.

There is growing use by industrial and commercial plants along the Atlantic Seaboard of imported residual waste oil. Residual oil imports for such purposes, almost entirely to the East Coast, totaled more than 180 million barrels in 1962. Five years earlier, they were only 127 million barrels, and ten years earlier than that they were only 91 million barrels.

This oil, produced by a few giant international oil companies, is a waste product obtained from refineries operating mostly in the Caribbean. Residual oil can be dumped on the Atlantic Seaboard at almost any price, and is usually set low enough to drive coal out of its natural market. Thus, the residual oil imported in 1962 displaced domestic fuels equivalent to 44 million tons of coal. Growing dependence upon a supply of this foreign oil, which would almost surely be disrupted in case of war, endangers the national security of the United States.

RESIDUAL FUEL OIL IMPORTS



Because imported residual can, and is, sold at any price necessary to usurp the customers of domestic fuels, there is for all practical purposes, no limit to the "demand" which can be created for it.

In 1959 the President recognized the growing flood of imported oil as a threat to national security and established a control program to limit them. Under this program, however, quotas have been set on the basis of estimated "demands" and have actually permitted the import of just about

all the residual oil that the major oil companies wanted to place on the market at piratical prices.

Since the control program began, import quotas for residual have increased from 343,000 barrels daily to 507,000 barrels per day in 1962.

The coal industry must have long-term assurance of the chance to compete in a stable market. Only then can it acquire and commit the capital funds to maintain and expand its plant, and to hold its personnel, to meet the demands with which it will be faced in 10 to 15 years. There must be an assurance that coal's markets will not be usurped by predatory price competition that is allowed to continue and increase year by year.

Coal's competitive position as a low-cost domestic energy fuel must be maintained to meet the country's needs for energy to support national growth. A healthy, modern coal industry, with adequate labor supply, is imperative.

The coal industry requires, and the National Coal Policy Conference actively and urgently supports *a residual oil import control program established on a long-term basis, with imports held to reasonable levels and the assurance that they will not be regularly increased just to fill the fictitious market "demand" which their cut-rate price creates.*

This program must be adopted to safeguard the Nation's defense and provide for economic growth.

3. Expanding coal markets

Another major responsibility assigned to the National Coal Policy Conference is that of promoting and supporting programs designed to expand existing markets and create new markets for bituminous coal. Use patterns affecting all the fossil fuels are constantly changing and the coal industry strongly believes that only through a coordinated, industry-wide program can the full potential of the opportunities offered in this field be realized.

Accordingly, the National Coal Policy Conference has been instructed by its membership to conduct active programs in support of market building programs, several of which are discussed below.

At one time coal was the principal fuel used in space heating, both of private dwellings and commercial establishments. Whereas about 100 million tons of coal, or more, was once used for this purpose, today the space heating and other retail markets use only about 30 million tons annually.

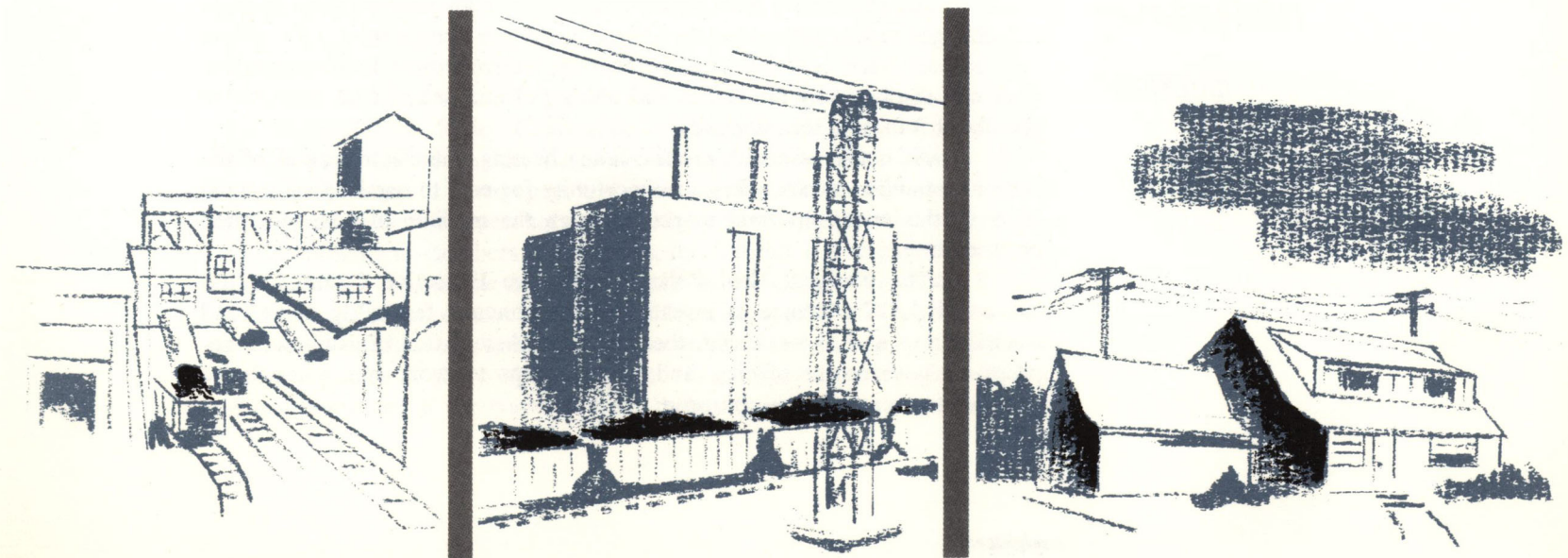
**ELECTRIC
HOME
HEATING**

The loss of this market to natural gas and oil followed new technological achievements and development by private industry of interstate gas pipelines, which began as a government-financed venture to transport petroleum in World War II.

However, the coal industry believes that electric home heating, which because of its comfort and convenience is winning increased acceptance by home owners, offers a tremendous opportunity for coal to get back into the home heating field in a big way. About 65 per cent of all electric power used today in the United States is generated from coal. The electric utilities are the largest single market for coal.

An electrically heated home will use an additional 10 tons of coal each year in the form of coal-generated electric heat. Thus, it is obvious that if electric heating can be installed in a significant portion of new homes built each year a large new market for coal, in the form of electricity, can be created.

To carry out this mandate from its membership, the Conference has worked closely with other groups—electric utilities, equipment manu-

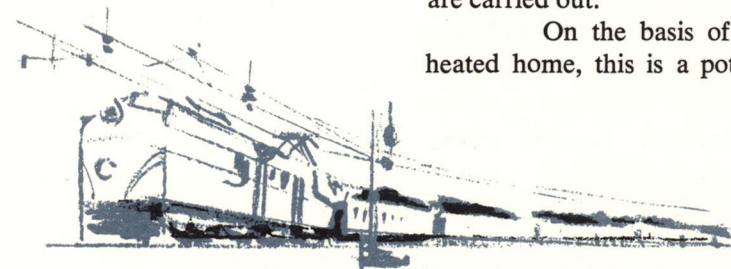


facturers, home builders, contractors and various labor groups who have a stake in this endeavor—to develop an interest in this kind of comfort heating. As a part of the program, the Conference has sponsored Electric Home Heating Conferences in Washington and the Midwest with outstanding speakers on all phases of the construction of electrically heated homes and is planning similar promotional meetings in other sections.

At the direction of the Executive Committee, the Conference has also been given the responsibility for encouraging the development of an Electric Home Heating Institute which would bring together all industry, labor and related groups into a cohesive, coordinated program for promoting the use of electric home heating.

Some indication of the potential in this program can be seen from the fact some forecasts predict that by 1980 30 million homes will be heated electrically—providing, of course, that appropriate promotional activities are carried out.

On the basis of an added 10 tons per year for each electrically heated home, this is a potential market for some 300 million tons of coal.



ELECTRIFICATION OF RAILROADS

Another major market for coal lost through technological changes and changes in use patterns is the railroads. At one time almost 130 million tons of coal were used annually to provide motive power for locomotives. Coal was displaced by diesel oils and today railroad use of coal amounts to just about 3 million tons annually.

As is the case with electric home heating, the electrification of the Nation's mainline tracks offers an opportunity for coal to regain a substantial share of this once important market through the medium of coal-generated electric power.

The National Coal Policy Conference Executive Committee has instructed the Conference to investigate the economic feasibility of railroad electrification and to work with the American Association of Railroads, appropriate government officials and other groups to work out a legislative program to accomplish this purpose.

The National Coal Policy Conference recognizes that adequate research is a key to expanded markets for coal. In view of the fine utilization research programs now carried on by individual coal producing companies and the Bituminous Coal Research, Inc., the Conference confines its activities to supporting federally-financed research and in winning a better understanding of the needs for expanded research on the part of key Congressional leaders.

The Conference is working toward an acceleration of the contract award program of the Office of Coal Research under which projects promising the most immediate return on the investment are carried out by private research firms, universities and foundations.

The Conference is also supporting the more basic research activities of the Bureau of Mines, including the providing of adequate appropriations by the Congress for this purpose.

COAL RESEARCH



4. Improving understanding of coal and the economy

Too often the nature of today's coal industry is completely misunderstood. Apparently little known to a significant part of the communications media, to influential officials of government at all levels and to other key moulders of public opinion are the facts about the coal industry—its amazing record for productivity and efficiency, its modernization and mechanization, its record of price stability in a time of inflation, its contribution to stability of price for all energy fuels, and its essentiality as the only natural fuel resource in almost unlimited supply in America.

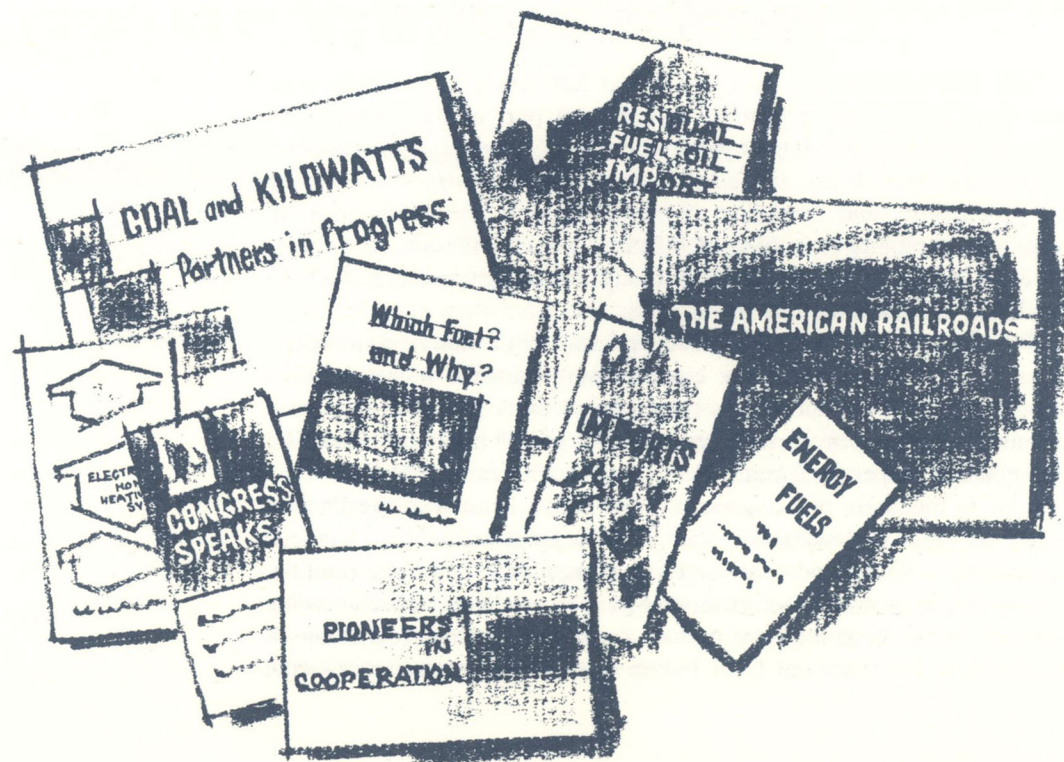
To combat the popular misconceptions about the coal industry, the National Coal Policy Conference conducts an extensive national information program, which includes news releases and facts for articles as well as advertisements in newspapers and other media; special radio and television shows and materials, speeches, pamphlets, and brochures which have been made available to members of Congress, the Executive Branch of the Federal Government, as well as leaders of state and local governments, financial leaders, newspaper editors and other influential moulders of public opinion.

Another important facet of the program to win wider understanding and acceptance of the coal industry and its programs was the formation of state committees of the National Coal Policy Conference in nine major coal

producing states—Illinois, Indiana, Kentucky, Maryland, Ohio, Pennsylvania, Tennessee, Virginia and West Virginia.

The state committees support and complement the information activities of the Conference. Since their inception, the state committees have initiated petitions signed by thousands of coal state residents, resolutions adopted by governmental, business and civic groups, and letters and telegrams from individuals to the President and other officials seeking executive action to curb excessive residual oil imports. In addition, thousands of posters, pamphlets and other information materials on coal have been distributed by them.

In addition, NCPC has made active contributions to many other projects and efforts on behalf of coal and its allied industries.



"Granting that the coal industry is operating at an irreducible rate, why save the industry at all?

"The answer to that is obvious. Any country, any nation, protects its most abundant source of energy—particularly when energy from that source may be produced cheaper than from any other source in its most important industrial areas. If it does not, it is critically and inexcusably weakening its own economic strength, capacity for growth and national security. . .

"Even if there were a question as to coal's essentiality, which no one can reasonably raise today, consumers of energy should be interested in keeping it as a healthy competitive force fighting with the other fuels for a share of the market, if only for the stabilizing effect it may have on prices of these other fuels."

GEORGE H. LOVE, *Chairman of the Board*
Consolidation Coal Company and
First Board Chairman (1959—1961) of
The National Coal Policy Conference

"The strength of the American economy is still importantly based upon coal.

"This mineral is still the principal fuel used in generating the tremendous quantities of low-cost electric power so necessary for industry, commerce and a high standard of personal living.

"It is an indispensable element in large-scale economic production of steel, cement and many chemicals. It is one of the few natural resources in which the United States is still a net exporter because of extensive research and comparatively cheap mining costs."

STANDARD & POOR'S



JOHN L. LEWIS
Chairman
President Emeritus
United Mine Workers of America



JAMES A. DRAIN
Vice Chairman
President
Joy Manufacturing Company



THOMAS KENNEDY
Vice Chairman
President
United Mine Workers of America



JOSEPH P. ROUTH
Vice Chairman
Chairman of the Board
The Pittston Company



STUART T. SAUNDERS
Vice Chairman
President
Norfolk and Western Railway Co.



PHILIP SPORN
Vice Chairman
Chairman, System Development
Committee, American Electric
Power Company, Inc.



JOSEPH E. MOODY
President

R. L. IRELAND
Treasurer
Chairman of the Executive Committee
Vice Chairman of Board
Consolidation Coal Company

ALEXANDER B. HAWES
Counsel-Secretary
Fowler, Leva, Hawes & Symington

MARGARET McELIGOTT
Assistant Secretary

OFFICERS AND DIRECTORS

DANIEL A. BENSON, *President*
Boston and Maine Railroad
Boston, Massachusetts

W. A. BOYLE, *Acting President*
United Mine Workers of America
Washington, D. C.

D. W. BROSNAN, *President*
Southern Railway System
Washington, D. C.

D. W. BUCHANAN, JR., *President*
Old Ben Coal Corporation
Chicago, Illinois

ADRIEN F. BUSICK, JR., *President and*
General Manager
Marion Power Shovel Company
Marion, Ohio

STUART COLNOR, *President*
Bell & Zoller Coal Company
Chicago, Illinois

JAMES A. DRAIN, *President*
Joy Manufacturing Company
Pittsburgh, Pennsylvania

MARK E. EASTIN, JR., *President*
West Kentucky Coal Company
Madisonville, Kentucky

F. STILLMAN ELFRED, *Chairman of Board*
Peabody Coal Company
St. Louis, Missouri

GEORGE E. ENOS, *President*
The Enos Coal Mining Company
Enoco Collieries, Inc.
Cleveland, Ohio

E. P. GANGEWERE, *President*
Reading Company
Philadelphia, Pennsylvania

W. W. GOLDSMITH, *President*
The Elk Horn Coal Company
Charleston, West Virginia

WILLIAM E. GOODMAN, *Chairman of*
Board
Goodman Manufacturing Company
Chicago, Illinois

A. J. GREENOUGH, *President*
The Pennsylvania Railroad Company
Philadelphia, Pennsylvania

W. ARTHUR GROTZ, *President*
Western Maryland Railway Company
Baltimore, Maryland

F. S. HALES, *President*
Nickel Plate Road (New York, Chicago
& St. Louis Railroad Company)
Cleveland, Ohio

D. B. JENKS, *President*
Missouri Pacific Railroad Company
St. Louis, Missouri

W. A. JOHNSTON, *President*
Illinois Central Railroad
Chicago, Illinois

WILLIAM H. KENDALL, *President*
Louisville and Nashville Railroad Co.
Louisville, Kentucky

THOMAS KENNEDY, *President*
United Mine Workers of America
Washington, D. C.

CHARLES B. LAKIN, *President*
The Berwind-White Coal Mining Company
Philadelphia, Pennsylvania

ARNOLD E. LAMM, *President*
The Pittsburg & Midway Coal Mining Co.
Kansas City, Missouri

JERVIS LANGDON, JR., *President*
Baltimore and Ohio Railroad
Company (The)
Baltimore, Maryland

HARRY LAVIERS, *President*
Chicago, Milwaukee, St. Paul and
Pacific Railroad Company
Paintsville, Kentucky

E. B. LEISENRING, JR., *President*
Stonega Coke and Coal Company
Westmoreland Coal Company
Philadelphia, Pennsylvania

JOHN L. LEWIS, *President Emeritus*
United Mine Workers of America
Washington, D. C.

H. C. LIVINGSTON, *President*
Truax-Traer Coal Company
Chicago, Illinois

GEORGE H. LOVE, *Chairman of Board*
Consolidation Coal Company
Pittsburgh, Pennsylvania

GORDON MACVEAN, *President*
National Mine Service Company
Pittsburgh, Pennsylvania

J. R. MAUST, *President*
Maust Coal and Coke Corporation
New York, New York

HARRY M. MILLER, *President*
Columbus and Southern Ohio Electric Co.
Columbus, Ohio

JOSEPH E. MOODY, *President*
National Coal Policy Conference, Inc.
Washington, D. C.

JOHN M. MORRIS, *President*
The United Electric Coal Companies
Chicago, Illinois

H. C. MURPHY, *President*
Chicago, Burlington & Quincy
Railroad Co.
Chicago, Illinois

FRANK NUGENT, *President*
Freeman Coal Mining Corporation
Chicago, Illinois

ALFRED E. PERLMAN, *President*
New York Central System
New York, New York

C. J. POTTER, *President*
Rochester & Pittsburgh Coal Company
Indiana, Pennsylvania

WILLIAM J. QUINN, *President*
Chicago, Milwaukee, St. Paul and
Pacific Railroad Company
Chicago, Illinois

J. LEE RICE, *President*
Allegheny Power System, Inc.
New York, New York

JOSEPH P. ROUTH, *Chairman of Board*
The Pittston Company
New York, New York

JOHN T. RYAN, JR., *President*
Mine Safety Appliances Company
Pittsburgh, Pennsylvania

RAYMOND E. SALVATI, *Chairman of*
Board
Island Creek Coal Company
Huntington, West Virginia

STUART T. SAUNDERS, *President*
Norfolk and Western Railway Company
Roanoke, Virginia

PHILIP SPORN, *Chairman, System*
Development Committee
American Electric Power Company, Inc.
New York, New York

P. SHAW SPRAGUE, *Chairman of Board*
C. H. Sprague & Son Company
Travelers Insurance Building
Boston, Massachusetts

ROBERT P. TIBOLT, *Chairman of Board*
Eastern Gas & Fuel Associates
Boston, Massachusetts

LAURENCE E. TIERNEY, JR., *President*
Eastern Coal Corporation
Bluefield, West Virginia

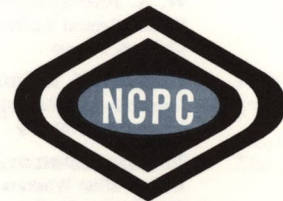
WALTER J. TUOHY, *President*
The Chesapeake and Ohio Railway
Company
Cleveland, Ohio

ALLEN VAN WYCK, *President*
Illinois Power & Light Company
Decatur, Illinois

W. S. WEBSTER, *Executive Vice President*
and General Manager
Walter Bledsoe & Company
Chicago, Illinois

MICHAEL F. WIDMAN, JR., *Assistant to*
President
United Mine Workers of America
Washington, D. C.

J. E. M. WILSON, *Vice President and*
General Manager
Jeffrey Manufacturing Company
Columbus, Ohio



NATIONAL COAL POLICY CONFERENCE, INC.

1000 16th Street, N.W., Washington 6, D.C.

The National Coal Policy Conference represents the coal producers of America, the United Mine Workers of America, the thirty-three coal-carrying railroads, the electric utility companies, and the manufacturers of mining machinery and equipment. The Conference is dedicated to creating a new awareness of the importance of coal as a vital force in the energy fuels complex of the United States and to supporting in every possible way the conviction that self-sufficiency in energy fuels is the key to a prosperous and secure future of our Nation.

Additional copies available on request from National Coal Policy Conference



design/McLver Art and Publications, Inc.