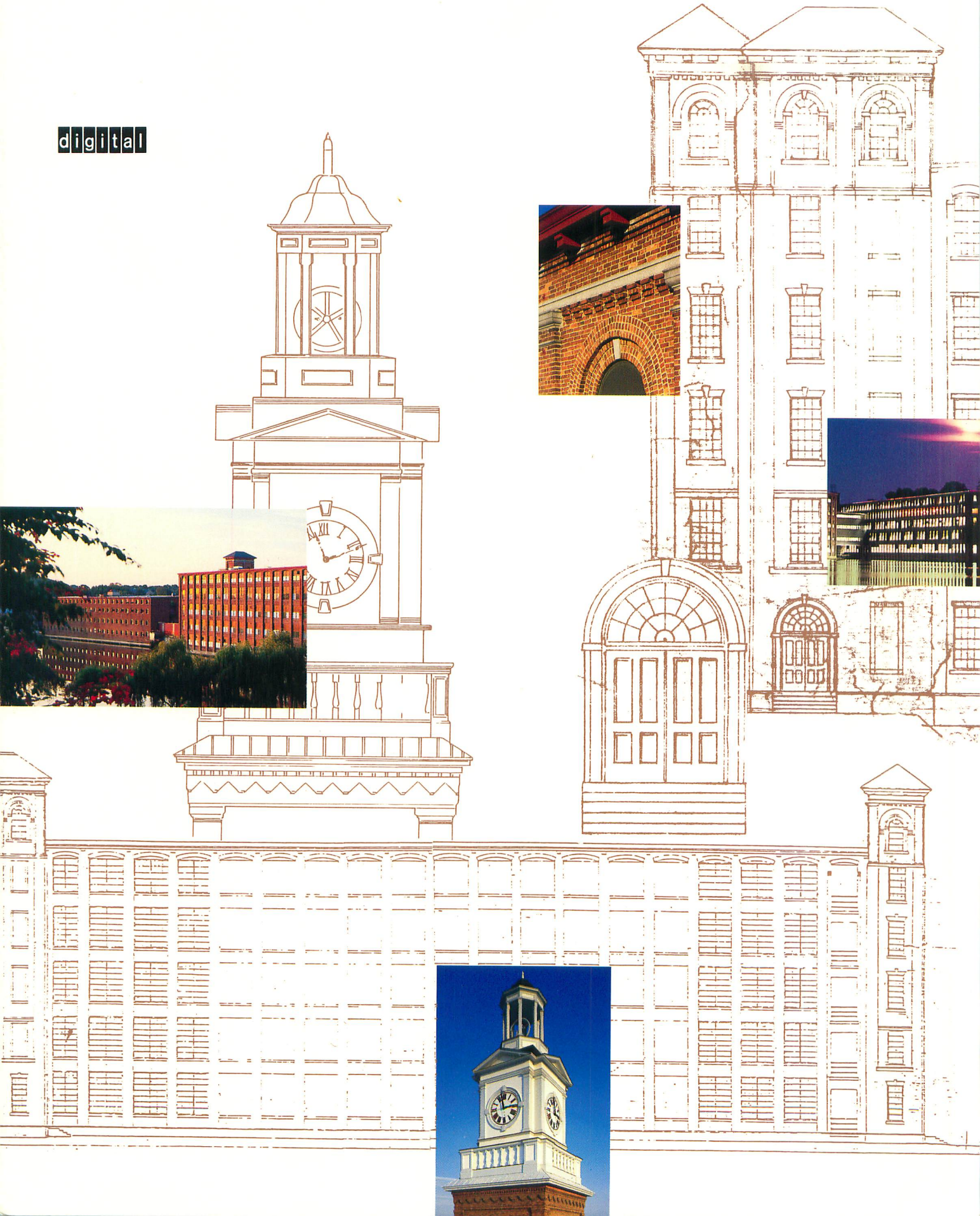
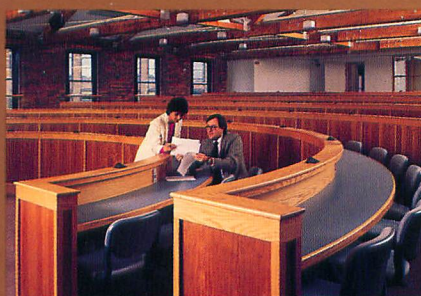
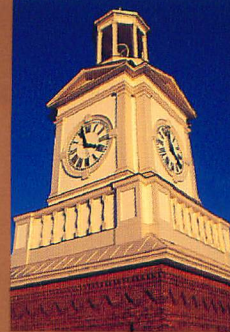


A WALK THROUGH THE MILL . . .

digital



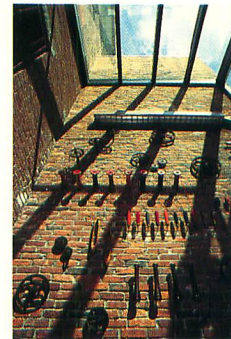


“We moved into an old mill and paid 25 cents a square foot a year for space with watchman service and heat. We did everything ourselves, from building offices to moving the equipment. We did the photography in the basement, and printed our circuits with real silk on wooden frames, and etched them in aquarium tanks we bought from the five-and-ten store. We learned a lot in those early years. . . .”

Digital founder, Kenneth H. Olsen, talking about the early days at the Mill.

A WALK THROUGH TIME

As you enter Digital headquarters from Main Street, Maynard, the quiet presence of the past surrounds you. Mounted in a brick arch are relics of a time when the Mill was a workhouse, once the largest producer of woolens in the world, vibrating with activity from sunrise to sundown. The thunder of carpet looms is gone. The only sounds you hear today are the soft keyclicks of people at work on new ideas, exchanging them, in keystrokes, with colleagues down the hall and around the globe.



A TOWN TRANSFORMED

A proper tour of the Mill begins at the beginning, at the river that gave the mill its name and its power. In 1847 Amory Maynard acquired water rights to a stretch of the Assabet River and deeded to the choicest land, in partnership with William Knight. The two designed and built a wooden mill and began the business of manufacturing carpets and carpet yarn.

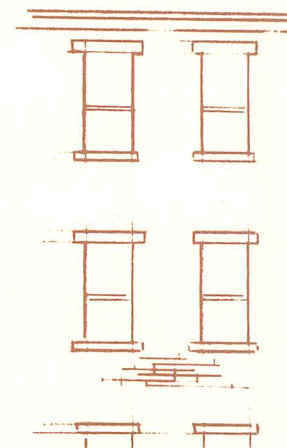
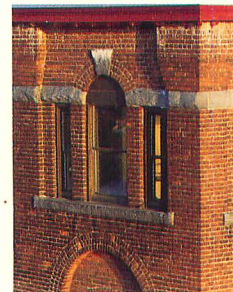
In its first year, the new Mill produced carpets and yarn worth \$110,000. As business grew, new brick buildings were added to the original modest wood structure. In the fall of 1862, the Assabet Manufacturing Company was reorganized. New brick buildings were built to accommodate stepped-up production of blankets and overcoats for the Union army.



The waters of the Assabet once drove the American Woolen Company's 300 looms and lit the street lights of Maynard. Massive waterwheels turned drive shafts that powered looms through a system of leather belts and pulleys that distributed power whenever it was needed.



The Mill buildings date from 1846 to 1918, and although the architectural styles vary, the complex is unified by the red brick that extends as far as the eye can see. The oldest buildings are quite plain, with shallow-pitched roofs. Fancy brickwork over slightly arched windows is a sign of later construction.



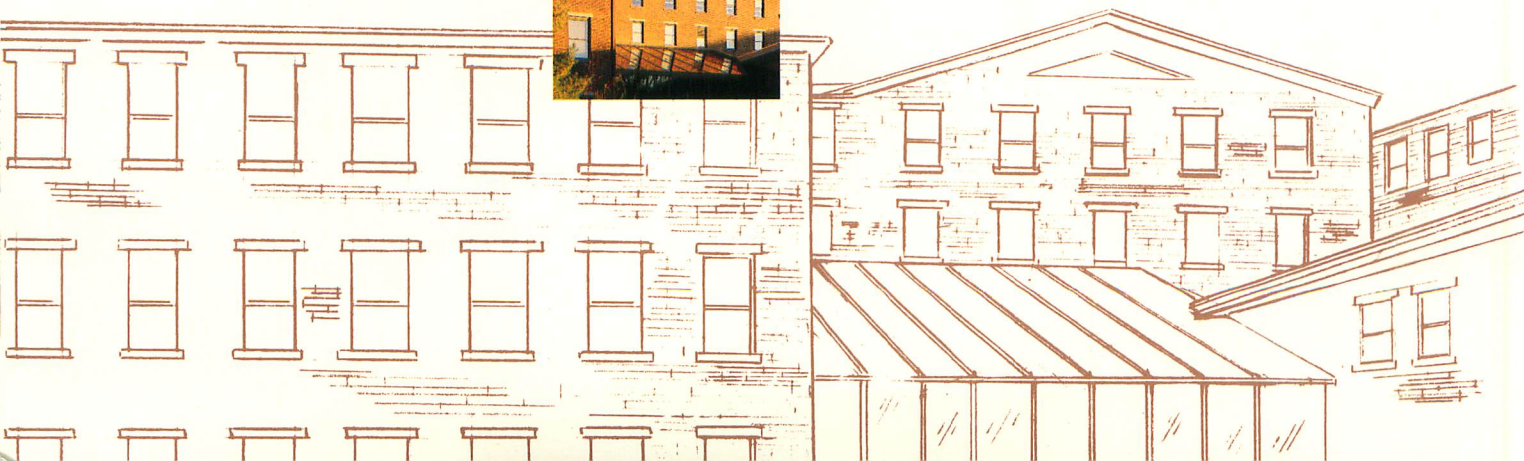
In years past, the Mill workers relied on one another and the employers who oversaw their livelihood and shelter. Today, as manufacturing operations continue at the Mill, the spirit of teamwork and community is still alive.

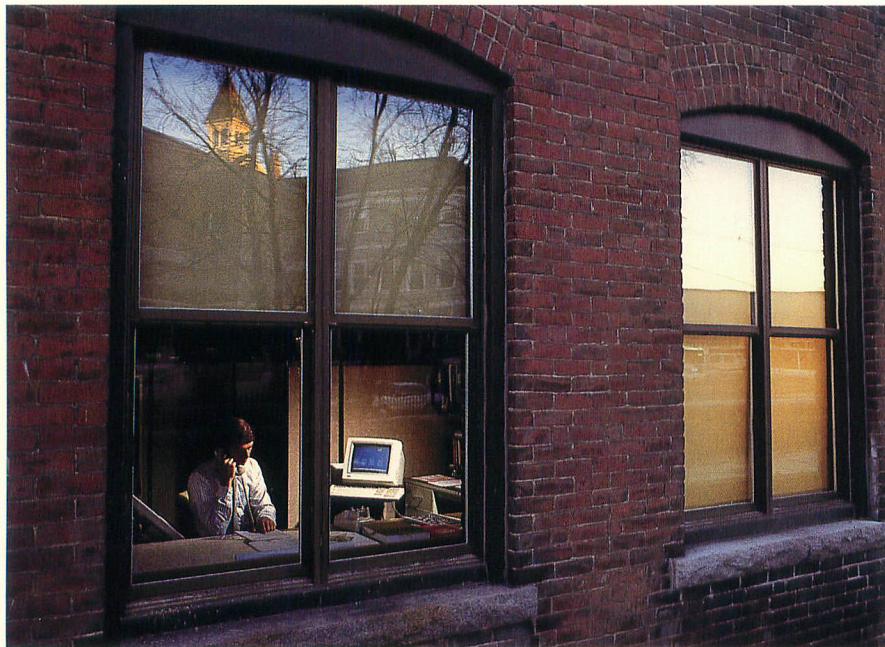


Amory Maynard, for whom the town was named, stayed on as agent for over 30 years and, except for one building, oversaw the construction of the entire plant. When he retired, Maynard passed on the mantle to his son Lorenzo, who later gave the town the clock that has become its hallmark.

When the Assabet Manufacturing Company declared bankruptcy in 1898, the American Woolen company

added the Mill to its holdings and expanded once again. Hard times, labor disputes and the move from wools to man-made materials hurt American Woolen, along with neighboring mills of the Northeast. After peaks of wartime prosperity, wool production in Maynard ground to a halt in 1950, when the American Woolen company closed its doors for the last time.





From textiles to technology, the Mill remains a busy site of activity from sunrise to sundown.

In its heyday the Mill provided jobs for over 4,000 workers. Even 10 years after the Depression, the American Woolen Company employed nearly 1,500 workers. Today, Digital's workforce around the globe far exceeds the number of workers found at the old Mill during its most vigorous times.

What kept Maynard from the fate of other New England mill towns? Perseverance, ingenuity, and clear-eyed pragmatism. Once again Maynard is working full tilt. Digital Equipment Corporation has breathed new life into the Mill that has been its home since 1957.

Protecting a Valuable Investment

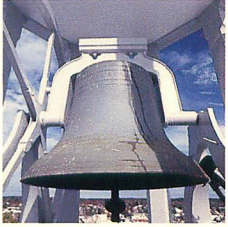
From the early days, recycling has been a practice and principle of the Yankee spirit. The bricks in the archway of Building 12 were recycled when the Mill's original ice house was torn down well before the turn of the century. Since adopting the Mill as

home, we at Digital have kept up the tradition of respecting the integrity of the material we've inherited and adapting them to our environment by sandblasting the brick, shoring up posts and beams, and ensuring that the Mill operates efficiently for decades to come.

Harnessing Changing Sources of Power

In 1889 the Mill had its own illuminating gas works that were replaced at the turn of the century by a coal-fired electric generating plant. The complex system of shafts and belts once used to distribute power from a central source was overtaken by smaller, more efficient electric motors, just as minicomputers today allow computing to be distributed from large central mainframes.





The 19 buildings of the Mill complex are joined by a network of bridges: A challenge, since floor levels don't typically correspond from one building to the next. Bridges slant up and down, run at odd angles to the buildings they connect, and form a maze that is a test of skill to all but the "Mill rats," the engineers who are fiercely attached to their 19th century workplace.

Until the 1930s the Mill generated power for its own use as well as electricity for Maynard and a handful of neighboring towns. In 1947, the plant was converted to oil that was delivered by railroad tank cars until the early 1950s. Today Digital buys power from a local utility company, but the tall smokestack that towers above the Mill and the early generator are reminders of how times have changed.

Bridges, Bricks and Tunnels

The 19 buildings of the Mill complex are joined by a network of bridges: A challenge, since floor levels don't typically correspond from one building to the next. Bridges slant up and down, run at odd angles to the buildings they connect, and form a maze that is a test of skill to all but the "Mill rats," the

engineers who are fiercely attached to their 19th century workplace. Windows on the rabbit warren of walkways offer a view of the Mill clock, a compass for the uninitiated.

Symbols of an Age

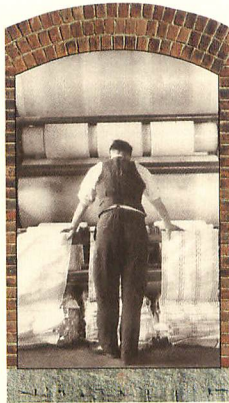
Building 5, built at the turn of the century, once housed the largest loom and the largest number of looms in the world. The loom and the computer have more in common than first appears. The loom typified the industrial revolution as surely as the computer characterized today's information revolution.



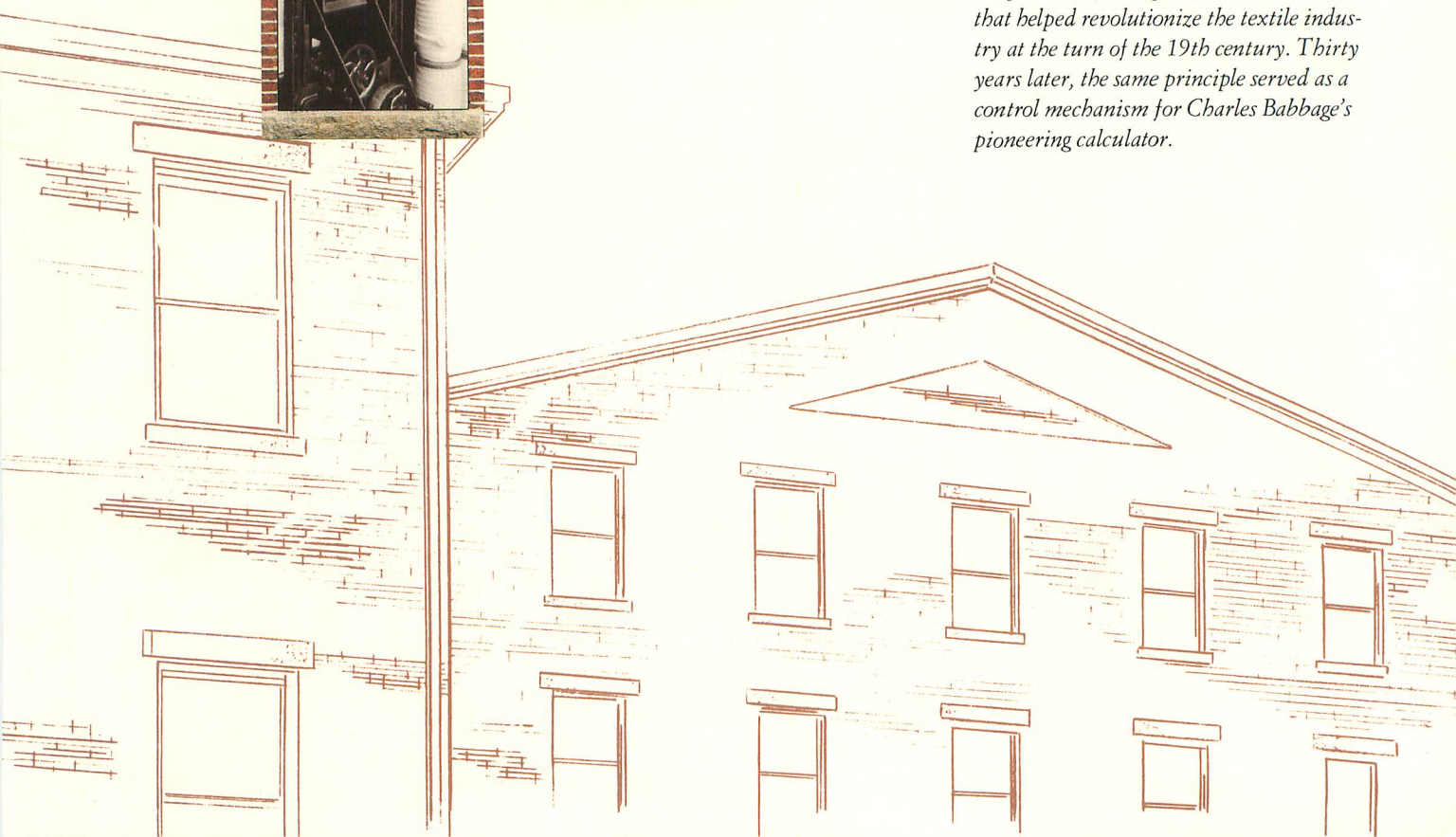
THE EVOLUTION OF TECHNOLOGY, THE SPIRIT OF INVENTION

Our vision has been open computer networks that put information in the hands of all those who need it. What is the point of technology if not to make life better, easier, more livable? The history of invention is a new version of the same story, with varied proportions of knowledge, capability, and insight.

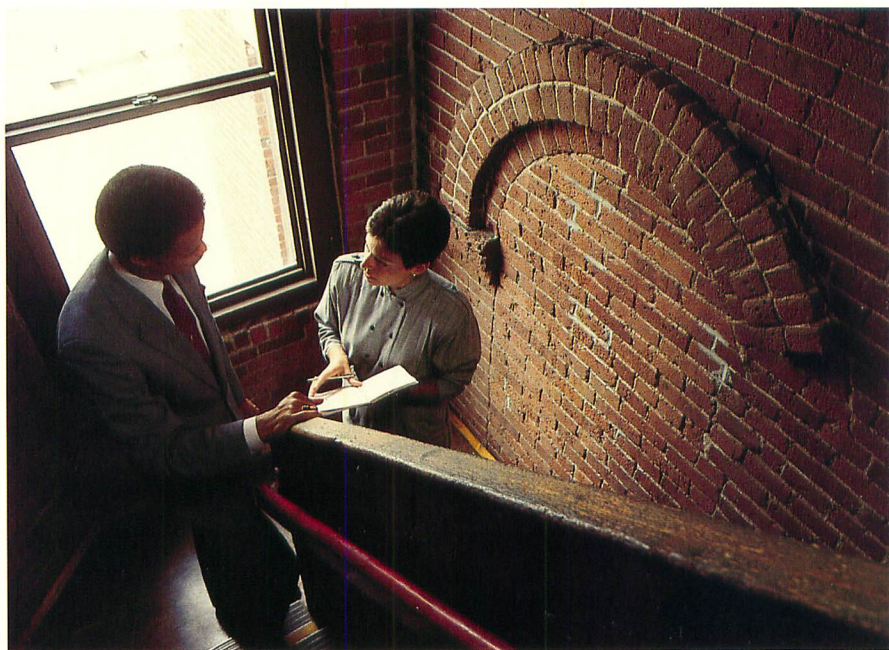
One principle at Digital is to adapt our resources to our environment, valuing the integrity of ideas and materials we have to work with; of "making do," with the Yankee virtues and idiosyncracies that have lived in the Mill through the years. The Mill has rallied time and again on the strength of that determination and vision that some call Yankee ingenuity.



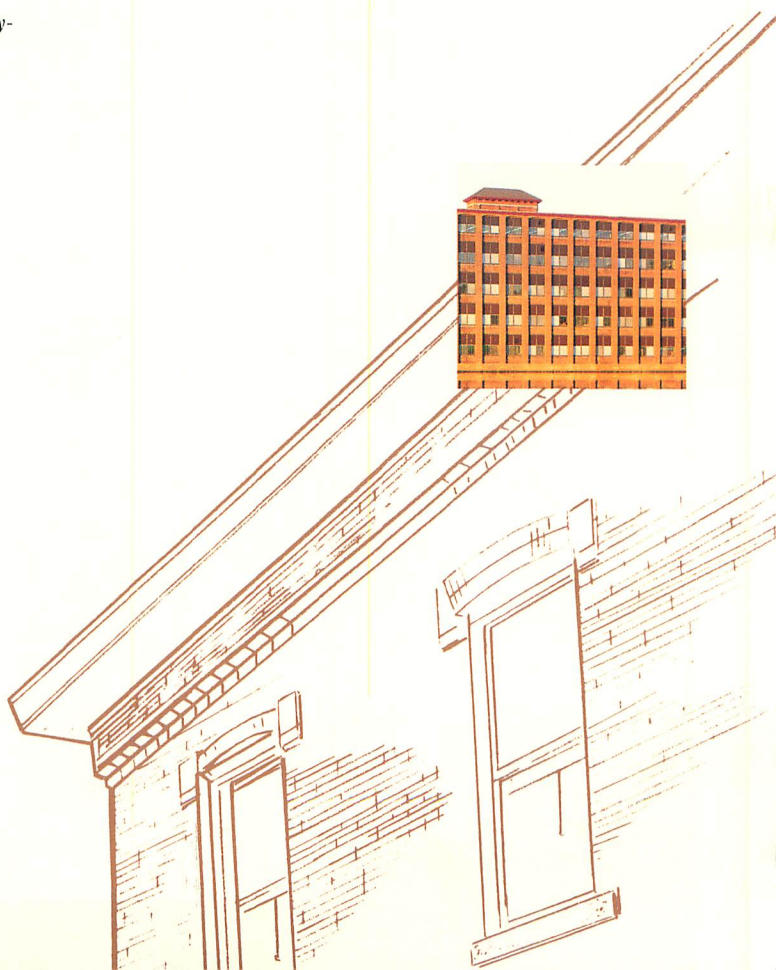
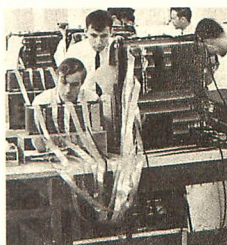
There is a certain symmetry woven into the textile and computer industries. A series of punch cards is the operating principle that made a success of both the Jacquard loom and the "Analytical Engine," the prototype of the first digital computer. The cards were used to automatically control the weave, or "program" the pattern, of a length of cloth in the loom that helped revolutionize the textile industry at the turn of the 19th century. Thirty years later, the same principle served as a control mechanism for Charles Babbage's pioneering calculator.



Experiment, test,
refine. Times change
and progress means putting
vision to the test.
At Digital, we are
determined to keep
improving on the best
tools for the work at
hand.



Sharing ideas at the
Mill: Inspired by the
past, Digital's employ-
ees are committed to
keeping a step ahead
of change.





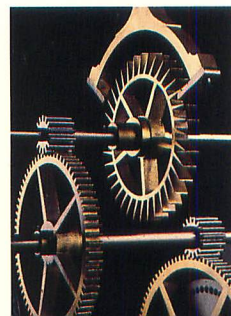
The Mill is a unique and apt setting for a company that prizes new ideas alongside traditional values. It has been said, "If you want to see the U.S. government, go to Washington. If you want to see Digital, go to the Mill."

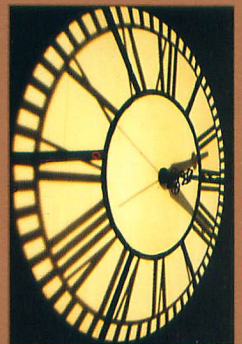
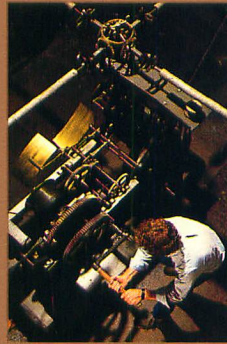
At Digital, we are committed to the spirit of invention, the tradition of scientific experimentation, hard work, and the value of learning. The change that comes with time is inevitable, but it is the constancy of vision and values that have propelled and sustained us from the start.

We remember the past and the lessons the Mill has taught us. We are committed to keeping a step ahead of change, to improving the quality and value of the work we do, to making the best use of the information at our command. As the fortunes of the town

of Maynard have been tied to the activity at the Mill, we at Digital are attuned to the need to apply our resources — people, tools and technologies — to the complex demands of a changing marketplace.

Like the Mill clock, reliably marking off minutes upon hours, year in, year out, we are in the business of progress for the duration. The tools of our age have made a critical difference: to better equip us to anticipate the future's demands. The Mill reminds us daily of the power and the value of change.





The old Mill clock is a fitting symbol of the give and take between Digital and the community of Maynard. For close to a century it has marked off hard times and prosperity, two World Wars, the end of the age of water and steam power, and the start of a new age of information. The Mill clock has never been electrified. Every week, faithfully, it is wound by hand.

- 1901 Mill's largest building, No. 5, built in nine months;
Dynamos installed, electric power introduced
- 1906 Six new structures added to Mill complex since 1892
- 1910 American Woolen Company includes score of manufacturing
and storehouse buildings
 - Floor space: 421,711 square feet
 - Property: 75 acres
- 1918 Three new buildings added to Mill complex since 1906
- 1920 Mill declines steadily until doors close in 1950
- 1924–
1938 Reversals spell losses;
Prosperity returns only years before World War II
- 1947–
1950 Mill phases out production as demand for woolens declines
- 1950 Mill closes
 - 1,200 lose jobs
 - 11-acre site lies emptyMaynard's population of 6,000 in strong position to control
growth
- 1953 Maynard Industries, Inc. buys Mill for \$200,000;
Rents raw space to business and industrial tenants
- 1957 Three engineers form Digital Equipment Corporation with
\$70K in seed money in 8600 square feet of rental space on
second floor of Building 12
- 1960 Town recovers as Mill is revived by handful of progressive
companies
 - Over 30 modern, growth-oriented firms locate in complex
 - Clean break with town's past industrial base, in contrast to
common sight of abandoned New England millsDigital introduces the PDP-1, the world's first small,
interactive computer
- 1974 Digital buys entire Mill complex for \$2.2M in stock
 - Floor space: over 1,000,000 square feet
 - Property: 11 acresDigital first appears on *Fortune* 500 list
- 1975 Introduction of Digital's Networking Architecture
- 1977 Digital introduces the VAX-11/789, the first member of the
VAX computer family
- 1983 Digital first appears on *Fortune* 100 list
- ... 1987 Digital first appears on *Fortune* 50 list

MILL TIMELINE

- 1846 Amory Maynard and William Knight form Assabet Mills, largest woolen factory in the world till 1930s
- 1847 Maynard and Knight install water wheel and build new factory on banks of the Assabet River
- 1848 Assabet Mills business valued at \$150,000; Lowell and Framingham Railroad carries passengers over branch road
- 1855 Three buildings on site; Massachusetts produces one-third of the nation's textiles
- 1857 Company liquidates after crippling business panic; Assabet Mills sold at auction
- 1862 Mills reorganized as Assabet Manufacturing Company
 - Expansion, construction
Brick replaces small wooden buildings
New machinery installed
 - Switch from production of carpets to woolen cloth, blankets and flannels to fulfill Civil War contracts
 - Build tenements for employees
- 1869 Millhands petition President Ulysses S. Grant for shorter work week of 55 hours
- 1871 Maynard incorporates; population of 2,000 English, Irish and Scottish descendants; work in the mill from dawn to dusk
- 1888 Reservoir installed for \$70,000 for growing population
- 1890 Assabet Manufacturing Company business valued at \$1,500,000
- 1892 Lorenzo Maynard donates mill clock in his father's name; Mill complex includes seven buildings
- 1898 Assabet Manufacturing Company declares bankruptcy
 - Town's chief source of revenue crippled
 - Millhands lose half their savings, since banks have not yet been established
- 1899 American Woolen Company purchases complex for \$400,000
 - Steady growth, property improvements, over next 25 years
 - Controls 20% of nation's woolen textile market
 - Wool shipped to Maynard from all over the country to keep up with demand
- 1901 More tenements erected as mill grows
 - 160 tenements built, with own sewage system and streets named after U.S. presidents
 - First electric trolley in Maynard

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Digital Equipment Corporation wishes to acknowledge the contribution of Ralph Sheridan and the Maynard Historical Society to this brochure.

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