

I have devoted these last ten years with untiring energy and enthusiasm to the development of Ecusta—in the interest of our faithful customers—for the benefit of all of you, toward whom I feel a keen sense of responsibility—for the sake of my family and our many stockholders.

This strenuous and hard work did not fail to sap my health and strength.

After an illness lasting nearly five months, I have recently returned to my desk to resume my activities amongst you—but on a much reduced schedule.

Harry, Junior, my son, who is not a ten year member but a 10 months' member of Ecusta, is learning and trying hard to help me in the many plans I have for the extension and expansion of our business. I hope you will extend to him the same loyal cooperation which you did to me. I know he will show himself worthy of your confidence.

We must also take steps to improve our state of health and physical well being. I hope before long that we will be able to make it possible at all times for every Ecusta employee and his family to enjoy the full benefit of the very best modern, medical science can offer. We are contemplating the erection of a medical center, with modern equipment, here on our premises to be at your disposal as a prevention toward sickness and as a means of discovering an illness in time so as to be able to help you.

We must make plans also to provide reasonable and fair financial assistance for the men and women in their 60's who, over the years at Ecusta, have earned the right to retire, and to enjoy with peace of mind the sunset of their lives. Once again, before this year is out, it is my hope that we will be able to announce a pension or retirement plan which will meet part of this problem.

These are merely a few examples of the frontiers that still lie before us, challenging us and our sons to find solutions.

I have been referred to as a one-man organization. Ecusta is not a one-man organization. Ecusta is an organization consisting of all of you here assembled and those who are working at the present time but are not as yet members of this club. Jointly we make the team. A team will win but not one man, and only through the unending help and confidence that you have extended to me while I was organizing this organization was it able to succeed.

As long as we share a common purpose, a sense of together-ness, and a common loyalty, there is no reason at all why the next 10 years could not witness just as much progress as we have seen together since 1939.

I do not want to finish my address to you without extending my thanks and gratitude to my associates on the executive staff, for their loyal help and sound advice at all times, also a great comfort and help to me in accomplishing what we have.

Before long many more of our employees will become members of our group. They, unfortunately, will not be charter members of the club but only those who are with us on this day, ten years and prior, are entitled to this privilege. As they join the club I will make it my endeavor to present to them personally their certificates of service, as well as the emblem, and thank them each for what they have contributed to make Ecusta the success it is.

And so, as our motto for the next decade, from 1949 to 1959, may I suggest this tonight:

"Hats off to the past!  
Coats off to the future!"

