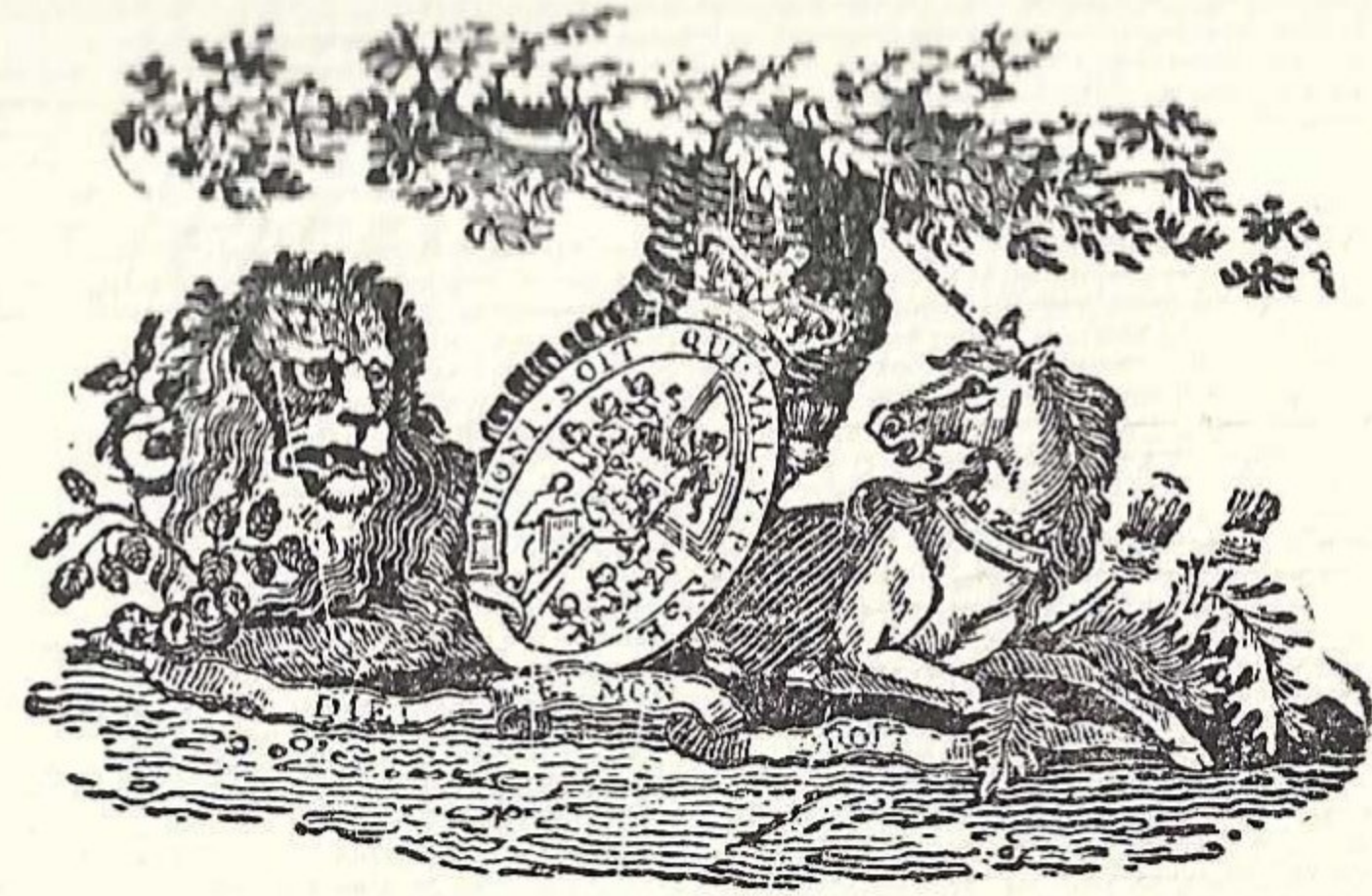


# Berkshire Hathaway Inc.

## *A Saga of Courage*

SEABURY STANTON





*"Were American Newcomen to do naught else, our work is well done if we succeed in sharing with America a strengthened inspiration to continue the struggle towards a nobler Civilization—through wider knowledge and understanding of the hopes, ambitions, and deeds of leaders in the past who have upheld Civilization's material progress. As we look backward, let us look forward."*

—CHARLES PENROSE  
Senior Vice-President for North America  
The Newcomen Society of England  
(1923-1957)  
Chairman for North America  
(1958)



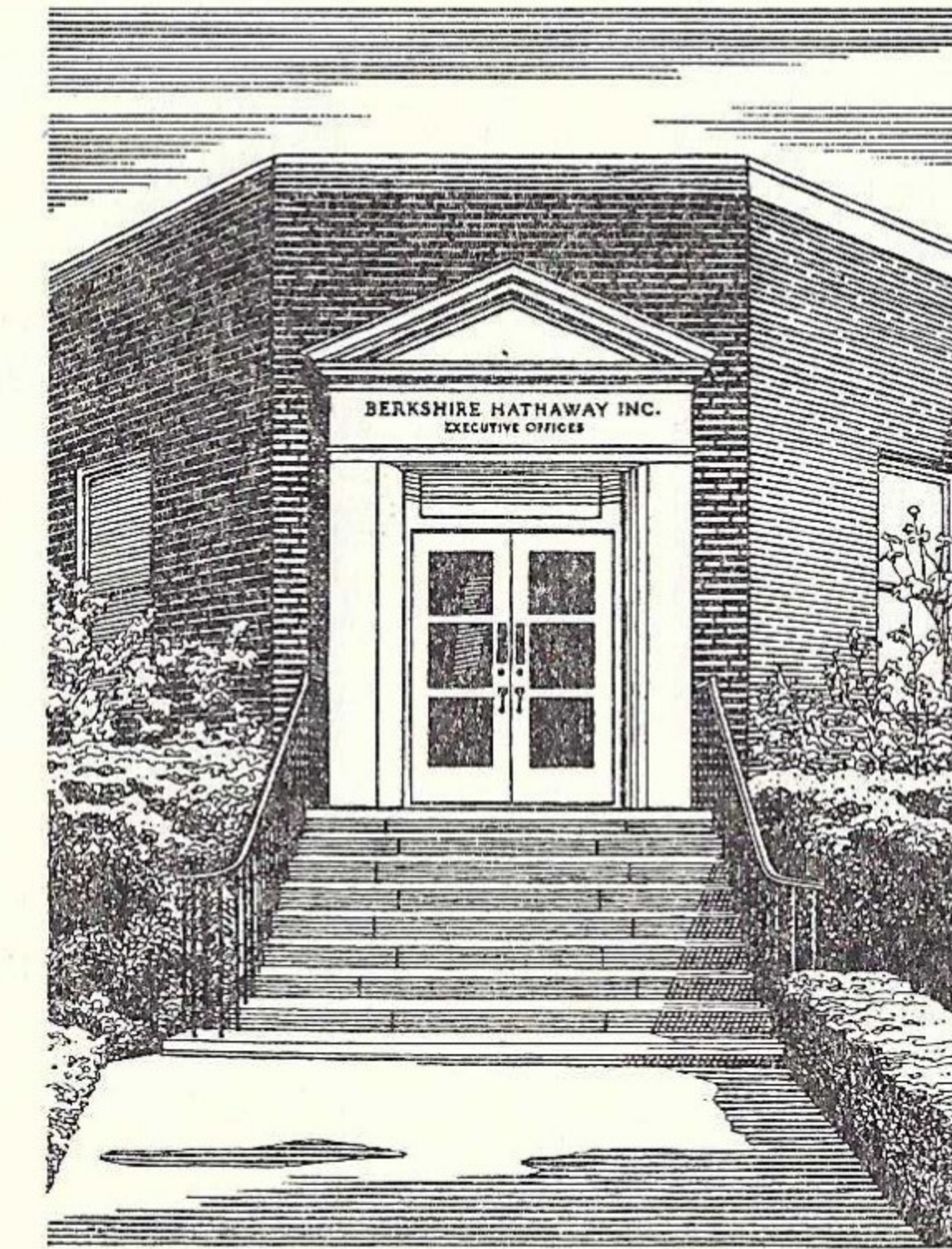
*This statement, crystallizing a broad purpose of the society, was first read at the Newcomen Meeting at New York World's Fair on August 5, 1939, when American Newcomen were guests of The British Government*

*"Actorum Memores simul affectamus Agenda"*

BERKSHIRE HATHAWAY INC.

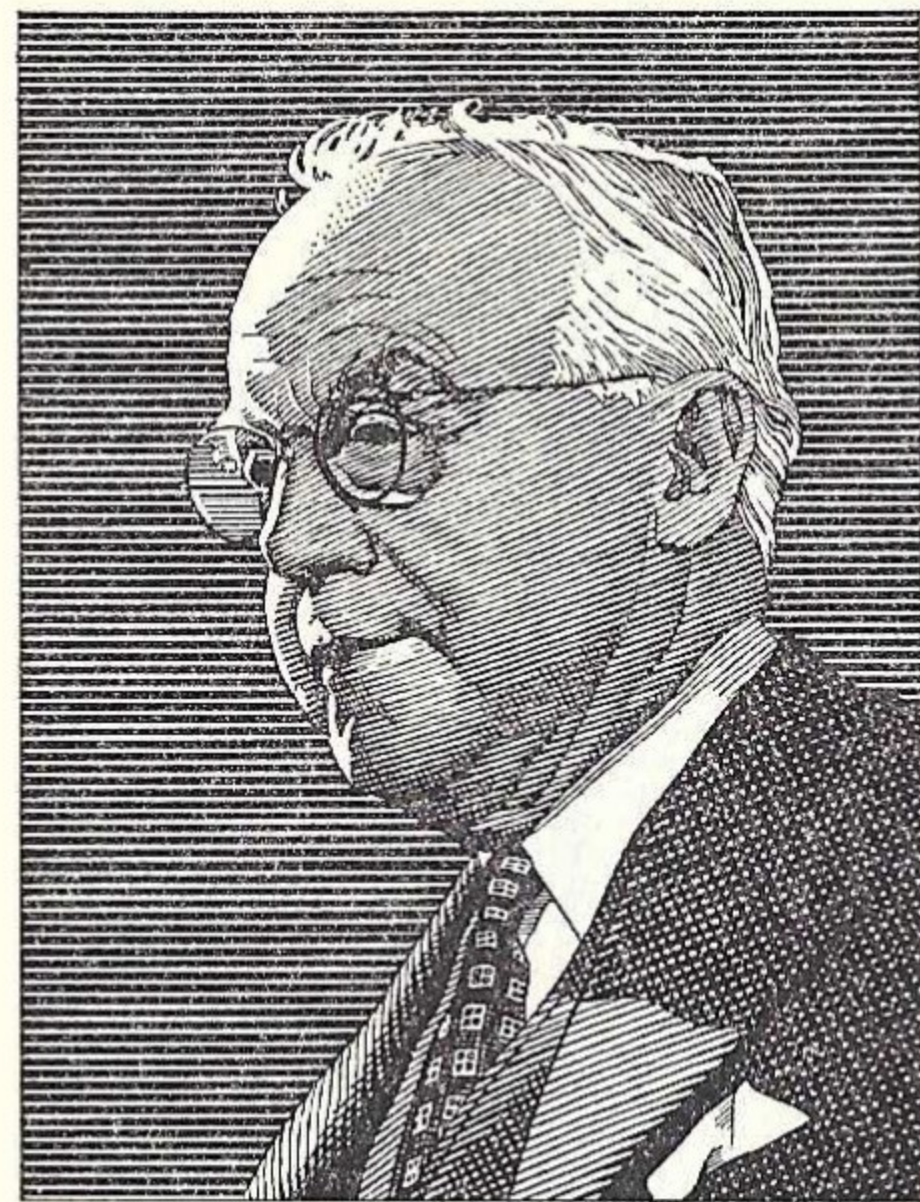
*A Saga of Courage*

An Address at Boston

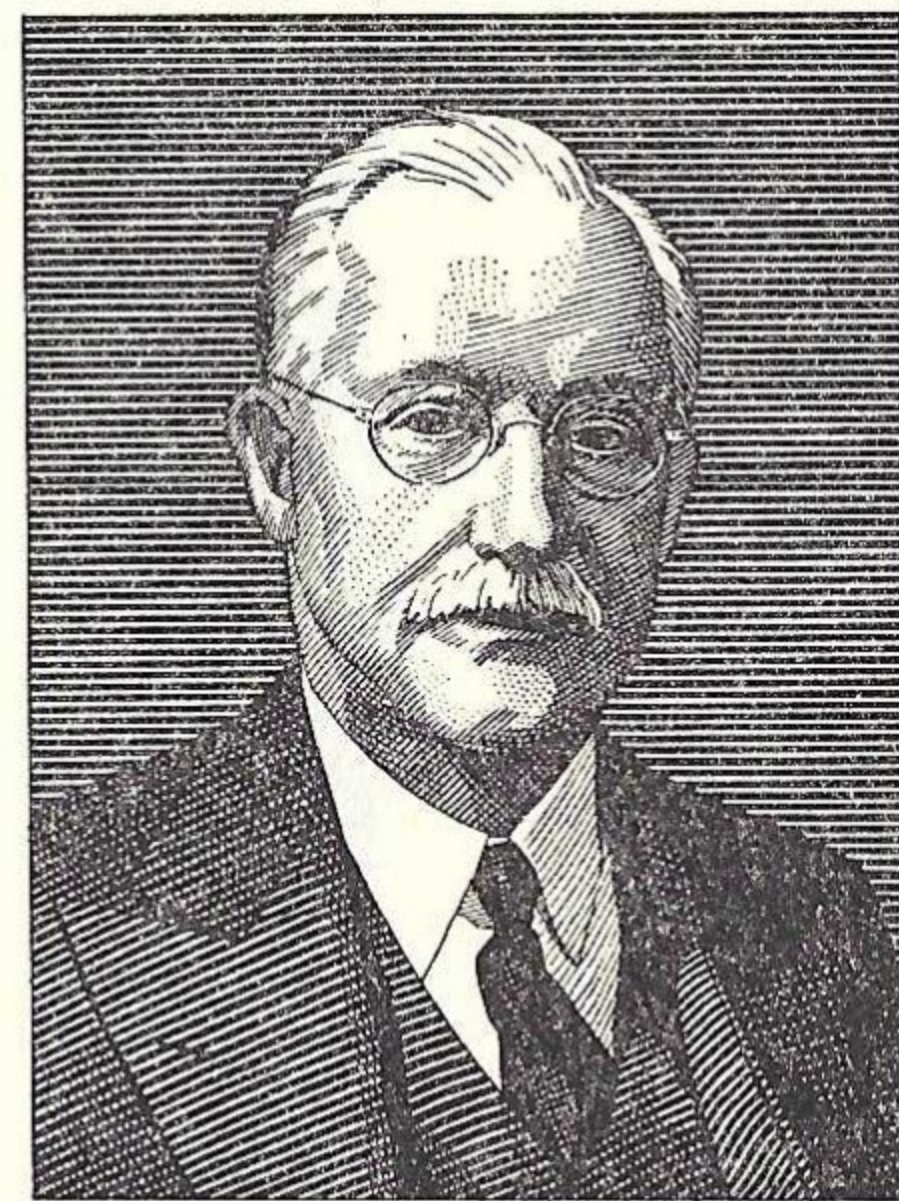


*AMERICAN NEWCOMEN, through the years, has honored numerous industrial enterprises of distinction, both in the United States of America and in Canada, and has honored the memories of pioneer leaders whose vision, courage, initiative, and sustained effort laid the foundations upon which were reared and are today great enterprises, internationally known. Such a Newcomen manuscript is this, relating briefly the story of those who planted the roots of the textile industry in the New England States.*

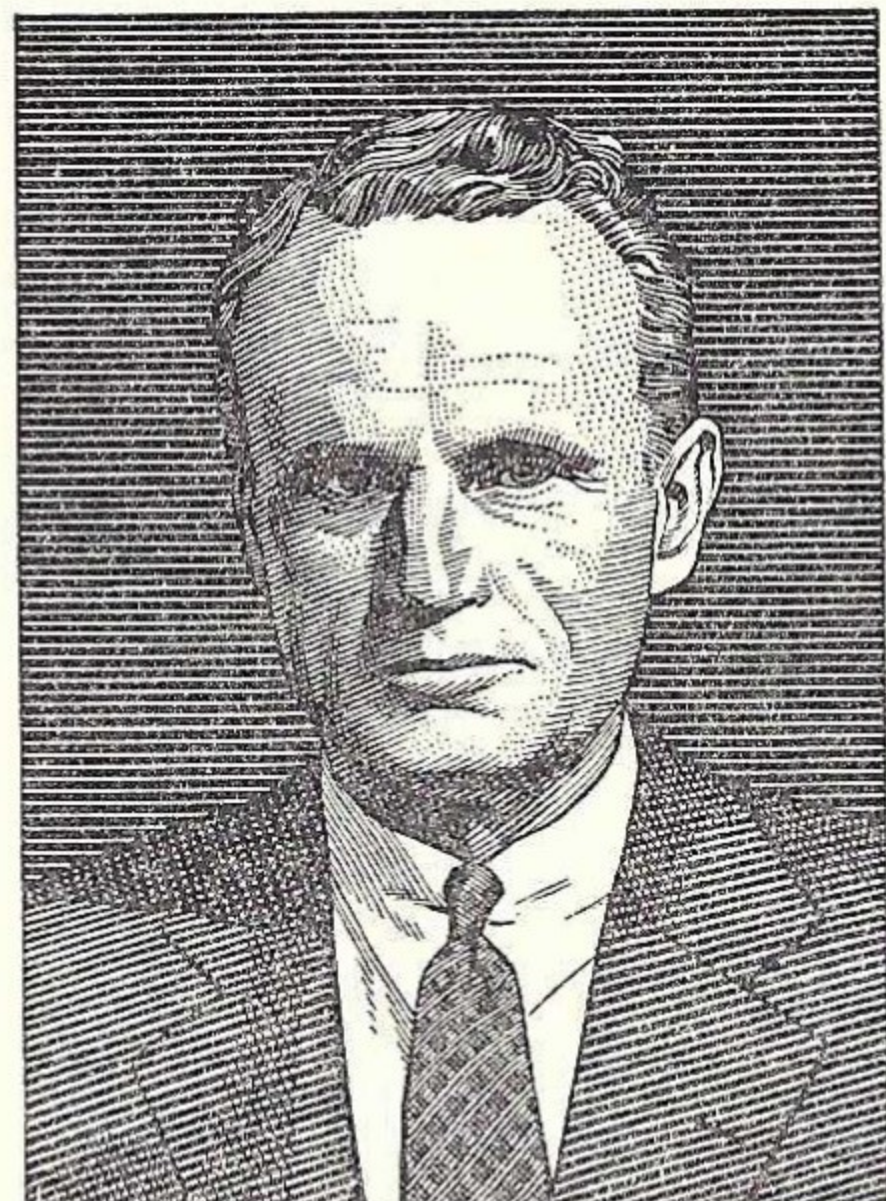




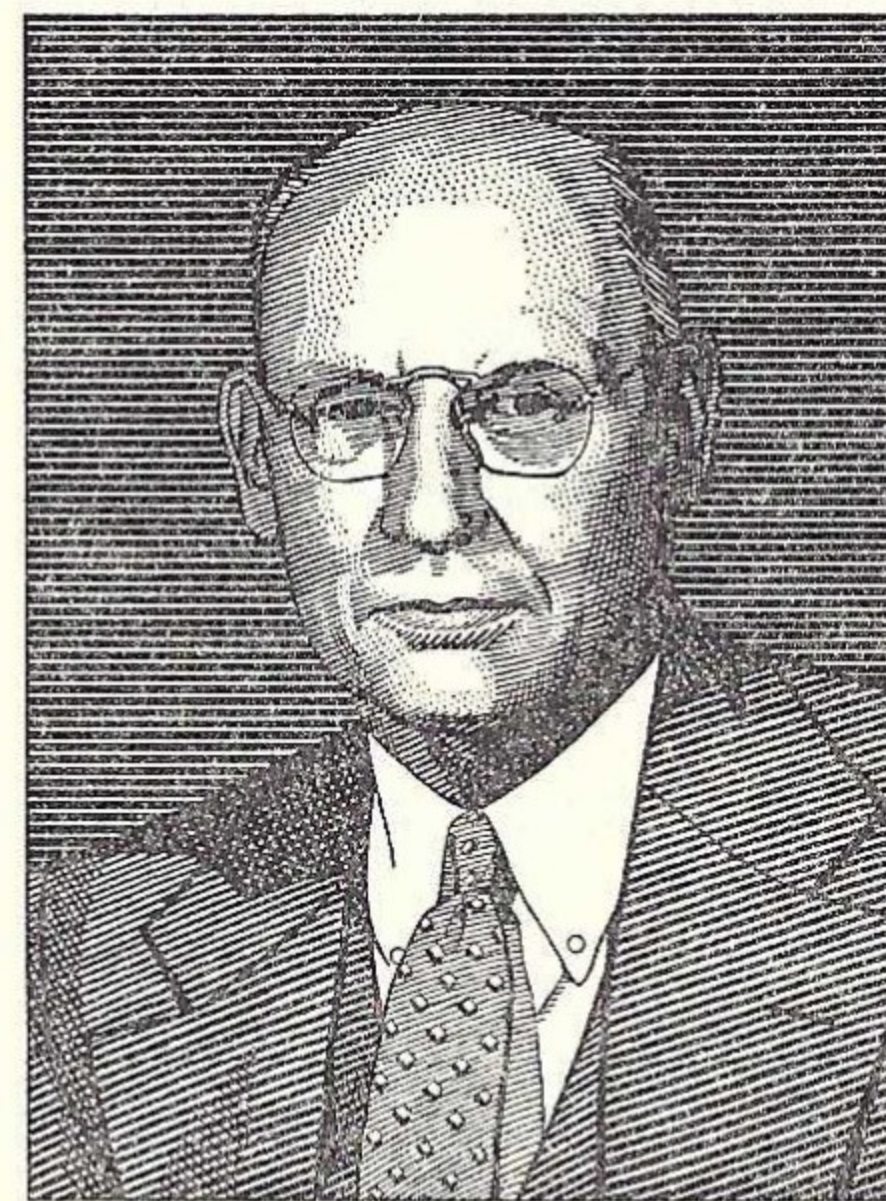
MALCOLM G. CHACE  
CHIEF EXECUTIVE  
BERKSHIRE FINE SPINNING  
ASSOCIATES  
1929-1953



JAMES E. STANTON, JR.  
CHIEF EXECUTIVE  
HATHAWAY  
MANUFACTURING COMPANY  
1909-1939



MALCOLM G. CHACE, JR.  
CHAIRMAN OF THE BOARD  
BERKSHIRE HATHAWAY INC.



SEABURY STANTON  
PRESIDENT  
BERKSHIRE HATHAWAY INC.

# Berkshire Hathaway Inc.

## *A Saga of Courage*

SEABURY STANTON

MEMBER OF THE NEWCOMEN SOCIETY

PRESIDENT

BERKSHIRE HATHAWAY INC.

NEW BEDFORD

MASSACHUSETTS



THE NEWCOMEN SOCIETY IN NORTH AMERICA  
NEW YORK DOWNINGTOWN PRINCETON KITTERY

1962

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SEABURY STANTON

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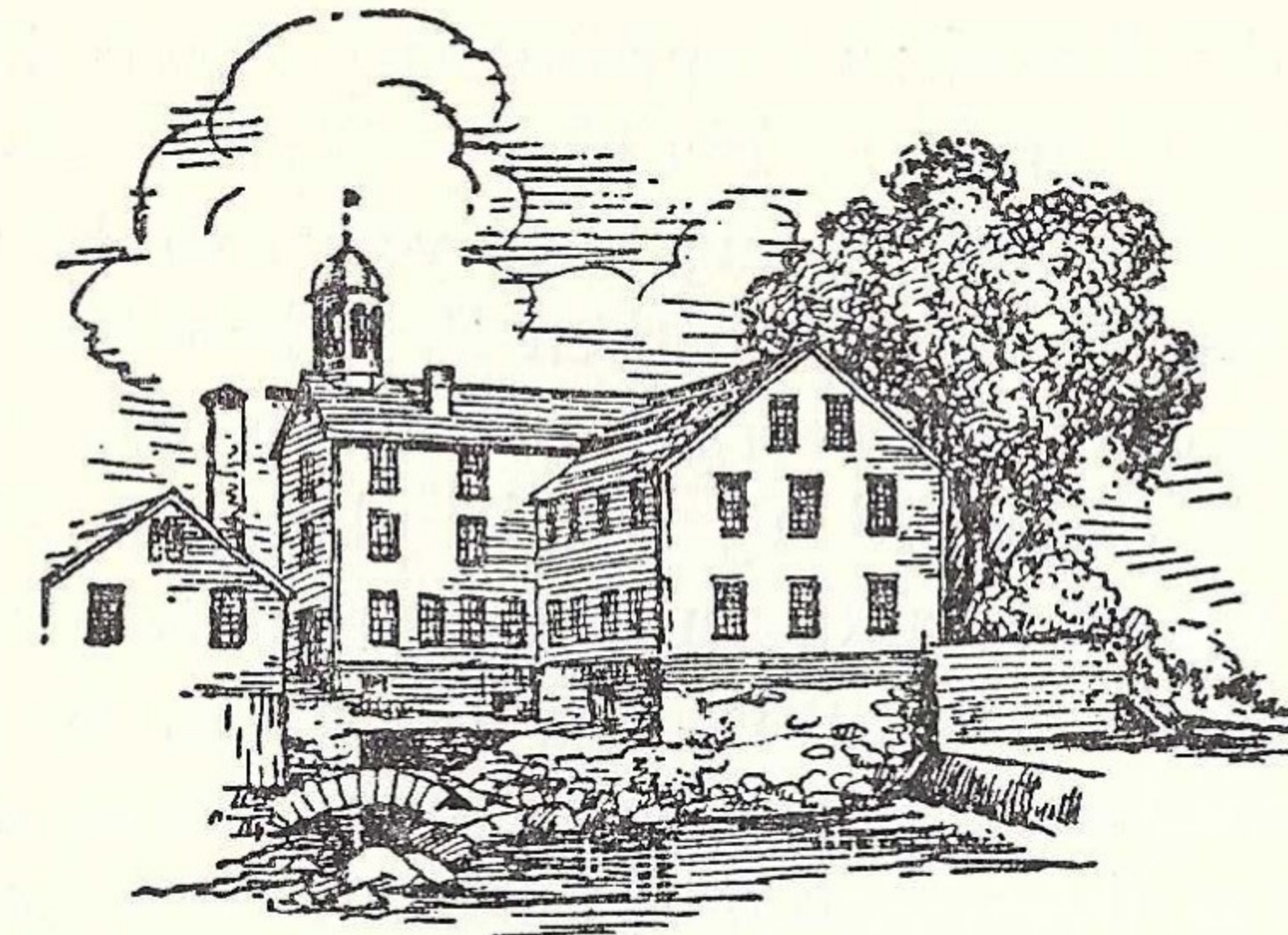
First Printing: March 1962  
Second Printing: March 1962



This Newcomen Address, dealing with the  
history of Berkshire Hathaway Inc., was de-  
livered at the "1961 Massachusetts Dinner" of  
The Newcomen Society in North America, held  
in Louis XIV Ballroom of Hotel Somerset,  
at Boston, Massachusetts, U.S.A., when Mr.  
Stanton was the guest of honor,  
on November 29, 1961



SET UP, PRINTED AND BOUND IN THE UNITED STATES  
OF AMERICA FOR THE NEWCOMEN SOCIETY IN  
NORTH AMERICA BY PRINCETON UNIVERSITY PRESS

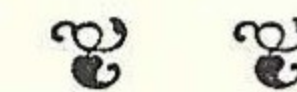


OLD SLATER MILL  
FIRST COTTON MILL IN AMERICA

INTRODUCTION OF MR. STANTON, AT BOSTON ON NOVEMBER  
29, 1961, BY MR. ROY F. WILLIAMS, HONORARY VICE-PRESI-  
DENT, ASSOCIATED INDUSTRIES OF MASSACHUSETTS, BOSTON;  
SECRETARY-TREASURER OF THE NEW ENGLAND COMMIT-  
TEE, IN THE NEWCOMEN SOCIETY IN NORTH AMERICA.

*My fellow members of Newcomen:*

**C**OMES the day which affords me the rare privilege of pre-  
sented to The Society one of the truly great industrial  
statesmen of our times, and almost the last of the textile  
tycoons without whom the history of New England industry could  
not be written or documented.

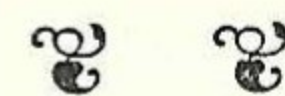


Born in New Bedford and product of its schools, of the New  
Bedford Textile School and of Harvard University, Seabury  
Stanton is the son and the grandson of seafaring men who were  
whaling captains in the best New Bedford tradition, hardy men  
who gave New Bedford its birthright in the American heritage.  
Parenthetically, this doubtless accounts for his *second* love, sailing,  
and a *third* love, that of salmon fishing in the great rivers of  
Canada. More of that in a moment.

Finishing Harvard, class of 1915, the First World War soon  
came along, and so did Seabury Stanton, first a Private, then a

Lieutenant in the American Expeditionary Forces in France. By 1922, his business career at Hathaway Manufacturing Co. was started, and over the intervening forty-year span he was Assistant Treasurer, Treasurer, Director, then President for 16 years and in *March 1955*, came the merger with Berkshire Fine Spinning Associates which embraced 13 textile plants in Massachusetts, Vermont and Rhode Island. In this reorganization his brother, Otis Stanton and his Executive Vice-President, Edmund Rigby, also two honored guests with us this evening, were largely instrumental in giving the new combination a sound foundation and strong motivation.

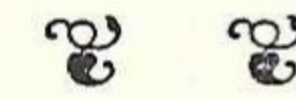
Of the 13 plants in the Berkshire Hathaway organization, 7 have survived the erosion which time and foreign competition have wrought throughout the textile industry, which was once the greatest employer of men and women in the New England communities.



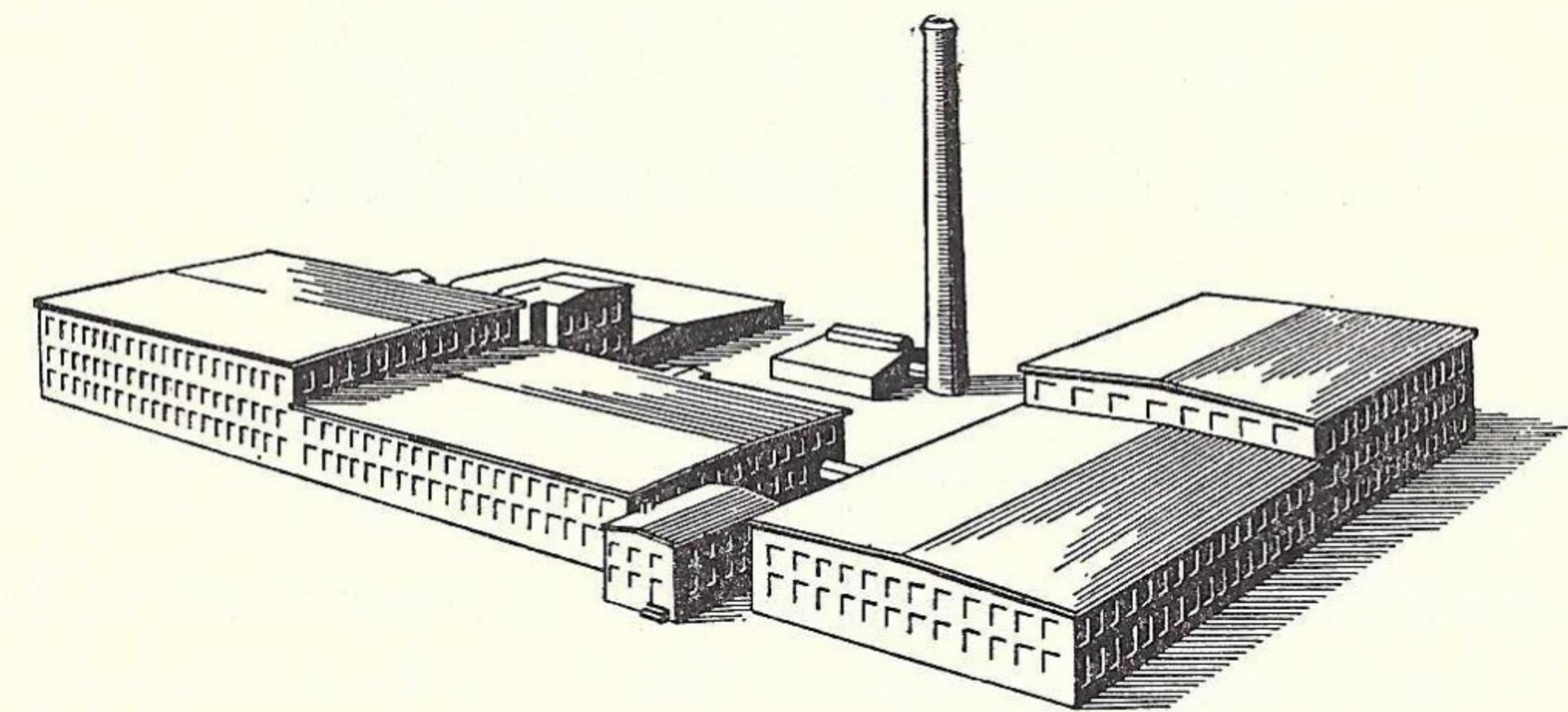
It takes 3 finely-spaced typewritten pages to give full measure to Mr. Stanton's posts in business, civic and governmental affairs. Of these, I would pause at only one or two. He was President of Associated Industries of Massachusetts, 1953-55—who am I to miss that opportunity?—and I may be pardoned the boastful mention that AIM rose to its present great prominence under his forceful leadership.

The other, and closely allied to the first, is his longtime directorate and present chairmanship of the National Association of Cotton Manufacturers, now called Northern Textile Association, where he has championed the American textile manufacturers representing his city, state, his region and nation in the disturbing disruption which has resulted from uncontrolled imports of cotton goods. This is *his* story though and I would not trespass other than to mention that Mr. Stanton was appointed Textile Advisor to the United States Delegation on International Textiles by appointment of the U.S. Secretary of Commerce. Weeks of international negotiations in Washington, New York, in Tokyo and about 4 weeks ago in Geneva, Switzerland have required fully his time and energies in this all-important post.

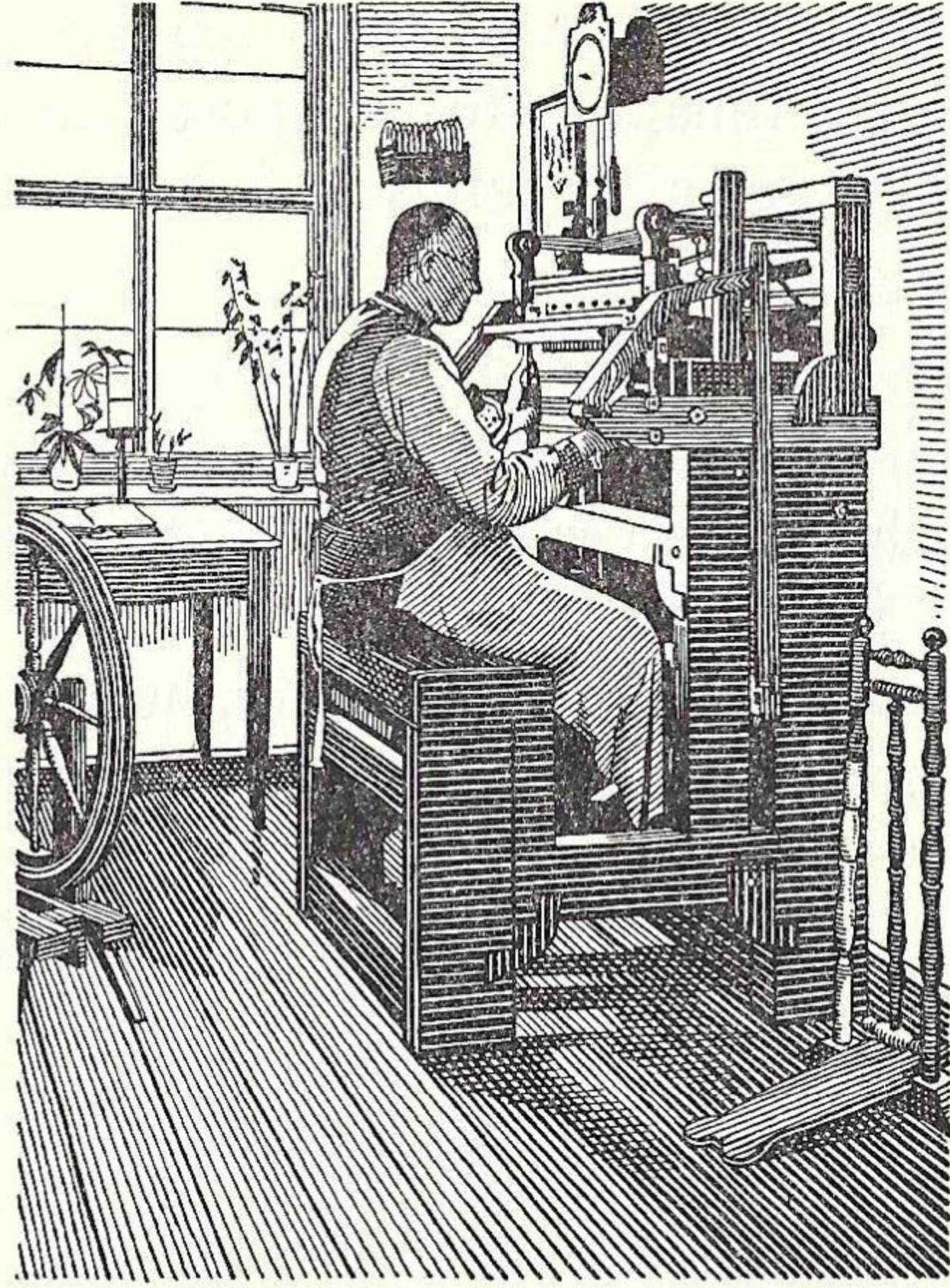
On the lighter side of life, Seabury Stanton is the famed skipper of the 58-foot yawl "Caribbee" which has been entered in two Bermuda races and 3 Annapolis-to-Newport races and nearer home in the annual Edgartown Regattas and New York Yacht Club cruises.



So—Gentlemen—I give you a seafaring man's son who never lost his love of the sea—a sailor too of oceangoing yachts—an articulate fighter for New England textiles in world circles, a leader in every phase of business, banking, hospitals, charities, and uncounted civic enterprises—a man whom The Newcomen Society is proud to honor—MR. SEABURY STANTON.



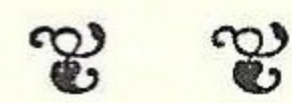
KING PHILIP "A" DIVISION  
FALL RIVER, MASSACHUSETTS



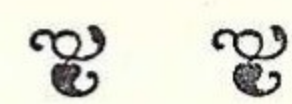
*My fellow members of Newcomen:*

I AM grateful for this opportunity to present what is, frankly, less a speech than a story.

It is not my story, although I have, admittedly, devoted the energy and efforts of my adult life to its advancement. It is, rather, the story of America, and, as such, it is yours as much as it is mine.

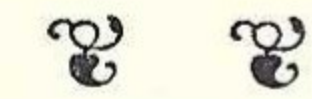


Specifically, it concerns what happened to certain Americans of New England, beginning with the late 18th Century—Americans who planted the roots of the textile industry in these six north-eastern states.

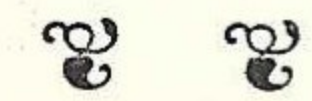


There are many ways of telling the story of what a century and a half has meant to an industry, or vice versa. In this case, one could measure progress and impact by referring to spindles,

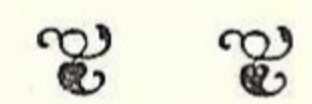
looms, yardage and payrolls, but those factors, essential though they are, constitute only the inanimates of a business that, to this day, teems with the drama of life.



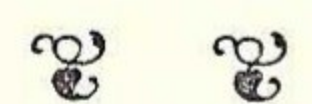
I am aware of this drama, for money alone did not lure many young men of promise into anything then, nor does it now. There must be an opportunity to prove oneself and in so doing to build a life.



New England textiles have always offered this opportunity and they still do, so do not be misled by what you may read in publications that expound the opposite, often more from force of habit than from familiarity with rapidly-changing facts. The textile industry never was a more exciting and challenging business—it never had a more unlimited potential for those willing and able to apply aggressive initiative, than right now.



We are concerned here specifically with an organization called Berkshire Hathaway Inc., and I have chosen to tell its story and to measure its impact by portraying people in relation to their times, rather than by resorting to statistics.



America is, after all, people. It is they and they are it. No nation can ever be more than its people—nor can Berkshire Hathaway—nor can anything which relies for its growth and being upon mind, muscle, courage and skill.

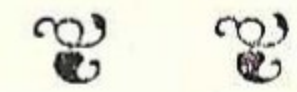


In the beginning, in the late 18th Century, there was Samuel Slater, resident of a New England in which every day was far too short, because all of the necessary tasks had to be accomplished by hand and with the simplest of tools.

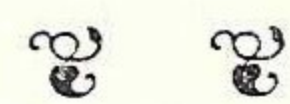


In Rhode Island, Slater worked successfully to duplicate the Arkwright method of spinning cotton on “water frames,” harness-

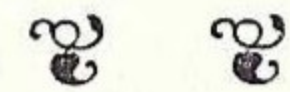
ing the plunging rivers that course south and east to the sea through New England, and he launched an industry that was destined to relegate the fireside spinning wheel to the attic and the antique shop forever.



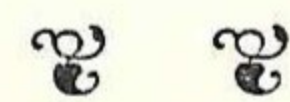
Slater's wife, Hannah, is credited with having assisted in the creation of cotton thread as an improvement upon linen.



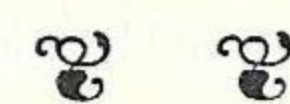
Slater's brother-in-law, David Wilkinson, eventually known as the "father of the machine tool industry in America," helped build the first spinning apparatus.



Thus, the industry was born. It stemmed from a burgeoning need—a nation had to be clothed. There are countries, even today, where the methods of the fathers and forefathers still can be found providing the essential elements of daily living, but it has never been so in America. Even as early as the time of Slater, imaginative men found a way to link the tumbling river, the turning wheel, the crude loom, and the thread, to clothe a country so busy that it was constantly demanding new and better ways of doing everything.

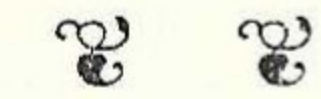


It is significant also, since we Americans pride ourselves upon building to last, as well as changing with the times, that Berkshire Hathaway's linkage with the Slater operation is unbroken. Oliver Chace, a young carpenter who had worked in Slater's mill in Pawtucket and learned from the master how to build cotton machinery, a Quaker of great physical and intellectual strength, is an ancestor of Malcolm G. Chace, Jr., our present Board Chairman.

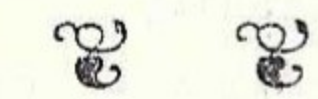


Thus, we can trace an unbroken thread of ownership from the man who founded our earliest progenitor company in 1806 right down to the present management.

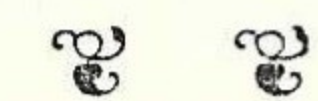
In addition, two brothers-in-law of Samuel Slater founded the Valley Falls Company at Albion, Rhode Island, which we are now modernizing to operate with the latest in textile machinery and skill.



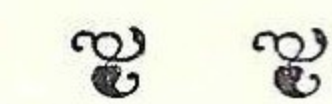
Since one must understand the components and the background of an industry in order to know what it is, what it does—and even more important—to know in what it believes—I should like to sketch briefly how Berkshire Hathaway came to be what it is, in terms of physical plant.



Berkshire Fine Spinning Associates was formed in the spring of 1929 when the interests controlled by Malcolm G. Chace, Sr., involving three mills, and those of the Plunkett family, representing two mills, merged to achieve a higher degree of efficiency, as these mills produced much the same type of goods. Later, Malcolm G. Chace, Jr., assumed the offices of President and Treasurer, with John H. McMahon as Chairman of the Board.

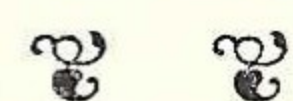


This consolidation consisted of the Valley Falls Mills in Albion, Rhode Island, the Coventry Company in Anthony, Rhode Island, the Fort Dummer Mill in Brattleboro, Vermont, the Berkshire Manufacturing Company in Adams, Massachusetts, and the Greylock Mill, Inc., in North Adams, Massachusetts.

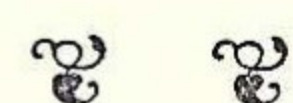


Younger generations, indoctrinated in an era when Federal Government relationship to private business is at an all-time high, may not understand entirely what I mean when I recall that 1929 was the beginning of a period of major economic depression. Insofar as the textile industry was concerned, at least, the impact of these severe times was in no way cushioned by subsidy, Congressional relief, or the benign interest of various Federal agencies. It was a time when men stood alone, upon their own resources and courage.

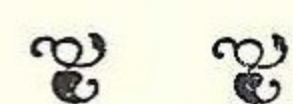
These things I mention so that when I pay tribute to Malcolm G. Chace, Sr., who really was the one man who pulled together a group of mills that might otherwise have been liquidated—as many others were—it will be understood fully what a major task he tackled and succeeded in accomplishing. He envisioned industrial strength through collective action. He strove to cut costs through mass purchasing power. He had imagination and courage—enough of both to build while others were giving up.



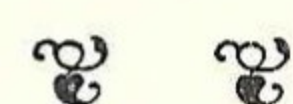
Following the merger, during the critical period of “pulling together and building up,” when, frankly, observers in the industry were watching closely to see whether such a bold experiment could succeed, the man who, in large measure, aided its eventual success was Mr. McMahon, who was the driving force in this vital transition.



During the period from 1930 to 1938, several mills were added and a number were eliminated, for purposes of further strengthening the company, enhancing its future and building job security for its workers.

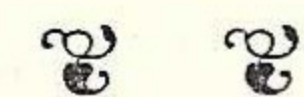


By 1940, this company succeeded in replacing all of its looms with the fully automatic type and installing the latest type of high speed spooling and warping equipment. As of December 1951, Berkshire Fine Spinning employed approximately 10,000 persons. At about the same time, it was one of the largest manufacturers of fine combed cotton fabrics in the United States. These fabrics consisted of broadcloths, handkerchief cloths, pongees, sateens, voiles, poplins, twills, lawns, dimities, marquissettes and nainsooks.

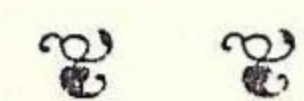


The history of the Hathaway Manufacturing Company of New Bedford, Massachusetts, begins, as does the history of New Bedford itself, with whaling. The drilling of oil wells in Pennsylvania about 1859, together with whaling fleet losses in the Civil War and subsequent Arctic ice disasters, signalled the decline of the

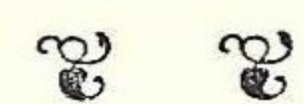
industry. New Bedford capital accordingly was diverted into a new field—textiles.



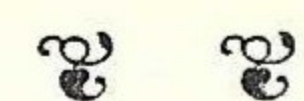
One of the earliest mills to be formed was the Acushnet Mill Corporation. Its President was Horatio Hathaway and the Treasurer was Joseph F. Knowles.



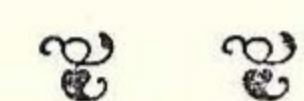
This mill was so successful that in 1888, Mr. Hathaway and his associates decided to open a second operation in New Bedford. This was called the Hathaway Manufacturing Company and it also was under the direction of Mr. Knowles. It was a cotton spinning and weaving mill and, again showing the unbroken link between past and present, this plant still bears the name of Hathaway today.



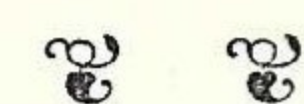
At this time, Mr. Knowles had an assistant named James E. Stanton, Jr., my father. Soon after Mr. Knowles' death in 1909, Mr. Stanton was offered the position of Treasurer of both the Acushnet and Hathaway companies. In loyalty to the Knowles family, he gave up his plans to start a mill of his own in order to accept this position.



During the next twenty-five years, he guided these corporations to positions of prominence in the industry.



Since I have said that in order to understand any business, it is essential to know what the people connected with it were like, I trust it may not be taken as an indication of filial prejudice if I say a word about my father. This is not digression, it is supplementation, for if one is going to tell the story of this company, one must understand what manner of man James Stanton was.

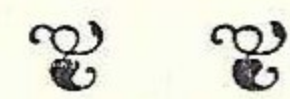


As with virtually all of those men who founded New England businesses, he not only understood the necessity of work, but also was sensitive to the joy of it. The son of a whaling captain, he was

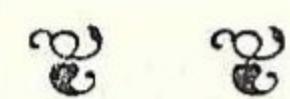


aware of the fact that building an industry, as with making a successful voyage in search of oil, is accomplished by balancing the equation of prudence and imagination. He was able, a clear thinker, and a good merchant.

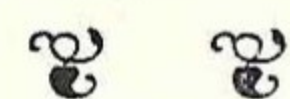
Under his leadership, Hathaway Manufacturing Company was one of the first textile mills in the United States to produce clip spot marquisette on a large scale, entering this field shortly after the First World War.



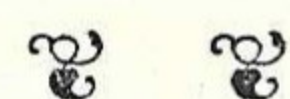
Somewhere here, I suppose I have to resort to the autobiographical, not because I relish it but simply because in this story that I am endeavoring to present to you, I am one of the cast of characters.



I recall that I came back from the First World War and was looking forward to a vacation. I had not, as a matter of fact, even had time to buy a suit of civilian clothes.



Two days after I got back, while I was eating breakfast, my father stopped by. He wanted to know how I would like to be the bookkeeper at the Hathaway Manufacturing Company. The position was open as the previous bookkeeper had been applying the petty cash to his own personal use.



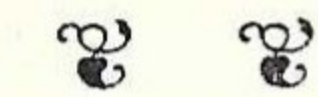
"I don't know the first living thing about bookkeeping," I said.

In typical fashion, my father replied, "You went through college and you can learn, can't you?"

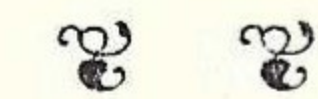
I borrowed a suit from my brother and went to work for the company, and I have been there ever since.

It is probable that I was the worst bookkeeper in the world for a while. I could not even read my own figures. I shall always be deeply grateful to the company auditor, Frederick S. Fuller, who worked with me evenings, patiently in spite of my many shortcomings, until finally I could handle the job. I suspect that, somewhere in our lives, each of us has a Frederick S. Fuller.

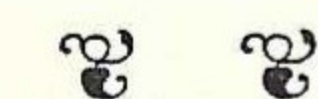
Everyone in business, or even in the business of life itself, considers that one or two major turning points stand out. The poet, Robert Frost, thought enough of this basic human experience to write a poem about the road that one chooses in a moment of decision and how much difference it makes in terms of everything that happens thereafter.



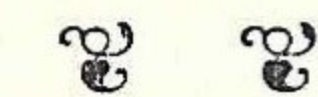
From my own viewpoint, in terms of Hathaway, and later Berkshire Hathaway, there were at least two such occasions.



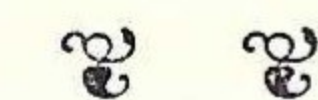
In 1934, my father became ill, and was obliged to retire. I was Treasurer at the time but my father, as President, had been handling the burdens of policy and planning. His illness abruptly projected my brother, Otis, and me into broader management roles. We realized suddenly that what happened next was up to us.



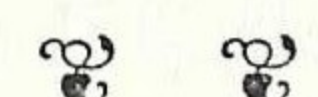
This was a time when many New England mills were closing their doors and liquidating because of poor business and increasing Southern competition.



Otis and I had to decide whether to liquidate or make a fight to remain in New England. There had been, in recent years, little modernization in our plant because management had hesitated to spend stockholders' money on new equipment when business was so bad and the prospects were so uncertain. But we knew the company positively could not continue to operate if it were not modernized.

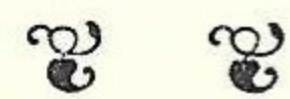


After a good deal of brain-wracking and soul-searching, we were sure that there was a place in New England for a textile company that had the latest machinery and capable management.



Therefore, in the depths of the biggest depression this nation ever has had, Otis and I conceived a "five year plan" of plant

modernization (not to be confused in any way with anything to which the Soviet Union may have given the same name).



We presented our plan to the Board of Directors. Some were much opposed. They had doubts about the effect of the liberal policies of the man in the White House. It was being widely suggested in business circles that the country was "going to the dogs" and this seemed to some like a poor time to plow back new capital into the business.



Otis and I said that the very reasons they had just enumerated actually proved this to be exactly the right time. To their everlasting credit, the members of the Board thought it over carefully and finally said gamely, "All right, go ahead."



My brother and I practiced what we preached. It did not seem right to spend the stockholders' money unless we were prepared to risk our own as well. We went to the bank, borrowed all we could, and bought sufficient Hathaway stock to attain majority control.



Over a period of seventeen years, from 1936 to 1953, Hathaway Manufacturing Company spent over \$10,000,000 to modernize and expand its plant and equipment—a tremendous amount for a company of its size in those times.

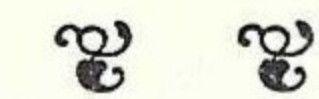


I have said that people are, in my opinion, the best yardsticks for describing or understanding an industry.

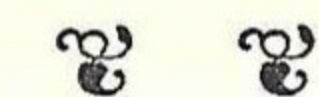
With regard to textiles, there are three groups of people involved, each of fundamental importance.

First, there is the consumer and if there were not large numbers of Americans, and their forebears before them, who appreciated and wanted what the American textile industry can produce, there never could have been such an industry.

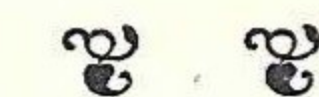
Now these people who buy the products have changing tastes, and this is something that New England textiles had to learn perhaps both faster and earlier than many other industries in this country. As the years have gone by people have come to expect from cloth qualities that once would have been incredible and impossible, not only pertaining to color, design and uniformity, but also in terms of resisting wrinkles and moisture, being easily and quickly cleaned, ironed and dried. All of this is part of the national liberation from many of yesterday's household chores.



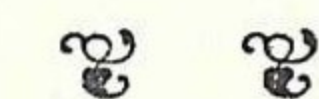
During the period between the wars, and certainly continuing and broadening in the post-war era, textile production became more complex. Marketing, engineering, research, creative design, the use of artists, the chemistry laboratory and the production expert—all of these came to constitute vital parts of the industry. Textile production no longer meant simply running a factory; it embraced arts, skills, sciences and professions.



This brings us to the second group of important people—those actually concerned with the production. Without them, there certainly could have been no industry, for over the generations they have brought to bear priceless skills, the ingenuity born of genuine interest in the job, a pride of product that is typical of free men working in a free society, and a loyalty and stability without which essential long-range planning would have been impossible.

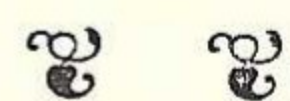


Finally, we recognized there had to be alert management which could, on the one hand, bring together in efficient harmony the elements required to create a product, and on the other, was sufficiently sensitive to public demand so that it not only could meet it, but anticipate it.

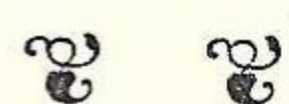


This latter assignment fell particularly to my brother, Otis, who was Vice-President in charge of synthetic product sales. It was he who promoted so successfully the merchandising of our rayon

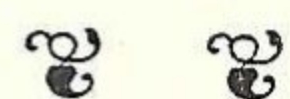
products that Hathaway Manufacturing Company became the largest manufacturer of men's wear lining fabrics in the country, if not in the world.



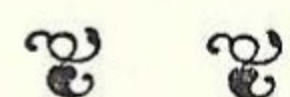
Thus, we began the long struggle. We knew it would be long, and we knew it would be difficult. In retrospect, I cannot remember why or how, but I recall clearly that we accepted the challenge with great confidence.



It was several years, at least five or six, before we knew whether this "experiment in courage" which our Directors and stockholders shared with us would succeed or fail.



The coming of the Second World War tipped the balance even though it delayed acquisition of some of the machinery we needed.



When the war came, we were equipped to do well, and did. Production was shifted over to powder bags, camouflage cloths, ponchos, mosquito netting and many other military items—but for us, the big chance to serve came through parachute fabric.

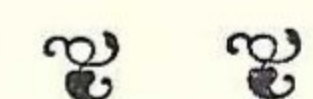


The Quartermaster Corps called textile manufacturers from all parts of the country for a meeting. They wanted us to develop and manufacture nylon parachute fabric. Since none of us had had much experience with nylon fabrics, there was marked hesitancy about accepting such a commitment.

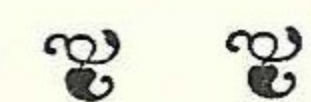


The Government official in charge of the meeting read off the list of companies represented there, one by one, and, in turn, each agreed to produce so many yards of the fabric. Because they were reluctant to plunge into this new field, most of the offers were relatively small, perhaps 25,000 yards or something of the sort. When they came to us, we said firmly, "Three million yards," and you could have heard a pin drop in that room.

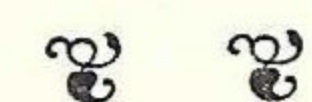
After that, a good many of those present agreed to take more and we increased our initial commitment to five million yards at the Quartermaster's request.



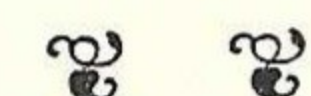
It was our opportunity to serve our country in a vitally important way and we had absolute confidence in our ability to make a satisfactory fabric with our modern machinery.



None of our parachute fabric ever failed, according to Federal Government records, and it was largely because of the quality and quantity of this production that we received three Army-Navy E Awards before the war was over.



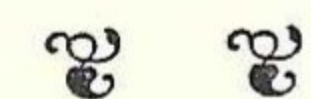
The other major turning point of our corporate existence involved the decision to merge with Berkshire Fine Spinning Associates in the spring of 1955.



The Hathaway plant in New Bedford had been affected seriously by three hurricanes. In 1954, two of them, within a few days of each other, had flooded the bottom floors of the plant, inundating the machinery with salt water, a type of damage against which we could not be insured.

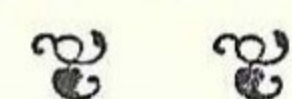


It seemed like the last straw. We were short of working capital—not dangerously short—but the \$300,000 or \$400,000 required for repair of storm damage would have whittled the total down to a very low figure.

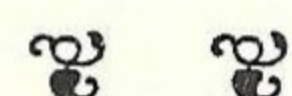


In addition, we felt that we needed the advantages of greater diversification to meet heavy Southern competition. As with the Berkshire management, we still were determined to remain in New England, where Samuel Slater founded the American textile industry a century and a half ago. We felt then and we feel now that in this business you can't stand still—if you do, you're licked.

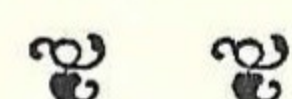
Out of the merger, born of confidence in the future and a vigorous desire to remain in business in this area, there have evolved the present seven manufacturing divisions located in Southeastern Massachusetts and Rhode Island, which produce a variety of fine combed cotton as well as synthetic fabrics.



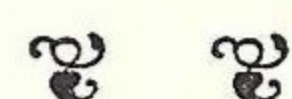
The Massachusetts plants are situated in New Bedford and Fall River. The Rhode Island plants are located in Tiverton, Warren, Anthony, and Albion. The executive and administrative offices are established in New Bedford, with sales offices in New York, Texas, California and Canada.



Today, Berkshire Hathaway Inc. is the largest textile manufacturer of cotton and synthetic fabrics in New England. A total of about half a million spindles and approximately 12,000 looms each year produce 225,000,000 yards of fabrics, consisting of fancy colored dress goods, handkerchief fabrics, lawns, voiles, dimities, combed and carded sateens, rayon linings, dacron marquisette curtain fabrics and dacron cotton blends. The total employment numbers approximately 5,800 people. All seven plants operate on a three-shift basis and Berkshire Hathaway does an average annual business of better than 60 million dollars.

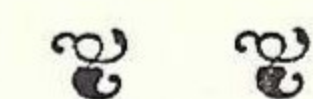


We still maintain what has been described by some observers as a "relentless" program, aimed at keeping pace with new machinery, product development, cost-reducing methods, quality control, research and marketing ideas. By the end of this year, we will have spent \$11,000,000 in the last three years on modernization. That is a lot of money for a textile operation in New England—but it merely illustrates our faith in what we believe to be a sound investment for the future.

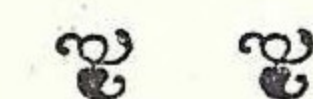


These days, we face the challenge of competition from low cost foreign fabrics, of automation, of increasingly sophisticated customer demand, and of higher labor costs. The modern young

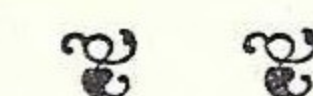
woman knows far more about fabrics than did her grandmother, and not only demands but receives much more in return for the dollars she spends on textiles.



Berkshire Hathaway, the largest textile employer in New England, is going to keep right on attempting to give each succeeding generation of American consumers everything that is demanded in the way of a modern, quality product.



Samuel Slater, with no more than a tumbling river and unshakable determination, started this industry in New England and I tell you, gentlemen, we are going to do our level best, in terms of brains, dollars and energy, to keep it right here—healthy and strong as ever.

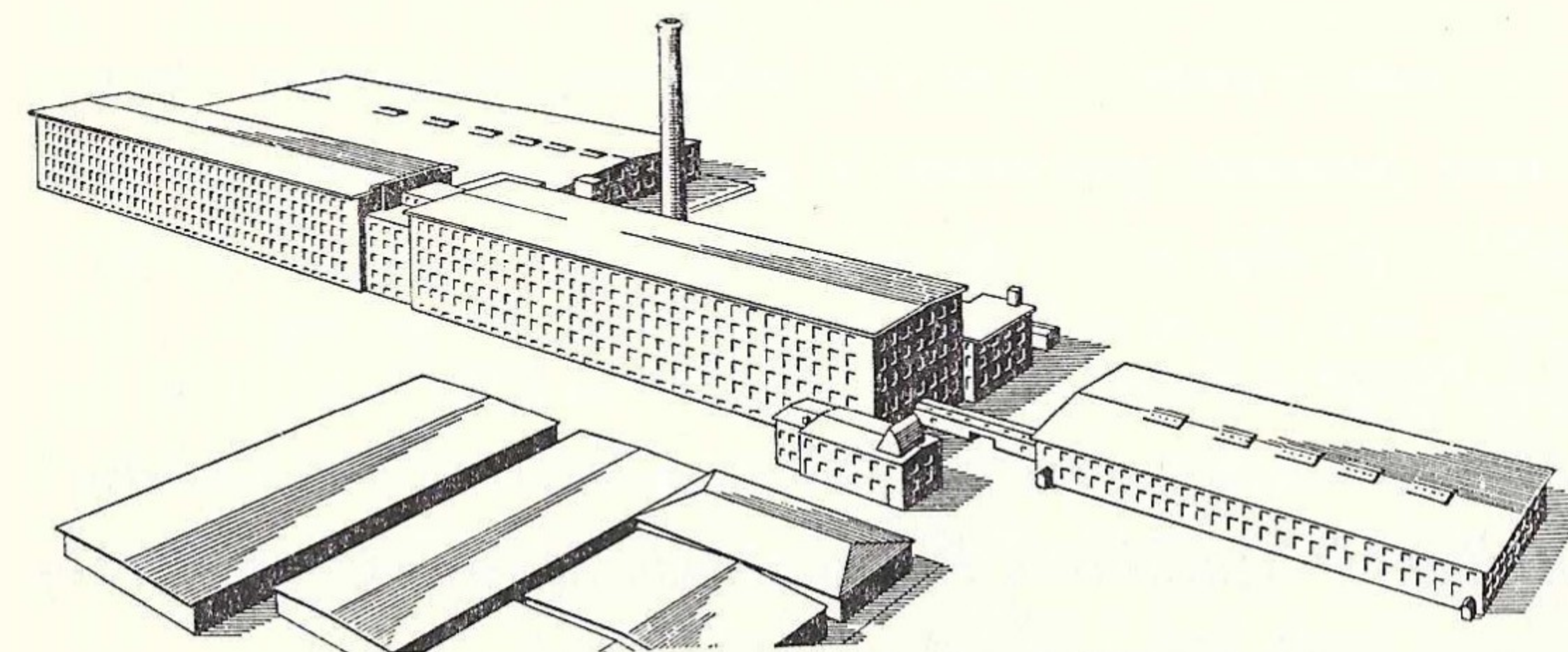


I thank you.

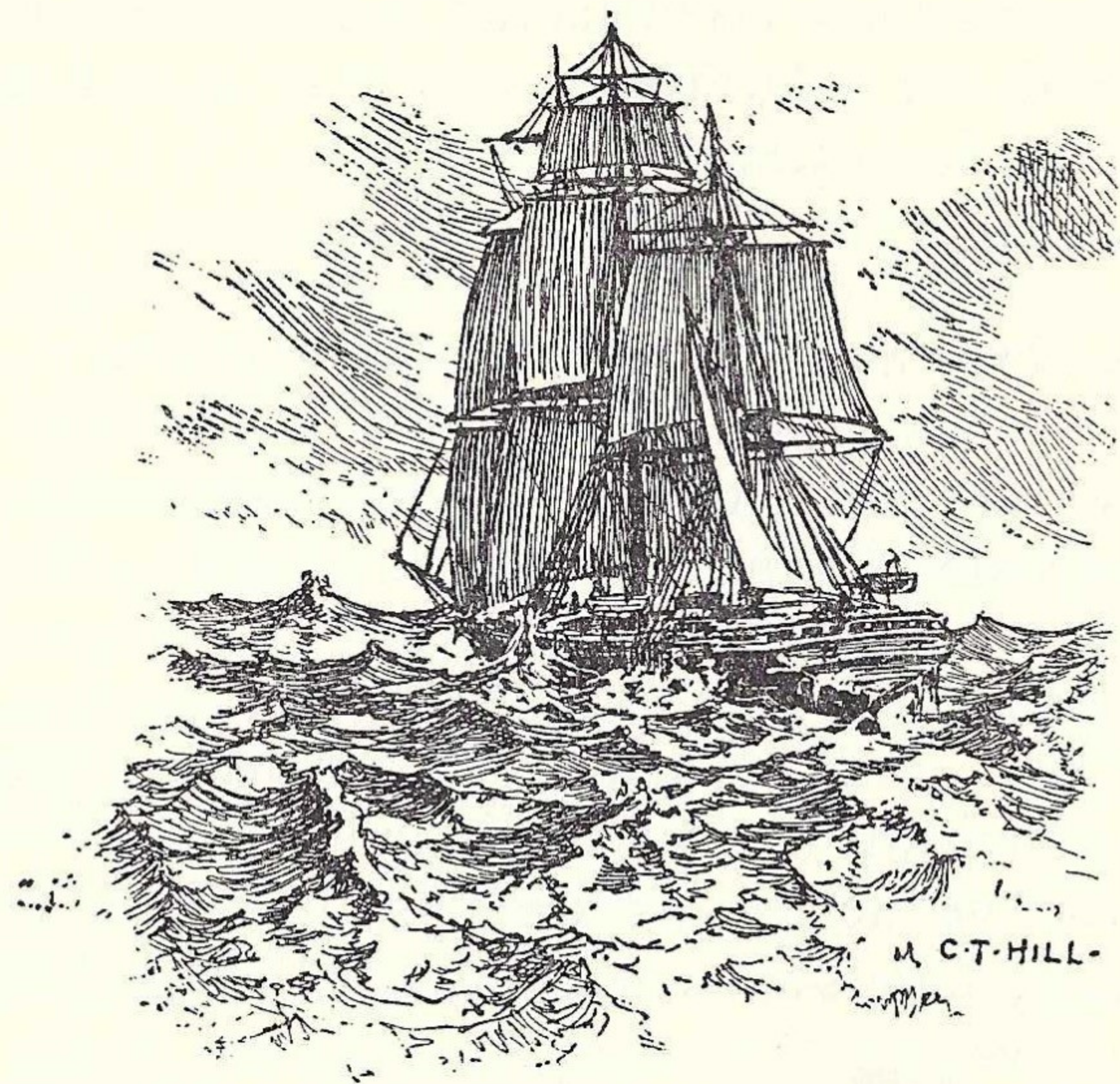
THE END



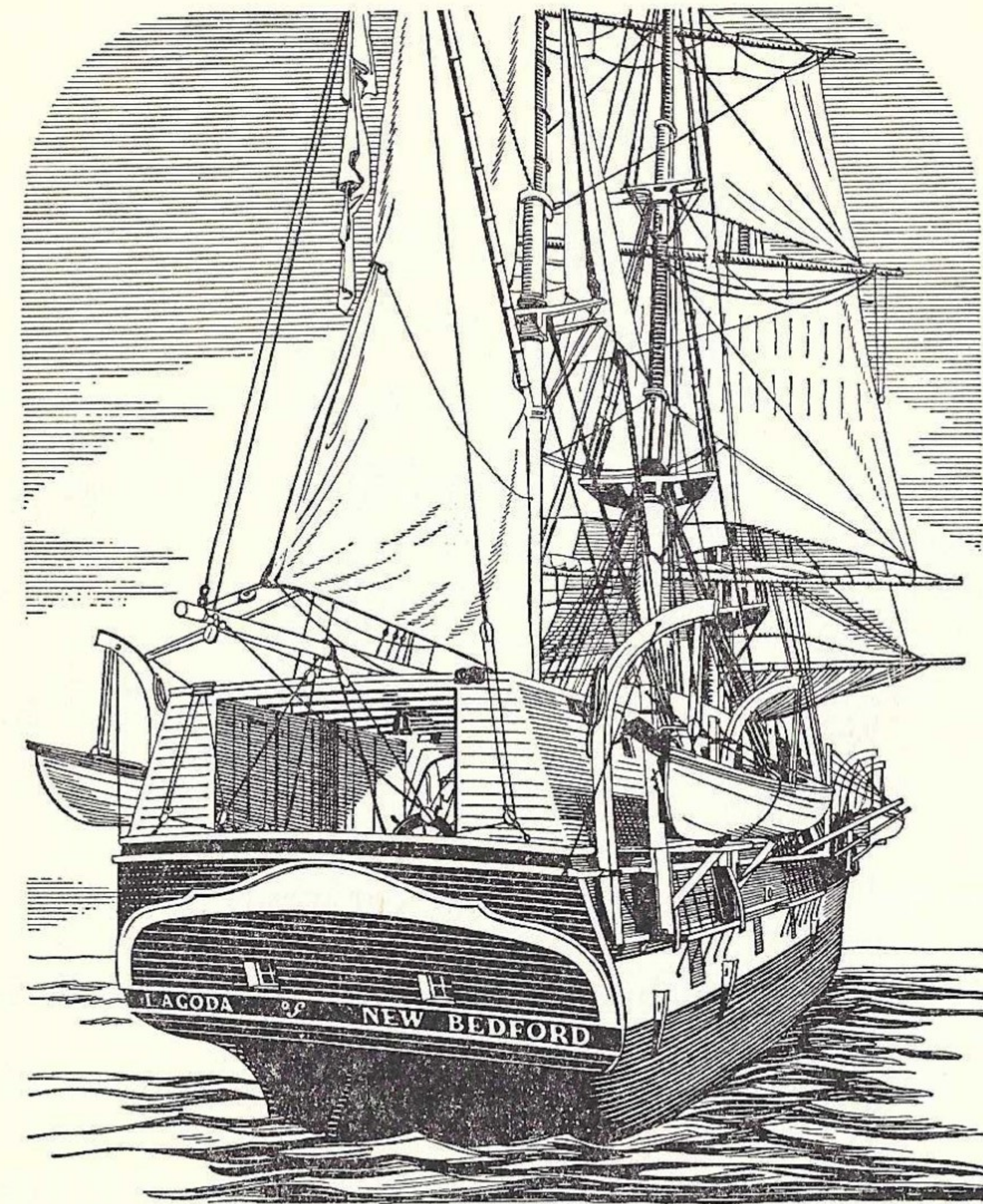
*"Actorum Memores simul affectamus Agenda!"*



KING PHILIP "E" DIVISION  
FALL RIVER, MASSACHUSETTS



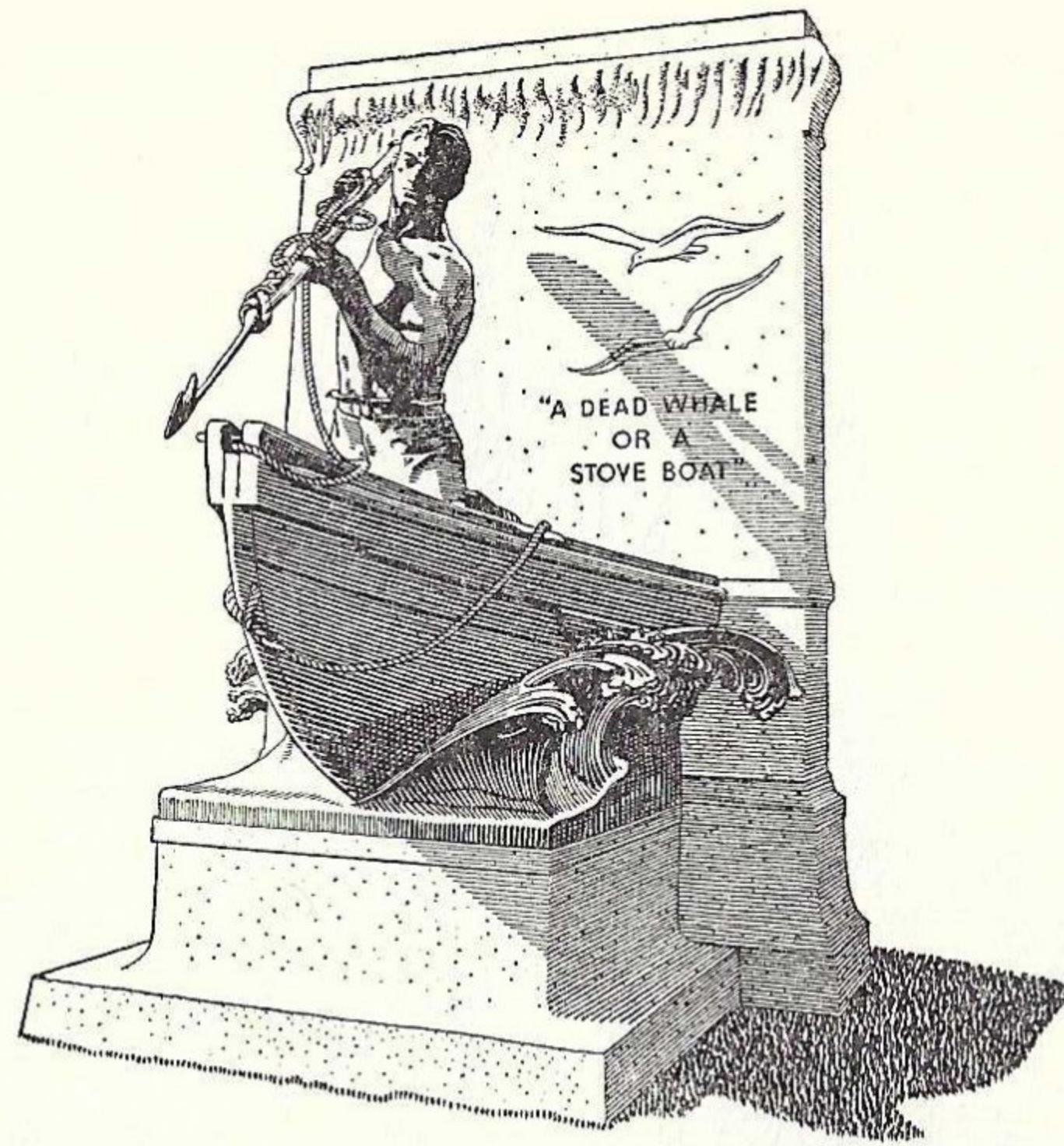
THIS NEWCOMEN ADDRESS, *dealing with the history of BERKSHIRE HATHAWAY INC., was delivered at the "1961 Massachusetts Dinner" of The Newcomen Society in North America, held at Boston, Massachusetts, U.S.A., on November 29, 1961. MR. STANTON, the guest of honor, was introduced by MR. ROY F. WILLIAMS, Honorary Vice-President, Associated Industries of Massachusetts, Boston; Secretary-Treasurer of the New England Committee, in The Newcomen Society in North America. The dinner was presided over by MR. MARSHALL B. DALTON, Chairman of the Boards, Boston Manufacturers Mutual Insurance Company and Mutual Boiler & Machinery Insurance Company; Chairman of the New England Committee, in this international Society.*



"Today, Berkshire Hathaway Inc. is the largest textile manufacturer of cotton and synthetic fabrics in New England. A total of about half a million spindles and approximately 12,000 looms each year produce 225,000,000 yards of fabrics, consisting of fancy colored dress goods, handkerchief fabrics, lawns, voiles, dimities, combed and carded sateens, rayon linings, dacron marquisette curtain fabrics and dacron cotton blends. The total employment numbers approximately 5,800 people. All seven plants operate on a three-shift basis and Berkshire Hathaway does an average annual business of better than 60 million dollars."

—SEABURY STANTON





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## THE NEWCOMEN SOCIETY in North America

**I**N APRIL, 1923, the late L. F. Loree (1858-1940) of New York, then dean of American railroad presidents, established a group now known as “American Newcomen” and interested in Material History, as distinguished from political history. Its objectives center in the beginnings, growth, development, contributions, and influence of Industry, Transportation, Communication, the Utilities, Mining, Agriculture, Banking, Finance, Economics, Insurance, Education, Invention, and the Law—these and correlated historical fields. In short, the background of those factors which have contributed or are contributing to the progress of Mankind.

The Newcomen Society in North America is a non-profit membership corporation chartered in 1961 under the Charitable Law of the State of Maine, with headquarters on North Ship Road, Uwchlan Township, Chester County, Pennsylvania, some five miles east of Downingtown, Pennsylvania, and 32 miles west of the City of Philadelphia. Here also is located The Thomas Newcomen Memorial Library in Business History, a reference collection, including microfilm, open to the public for research and dealing with the subjects to which the Society devotes attention.

Meetings are held throughout the United States of America and across Canada at which Newcomen Addresses are presented by leaders in their respective fields. These manuscripts represent a broadest coverage of phases of Material History involved, both American and Canadian.

The approach in most cases has been a life-story of corporate organizations, interpreted through the ambitions, the successes and failures, and the ultimate achievements of those pioneers whose efforts laid the foundations of the particular enterprise.

The Society's name perpetuates the life and work of Thomas Newcomen (1663-1729), the British pioneer, whose valuable contributions in improvements to the newly invented Steam Engine brought him lasting fame in the field of the Mechanic Arts. The Newcomen Engines, whose period of use was from 1712 to 1775, paved a way for the Industrial Revolution. Newcomen's inventive genius preceded by more than 50 years the brilliant work in Steam by the world-famous James Watt.

The Newcomen Society in North America is affiliated with The Newcomen Society for the Study of the History of Engineering and Technology, with offices at The Science Museum, South Kensington, London, S.W. 7, England. The Society is also associated in union with the Royal Society for the Encouragement of Arts, Manufactures and Commerce, whose offices are at 6 John Adam Street, London, W.C. 2, England.



Members of American Newcomen, when in Europe, are invited by the Dartmouth Newcomen Association to visit the home of Thomas Newcomen at Dartmouth in South Devonshire, England, where the festival of “Newcomen Day” is celebrated each year on the fourth Friday in July.



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*“The roads you travel so briskly  
lead out of dim antiquity,  
and you study the past chiefly because  
of its bearing on the living present  
and its promise for the future.”*

—LIEUTENANT GENERAL JAMES G. HARBORD,  
K.C.M.G., D.S.M., LL.D., U.S. ARMY (RET.)

(1866-1947)

*Late American Member of Council at London  
The Newcomen Society of England*

