

United States Steel Corporation.

71 Broadway, New York,

OFFICE OF THE CHAIRMAN

August 29, 1924.

Miss Ida M. Tarbell,
120 East 19th St.,
New York, N. Y.

My dear Miss Tarbell:

Referring to your letter of August 28th instant, Mr. E. J. Buffington was formerly President and, I believe, largely interested in ownership of the Anderson wire works, Anderson, Ind., which was purchased when one of the consolidations occurred. At that time Mr. Buffington first realized the fairness of Judge Gary and his ability to appreciate both sides of a question. For a great many years he has been President of the Illinois Steel Company.

We are enclosing a copy of the resolution passed by the Board of Directors at the time of the death of Mr. Frick, and also one referring to Mr. Rogers. If there are other memorials which you would like to have, please let me know.

May I personally express the very sincere hope that your arrangements with other people for whom you are writing will develop in such a way as to permit you to follow up the story of Judge Gary's life to a conclusion in your own splendid style, and in this I think I am also voicing Judge Gary's sentiments.

With kind regards,

Very truly yours,



Secretary to Judge Gary.

Enclosures.

At a regular meeting of the Board of Directors of the United States Corporation, held on the 30th day of December, 1919, the Chairman submitted the following minute, which was unanimously adopted:

"It is with intense sorrow we are called upon to record the death of Henry Clay Frick which occurred at his residence in New York December 2, 1919.

He was a member of the Board of the Board of Directors of this Corporation from April 6, 1901, and of the Finance Committee from January 6, 1903, until the time of his death. He attended one hundred and seventy nine out of two hundred and forty Board meetings and seven hundred and thirty seven out of nine hundred and sixty six Committee meetings. These figures show that his attendance was far above the average of those holding similar positions.

Mr. Frick was not only faithful in service, but was efficient in a marked degree. By reason of his large experience and natural talent, he was especially qualified to pass judgment on all the questions pertaining to the properties and business in which the United States Steel Corporation and its subsidiaries are interested. He was quick in perception, broad in vision, clear in judgment, and courageous in action. His associates relied largely upon him during all their deliberations.

The Corporation at the beginning decided upon policies which, in several respects, were somewhat different from those which had been previously pursued in the management of large business affairs. Therefore, during the early period of Mr. Frick's connection with the Corporation he was somewhat doubtful in regard to somewhat of the policies adopted, but was quick to appreciate the reasons presented, and readily became a strong supporter of all including the idea that large corporations should openly recognize their obligations to others.

Mr. Frick was a stockholder and director in a large number of industrial concerns, and it is believed, he took an active interest and was the leading spirit in most of them; but he probably gave greater consideration to the affairs of the Steel Corporation than to any other. We are glad to acknowledge, on the part of the Corporation, a great debt of gratitude for the splendid and painstaking efforts which Mr. Frick contributed in its behalf.

He was aggressive in action after he had reached a conclusion concerning important corporate questions. In private life he was modest, unobtrusive, polite and hospitable. Intimate acquaintance with him was necessary in order to fully estimate his fine qualities of heart and mind. Long Association with him and knowledge of his character and characteristics secured for Mr. Frick the warm and lasting friendship of all his associates in the Steel Corporation.

Mr. Frick started life as a poor boy, comparatively speaking. Because of his pluck, energy and natural ability, he succeeded from the beginning. He reached the front ranks of business activity and became possessed of a colossal fortune. He was a conspicuous example of individual success and furnished convincing proof of the opportunities for progress and prosperity afforded to every capable and honest person in this country. He realized these conditions and chances and was a grateful and loyal citizen. By the provisions of his last will and testament, many of which he had discussed with some of his associates before and after the will was drawn, he demonstrated his considerate desire to add to the education and happiness of the people at large."

U. S. STEEL DIRECTORS, May 25TH, 1909.

"On motion, duly made and seconded, the following minute was adopted with reference to the late Henry H. Rogers, a member of this Board from its organization.

Henry H. Rogers was a member of the Board of Directors and of the Finance Committee of the United States Steel Corporation from the time of its organization in 1901 to the time of his death which occurred on May 19th, 1909. He took an active interest in the affairs of the Corporation, having attended the meeting of the Finance Committee during the afternoon of May 18th, 1909, and was cordial and effective in supporting the policies which have prevailed.

With respect to the business interests of this country, Mr. Rogers was a stalwart among stalwarts. His natural capacity, wide experience, keen perception and sound judgment entitled him to a position in the first ranks of successful business men. In the consideration of the many complicated questions which have arisen concerning the Corporation he has been of great influence and benefit. He never wasted time, nor indulged in prolonged discussion. His views were clear and clearly expressed, and while he was positive in his opinions, he was not disposed to insist upon the acceptance of his conclusions if opposed to the opinions of the majority. He was staunch and true and dependable.

And the association with Mr. Rogers was a constant pleasure to his comrades. He was kind, courteous, patient, considerate and generous under all circumstances. His invariable treatment of every one connected with the Corporation and its subsidiary companies was such as to secure for himself their lasting gratitude. He was dignified and at times reserved, and yet was gentle and tender. Very earnest and sober in discussing and deciding important questions, he was at the same time quite disposed to see the humorous side. A great man has gone from our midst. His memory will abide in our affections.

On motion, duly seconded, it was:

RESOLVED: That the foregoing minute be spread upon the records of the company and a copy thereof suitably engrossed be present to the family of the deceased; and that copies be furnished to the public press."