

SPEECH AT DEDICATION CEREMONY OF

NEW 72" BLACK CLAWSON COATER -- FEB. 7, 1985

Governor Castle, employees and friends of Crowell. Today is an especially important occasion for us at Crowell and I am proud as can be to tell you how honored and pleased we are to have the Chief Executive Officer of our State lend the prestige of his high office to this event. The Governor and I met 20 years ago when he was a young practicing lawyer, so his presence has an even more personal significance than you may have realized. Even then, it was obvious to anyone who knew him, that his intellect, warmth and engaging personality would carry him far. Governor, now that you are no longer Lieutenant Governor, I would have thought your ribbon cutting days were over.

By way of background, about 3 years ago concerns started to be expressed by Chuck Falkner and Jerry Kipnees, our sales and marketing executives, as to our ability to produce enough product. After much discussion over an extended period of time, it was decided by our management group to proceed with acquiring new coating capability. While Robert Adelman would get a team together to ~~explore~~^{determine} what we needed and ~~what~~^{explore} was available, Joan Adelman and I looked into the best way to finance the project.

In thinking about this ceremony, I realized there were several options open to us --- the coater could be christened, launched, or dedicated. The decision to dedicate was easy, but then the more difficult decision had to be made to whom. My initial thought was to the memory of three of my favorite people who kept Crowell running with their ingenuity, conscientiousness, hard work and desire to succeed at all costs. They would never be associated with lost causes. They were just too good.

Harry Ford never really worked for the money, he just wanted to be able to tease me. He and Pop Fulton retired in their seventies, long after they should have, but not before they were certain that our maintenance department was in good hands. They could never have retired peacefully without Dan Blevins having been ready to fill their shoes. All of us in this room who knew Dan, would be hard pressed to think of anyone who had more natural talent and was better liked. Well, with credentials like those, the decision to whom it should be dedicated should be easy, right---wrong. I still found myself struggling and not comfortable with the obvious choice. It just wasn't right. What was bothering me was the age old struggle of reconciling tradition with progress. I recognize that our tradition is in large measure, responsible for our corporate culture. Former employees like Harry, Pop and Dan, as well as the other retirees, and the large number of employees who have been here for so many years have played an integral part of the creation of that culture. They came here seeking employment because their friends and family recommended us. They must have liked what they saw because so many stayed, and have made Crowell their lifetime job. If a census were taken at Crowell, to determine how many of us had relatives working here as a proportion of the total employment, and then compare that to any other company our size, I think we would have the highest proportion of any company in the country. When Crowell is correctly described as a family business, little does anyone really know how right they are. I would like to describe this corporate culture to you as I know it. First and foremost, it is integrity and respect for the individual. After that it is making the very best product we can consistent with what the market will pay, never knowingly ship something that is sub-standard; treating our customers and suppliers alike; when we hire someone we want

that job to be their last; never pay more for anything than you can afford; when we say something we mean it; and we will do everything possible to avoid a layoff. For your information, in the 33 years I have been associated with Crowell, there has never been a permanent layoff.

Now, coming back to the subject at hand, while retaining our culture, we must be an innovative, progressive company that will continue to introduce new products, market and sell them professionally and produce them economically. The difficult part is accomplishing these goals while being sensitive to the needs of our employees and customers, yet remaining competitive and still make a profit. As you can see, the problem can become quite complex, and that is why we can only succeed if we have the cooperation of all of our employees. This gives us the cohesion and strength to succeed no matter what.

After a bit of soul searching, it became clear the only appropriate group to whom this equipment could be properly dedicated are to those who gave birth to it. They are its natural parents. It took two years from the planning stage to what you see here. It was a joint effort at the outset with Robert Adelman managing this project. His team met alone on many occasions and then with prospective vendors to get their input. Black Clawson was chosen as the vendor, because it was felt their equipment was best. For Robert, the two nights prior to signing the contract with Black Clawson were sleepless. We were making a major investment and the responsibility was his. Don Blevins, the man responsible for all production, needed the tools to do the job that we felt had to be done. He had definite ideas as to what he wanted and was part of this planning team. The other members of the team were Tom Blevins, our Plant Engineer, and Ron Alexander, our Shop Foreman.

To give you some idea how much practical coating experience they have, Don has been here 33 years, Tom 30 and Ron 26. With this background, ^{and a lot of} ~~trepidation~~ the team embarked on Crowell's largest project.

I have always felt that our single greatest strength has been our maintenance department. On more occasions than I care to remember that group's performance was nothing short of Herculean. Remember how quickly they erected the reinforcing laminator, the many times we had problems with the hot melt tank, or even going back to starting up this plant.

All of you know, and you witnessed it last summer watching the Olympics, that records are made to be broken. Let me tell you Tom, Ron, and their team not only surpassed their predecessors, not only have they broken records they shattered them, ~~and let me let you in on a little secret, there was~~ ^{lots of anxiety associated with an undertaking of this magnitude.} Within a few months after signing the contract, boxes and boxes of blueprints started to arrive. They were studied and a plan of action was undertaken. Before very long, ^{they} ~~we~~ were cutting the existing slab, digging foundations and pouring concrete for the coater, unwinder, rewinder, as well as the columns. The most sophisticated devices were used to locate the positions of all the components. One day while visiting this construction, I asked Ronnie how in ~~the~~ hell do you get the mezzanine perfectly level, when we know the slab can be out 1 or 2 inches from one point to another. He showed me very fine horizontal pencil lines drawn on each column. He then said to me, do you want as a point of reference the top, bottom or center of the line. I was impressed. In the 100 foot length of the machine, all components are within .003". You can readily tell this is the type of precision erection one can only expect from master machinists. All of the erection work with the exception of insulation ~~the ducts~~ ^{has}

been done in house. This includes pouring the concrete footings, rigging all the parts to get them on the mezzanine, as well as piping, hooking in to our existing boiler, running 8 miles of electrical wire, designing and constructing the glue mixing and feeding system, and most importantly, bringing the job in on time and on budget. It is really quite phenomenal that a company our size could have all these skills in house.

Some of the features of this equipment are that it is warranted to run a web 72" wide at 1000 fpm. To convert that to units with which you may be more familiar, we can gum 8 cartons of NA-3 375 per minute or a carton every 7½ seconds. Due to the versatility of the dryer, and the interesting thing about it is the web never comes in contact with anything in the drying tunnel, it literally floats on air. Should we ever decide to coat plastic film, we will be able to by adding a different rewinder. Our glue cooking system will be entirely different from anything we have ever done before. The glue will be jet cooked. That means we will not be cooking our glue in a kettle and then feeding it to the coater. It will be cooked the instant before it is fed to the coating rolls. We will no longer have the problem of a cooked kettle gelling on us when we have a paper break or mechanical problem. Our future plans include widening the reinforcing laminator from 60" to 72" which represents a 20% increase in ^{its} ~~our~~ productive capability on the way to ultimately standardizing on a 72" web throughout the plant.

Governor Castle, I am well aware of your intense interest in the economic growth of Delaware. This coater should enable Crowell, to help in its small way, to contribute to that growth. In addition, we are in the process of installing ^{American Energy Incinerator waste Heat Recovery System} ~~an solid waste boiler~~ at the rear of our plant. This will reduce our dependency on fossil fuels and at the same time not burden ~~our~~ limited landfill areas with our waste.

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Governor, I have had the good fortune to have been appointed by your predecessor to the special Governor's International Trade Council whose task it is to increase Delaware's exports. It will be our company strategy to take an aggressive posture in the field of exports, so when the overvalued dollar comes down, we will be in a position to benefit from those plans.

I would like to read to you an excerpt of a letter which I received from Paul Roessel who is Director, Departmental Plans for the International Department of DuPont. He would have been here except that he had to be in Europe at this time. "I am impressed with the innovative nature of Crowell Corporation, and the achievements of your team. You should be proud of your technical product development and marketing capabilities. The future of U.S. Industry is indeed bright with firms such as yours in the leading positions. Best wishes for the success of your new coater and its products in the marketplace," (Endquote)

In conclusion, I want you to know this company has been doubly blessed. To have the good fortune to have a team of Robert, Tommy and Ronnie whose whole being is committed to doing the best job that can possibly be done. The cliché of not having time to do it right the first time but having the time to do it over is anathema to them. Their zeal for excellence has permeated all of the members of the maintenance department and I salute you all, and to you this machine is dedicated. There is no doubt in my mind that the "Pursuit of Excellence" is very infectious, and ^{you have infected} everyone at Crowell, ~~has become infected.~~

I would like to say something very personal to Robert, Tommy, Ronnie, B.J. Walls, Doug Rex, Al Thompson, Gary Creese, Kenny Boyle, Terry Swiney, Tony Gutowski and Joyce Ford. The personal fulfillment that you feel for

having successfully completed this project is something that few of us ever know. All of us here appreciate the long hours and sacrifice you have made to make today what it is. I want to extend to you my deepest thanks and say job well done. To our employees, I would like to say this machine represents our commitment to your future.

It is now my great honor and pleasure to introduce to you Governor Mike Castle who would like to say a few words and who will then cut the ribbon. Governor, I want to thank you for taking the time from your busy schedule to visit us -- Governor Castle.....

I would now like for Robt. Tommy and Ronnie to ~~Simultane~~ place their hands on the start button of the machine and let her fly.