

*History, Organization
and Personnel*

of the

Automatic Musical Instrument Co.

Grand Rapids, Mich.



1930



MR. WALTER IOOR
President

Foreword

As a stockholder and interested member of the organization of the Automatic Musical Instrument Company, you probably have experienced from time to time a feeling of curiosity as to the business, its origin, operation, personnel, history and prospects. With a large number of stockholders living in various parts of the country, we realize that it is not reasonable to expect any large proportion of them to visit us. Time and distance still offer effective barriers, and we appreciate that only through the written word can we convey to you any idea of the magnitude and importance of the business in which you are interested.

If it were possible for our management to meet each of you personally, to take you by the hand, and conduct you thru the intricacies of our established business, we feel quite certain that this contact and acquaintance would go far in increasing your interest, enthusiasm and helpfulness to our organization.

Such things, however, are not possible, and we are including in this booklet certain salient facts and factors of our organization which we believe will be of vital interest to you.

We take pleasure in introducing to you, thru these pages, our organization with its many intricate and technical details, and our staff, whose members are your servants, and who have, we believe, a generous measure of the personal characteristics required in the effective discharge of their respective duties.

We hope that this booklet will prove interesting and profitable to you and that we may continue to merit the support which you have so generously extended in the past to spur us on to further efforts.

Faithfully yours,



President.



Coin-operated automatic phonograph. It exemplifies our slogan "It's almost human."

Coin-operated automatic piano with jointed figure which dances to and fro across the miniature stage in perfect time with the music.



PART ONE

In the year 1909, with a few hundred dollars, the organization that later was to grow into the Automatic Musical Instrument Company was formed. The assets of the company consisted of one automatic electric piano and two applications for U.S. patents (then not yet allowed) for a selecting device by which any desired music roll contained in a magazine could be played.

These applications constituted a wide departure from the automatic pianos then in existence and installed largely in saloons and lower class dance halls. The advent of the company immediately gave to the automatic piano field a different quality, and the persons who started the original company were somewhat surprised by the progress that was made in securing better and higher types of locations.

An organization was perfected early in 1910 to take care of the future growth of the company, whereby its functions were divided into two parts, namely the manufacturing and the operating phases of the business.

The company grew and prospered, and the dividends grew proportionately to the amount of capital invested in the business, so that in 1925, having passed thru the formative years and achieved a place in the automatic musical instrument field which was generally regarded as the leading one in the industry, it became apparent to the management that a combination of the two forces of manufacturing and operation would be to the best interests of all the stockholders involved. From an organization whose assets consisted of one piano and some patent applications, the National Automatic Music Company, which owned the instruments, had grown to a vast, nation-wide organization with more than 4200 pianos in the field, while the manufacturing part of the business, known as the National Piano Mfg. Company, had grown to an organization with vast patent holdings which, together with its machinery, equipment, and other assets, reached a total of more than one and one-half million dollars.

On November 9th, 1925, a combination of these various interests was made tentatively in the form of the present organization of Automatic Musical Instrument Company, which, by an exchange of stock, acquired the interests of both of the original companies. It is in this present organization that your interest lies.

It became increasingly apparent to the management that the popularity of the pianos, which had remained almost constant during



This model is designed for use in the home and is furnished either as a straight automatic phonograph or as a combination phonograph and radio. Both types are controlled as to operation and volume by a push button board placed in any desired location.

The new home model instrument, either straight phonograph or combination phonograph and radio, embodies many novel features and will play either 10-inch or 12-inch records.



the fifteen years of operation, would of necessity give way to the newer field of mechanical reproduction of other types of music thru the radio and the automatic disc phonograph.

In the quest for the best that the field afforded, the company acquired exclusive manufacturing use and sales rights to what we firmly believe to be the finest type of automatic multiple selective disc phonograph that has been produced. Steps were taken immediately to re-design the same in accordance with the requirements of public use, to standardize production, and to enter into manufacture on a large scale of the instruments in question. In the course of the two years next ensuing, the company manufactured and placed in the field approximately 8500 of these machines, all of which today are the property of the company and constitute a dependable and continuous source of revenue.

So outstanding has this device been when coupled with the other devices owned and controlled by the company, that companies have been formed or are in process of formation in the British Isles, in Canada, and in Cuba, with still other companies in prospect to operate under our patents. The domestic field in the United States for purposes other than coin operation has been definitely licensed to General Motors Radio Corporation upon terms which we consider highly favorable to the future prospects of our business.

The General Motors Radio Corporation is, as you probably are aware, controlled 51% by General Motors Corporation and 49% by Radio Corporation of America, and because of the existence of certain cross-licensing agreements between the latter named company and its associates we have reason to believe that the use of this device as licensed to General Motors Radio Corporation will be much more widespread than we had previously anticipated.

These devices, together with other products of the company, will be more fully discussed in another part of this informative booklet.

Suffice it to say, however, that from its inception the history of the company has been a long series of progressive steps, toward an unquestioned leadership in the field of automatic musical instruments.



Play the National Selection Phonograph
Hear the Marvelous Cordonic Speaker
Reproduce Your Favorite Selection

The Cordonic Speaker illustrated above is a radical departure from the ordinary type of speaker equipment. See further details in part three, page nine.

PART TWO

In carrying out the various stages in the history of the company, a location for its operation had of necessity to be established.

From the beginning, the location of the company has been characterized by successively larger operating quarters, until today a thoroughly equipped building, three stories in height with over 60,000 square feet of floor space, is occupied entirely by the company.

It is located on the main line of the Pere Marquette Railroad, running from Grand Rapids to Detroit, has ample sidetrack facilities, is sprinkler equipped, and thoroughly maintained in every way. It is about eight minutes by motor from the center of the city, and is completely equipped with toolroom, machine shop, experimental laboratory, assembling rooms, stockrooms, and shipping facilities, record storage rooms, music cutting equipment of the best type obtainable, storage space for music roll paper, general offices, and, in short, every type and kind of space necessary or suitable for our business.

The land and buildings are owned in fee simple by the company without any incumbrances whatsoever.

We are fortunate in having been able to secure a superior class of employees in all branches of the business. The total number of employees is four-hundred and twenty-four (424) of which number three-hundred and eight (308) men represent us in the field and one-hundred and sixteen (116) men and women are employed in the general offices and factory in Grand Rapids.

PART THREE

The product of the company consists of selective automatic phonographs, both coin-controlled and push button controlled, similar instruments newly developed and capable of playing either 10-inch or 12-inch records at will, selecting devices, novelty attractions such as dancing figures in the pianos and automatic whippet races for stimulating business, automatic distant control mechanism for musical instruments and the radio, automatic multiple selecting devices for the selective playing of a series of rolls for piano or pipe organ and known as the "Multi Control."

In addition to the foregoing, we have acquired exclusive rights for use with coin-operated phonographs, to the Cordonic speaker, a new type of electrostatic speaker which in our judgment, is the superior of any type of speaker that has yet been produced. It is peculiarly adapted to the needs of our business. In form, it appears much like a framed or stretched tapestry, and hangs upon the wall much in the same position as a tapestry or framed picture appears in a room. With this remarkable device, the finest and purest range of tone quality is obtained, embracing all of the delicate shading of reproduced music from the deepest note of the bass viol to the shrillest sound of the piccolo. It reproduces the human voice with fidelity and extraordinary clearness, and we feel that the field of our operations will be greatly enlarged by its acquisition and use. We are making our plans to use this speaker very extensively, and have no doubt but that subsequent events will vindicate the view that we have taken of this remarkable new device.

All of the products of this company are amply protected by Letters Patent issued out of the United States Patent office at Washington. The patent program, started at the inception of the company, has steadily embraced more and more of the basic patents of the industry. We append hereto a list of the patents, both foreign and



The Multi-control is a completely self-contained device for automatically playing a pipe organ, and is operated from a remote push button control board. This remarkable modern organist is perfect in mechanical detail and fascinating in its action.

No manual action other than the pressing of a button is required to play any one or any predetermined group of selections from the ten rolls in the magazine.

A similar device is available also for pianos.

Enlarged view of push button control board for use with multi-control for pipe organs and pianos.



domestic, that have been issued to the company, practically all of which are still in force and most of which are now in use.

We call your attention particularly to the patent for a speed equalizing control, or governor, by which it is possible for us to maintain a constant speed of a rotating record or take-up spool, even though the voltage of an electric circuit may drop as much as 40%. This is the only device of its kind in the world that will operate with the degree of accuracy which we have found repeatedly to be embodied in it, and, taken in connection with the other phases of our business, it constitutes an extremely valuable adjunct.

We hold, as you probably are aware, the basic patents on automatic selective control in a manner which we believe to be the most effective and the simplest yet devised. The automatic selective features of all of our instruments have made them singularly well adapted to public use, and their popularity is in no small degree attributable to this feature which, so far as we are aware, no one has excelled and few have equaled.

These patents have an extremely large value in the industry, and we feel quite certain that when this fact is generally known to our stockholders they will appreciate more than ever the position that the company holds as a leader in its field.

UNITED STATES PATENTS

No. 1052427—Operating-Contacts for Automatic Piano-Players.
 No. 1068217—Automatic Piano-Players having Self-Setting Devices.
 No. 1070698—Self-Setting Mechanism for Piano-Players.
 No. 1071640—Coin-Operated Automatic Pianos
 No. 1203348—Rollers for Player-Pianos.
 No. 1207022—Dancing Toys.
 No. 1141549—Coin-Operated Automatic Piano-Players.
 No. 1152787—Automatic Musical Instruments with Magazines.
 No. 1152806—Multiple Coin Chutes.
 No. 1152852—Automatic Player-Pianos.
 No. 1154919—Coin-Detectors.
 No. 1217271—Automatic Musical Instruments with Magazines.
 No. 1387704—Speed-Equalizing Devices for Phonographs.
 No. 1647112—Spool Mechanism for Musical Instrument Player Devices.
 No. 1772901—Disc Record Holder.
 No. 1752171—Multi Control.
 No. 1752170—Starting and Selecting Mechanism for Automatic Musical Instruments.

A broad patent on our Automatic Selective Phonograph is about ready for issue by the United States Patent Office.

FOREIGN PATENTS Phonograph

Argentina—No. 29823
 Japan—No. 81224
 Australia—No. 14323
 Great Britain—No. 293,867
 Great Britain—No. 321,667

Great Britain—No. 323,819
 Canada—No. 289,973
 France—No. 664,510
 Denmark—No. 42,597
 Italy—No. 275,790
 Spain—No. 111,333
 Belgium—No. 359,037

Pick-Up Arm

France—No. 666,031
 Great Britain—No. 316,279
 Canada—No. 299,916
 Australia—No. 17,569
 Japan—No. 83,293
 Argentina—No. 31,713

Selector Mechanism

Argentina—No. 32,378
 Australia—No. 21,639
 Belgium—No. 362,635
 France—No. 679,906
 Spain—No. 114,254

Multi Control

Canada—No. 275632
 Canada—No. 273728

PATENTS PENDING Phonograph

United States, Germany, Norway, Sweden

Pick-Up Arm

United States (2), Germany

Selector Mechanism

United States, Canada, Denmark, Great Britain, Germany, Holland, Italy, Japan, Norway, Sweden.

Multi Control

United States



Partial view of Service Department Office

PART FOUR

The Operation of the Business

Our business is divided, generally speaking, into three different parts, of which our engineering department, our service department, and our production department, all operating directly under the executive management of the company, are the basis.

Passing over the details of the production of the instruments, which is carefully supervised by a thoroughly competent personnel, the instruments are turned over to our field organization, whose wide spread activities cover thirty-two states and the District of Columbia.

The instruments are located in groups varying in number from thirty-six to fifty, each such group under the direct supervision of a group manager. It is the duty of this man to see that all instruments are kept in proper repair, are properly cleaned, are supplied with weekly changes of records or piano rolls, are duly collected upon and reported to this office.

In addition to the large force of these group managers, we maintain a force of experienced men who act as field supervisors, each field supervisor having charge of a number of groups equaling

approximately 500 instruments and making a thorough and complete physical inventory and inspection of each of his groups at least once within each period of ninety days. These field supervisors, by reason of their long and meritorious service with the company, are in a position to give to our group managers much needed and highly efficient counsel and information regarding the profitable operation of their particular groups. The field supervisors report directly to this office.

The company also maintains resident managers in the metropolitan areas of New York, Chicago and Los Angeles, who have control respectively of the instruments located within certain well-defined boundaries and who manage the affairs of the welfare of the instruments from their central points of vantage.

In each of the larger centers, such as Detroit and St. Louis, we have designated a man as city manager, who has direct charge of all of the group men in his territory but who, in addition to these duties, attends to one of the groups himself, thereby serving the company in a dual capacity which we have found most effective in dealing with certain of our problems.

The reports from all of the men in the field, whether they be group men, field supervisors, local managers or city managers, come to the home office of the company at Grand Rapids, Michigan, where they are given immediate attention by our service department.

Communications from the field are divided generally into those concerned with the mechanism, those concerned with the music, and those concerned with the general welfare and operation of the group in question. A distinctive color is used for each class of letter, which facilitates its speedy classification for reply. Orders from the field for repairs and replacements are shipped the same day they are received. Communications are answered promptly and records of the groups and the various changes occurring therein, are always up to date and complete in every particular.

The above describes briefly the operation of the service department, and the connection between this department and the financial offices of the company becomes immediately apparent. The company maintains 180 bank accounts in various parts of the country, where the money collected from our instruments is deposited by the local representatives and from which it is drawn as the needs of the company require. This system has proven much more effective in operation than any that has previously been attempted because of the fact that we have in every case a deposit slip certified by the bank and an immediate check from these slips against the reports of the

group managers. We feel that our experience in this field has led us to a proper appreciation of the importance of careful checking, and we leave nothing undone to obtain precision and accuracy in every detail of our coin-operated business.

While the above facts, as briefly set forth, give what we hope is a concise picture of the operation of our service department, it should not be assumed that this constitutes our entire business. We have, as above noted, established a thoroughly satisfactory connection in the Dominion of Canada, operating under license from us and whose business has been a paying venture from the outset. We have every reason to feel that its future will mean large accumulative income for this company through payment of royalty on instruments manufactured and distributed.

We also have licensed our instruments for use in Great Britain, Germany, France, and other European countries, under an agreement with a responsible company, which calls for the payment of a substantial royalty upon every machine manufactured in those countries.

We hold ten percent of the stock of this corporation, and from present prospects it is quite apparent that this company will also pay a large profit under the terms of that contract.

As before pointed out, we have licensed General Motors Radio Corporation in the manufacture, use and sale within the United States of our 10-inch and 12-inch record automatic selective phonograph for the home, but not for coin operation, which we have expressly reserved to ourselves.

On each of these instruments manufactured, used or sold by General Motors Radio Corporation, they will pay a royalty to this company according to the terms of their undertaking, and we feel that this business has as yet scarcely been touched.

Thus it will be seen that the income which this company derives from its direct coin-operated activities is only a portion of what the company will receive in the way of annual income. As the field open to such instruments broadens and the cost is gradually reduced, a much larger field will be open to the company and its licensees. It is true that new problems of operation will arise from time to time, but these are being anticipated in a manner available only to this company by reason of its long experience in the field.

A partial list of the customers of our British licensee would surprise you, were we at liberty to publish it. It contains the names of many of the crowned heads of Europe and Asia, together with the leading public dignitaries, officials, and noblemen of these various

countries. We ourselves were surprised and delighted when we first saw this list, because it established definitely in our minds the fact that persons outside the ranks of our company appreciated as fully as we the tremendous superiority of our product over that of others.

PART FIVE

The Personnel

We take pleasure now in introducing to you the officers and principal executives of our organization. The men and women who control, to a large extent, the practices and policies of the company and into whose hands are committed the tasks of procuring the efficient functioning of the business in its several departments.

First, we present to you our president, Mr. Walter Ioor. Mr. Ioor is a capable business executive with forty years of practical experience back of his operations. He is president and general manager of the corporation, and upon his shoulders rests the burden of the entire operation of the business. He has carried this load successfully for a long period of time, and the records of the company, the dividends paid, the earnings, and the future prospects of the company all bear witness to a calm and decisive judgment which can result only in the efficient handling of the affairs of the business to the benefit of the stockholders.

We take pleasure also in introducing Mr. Schuyler D. Thompson, the secretary and treasurer of the company. Mr. Thompson is a conservative and highly efficient organizer of our financial department, and into his charge are committed the books and records of the company, its stock ledgers, corporate accounts, and the receipt and disbursement of all moneys. He reflects in every manner the quiet, unobtrusive, and efficient type of financial executive of a large corporation, and may be depended upon at all times to conserve the best interests of the corporation and of each individual stockholder.

Mr. Erwin M. Treusch has been counsel for the company since 1917, and during the past six years has been identified with it as vice president and general attorney. His duties consist in attending to the legal details of the business, taking care of many of its outside contacts, and, in general, assisting the president in whatever manner it is deemed his services may be of value. He is a member of the American Bar Association, the Michigan Bar Association, and the Grand Rapids Bar Association, and is admitted to practice before



MR. SCHUYLER D. THOMPSON
Secretary and Treasurer



MR. ERWIN M. TREUSCH
Vice President and General Attorney



MR. S. LAWRENCE HARDING
General Superintendent



MR. WILMUR W. BOA
Superintendent of Service

the United States Supreme Court and the Supreme Court of Michigan, as well as several others.

Mr. S. Lawrence Harding, who is our General Superintendent, is a man of excellent judgment and wide experience. Under his careful and efficient supervision, the production program of the company is being handled with all skill that could be demanded by the most exacting. Mr. Harding's work is now broadening to take in other phases of the business, and with increasing duties on his part, we may expect continued and increasing efficiency in the work in which he is engaged.

Mr. Wilmur W. Boa, our Superintendent of Service, is directly responsible for the conduct of the company's business in the field. Mr. Boa's experience with the company has been long and varied. He is possessed of an excellent personality and a keen knowledge of the requirements of our organization. Under his supervision we feel certain of the continued progress of our field organization.

Mr. Cornelius H. Knoll is assistant secretary and treasurer of the company, and office manager. He has a keen mind and a thorough knowledge of accounting principles and office practices. Mr. Knoll's efforts have been highly constructive along sane and thoroughly conservative lines.

Our Engineering Department is in direct charge of Mr. Harry A. Yeider. It is the function of this department to test and apply new ideas, to conduct laboratory experiments and to correct any mechanical and electrical difficulties that may arise. It is also their function to design new and accepted devices for production and this work requires a large amount of highly technical knowledge and skill. We have found Mr. Yeider's ability thoroughly in line with the projected progress of the company. His department is handled in a manner which redounds to his credit, and is reflected in the high quality of the company's product.

Mr. C. H. Green acts as advisor to the field organization in all technical matters. To Mr. Green are referred all matters pertaining to mechanical and electrical construction and maintenance, and the correction of all such difficulties that may arise in the field. He has been directly associated with the development and operation of our instruments for many years, and is therefore, particularly well fitted to exercise this important function. Mr. Green is also actively engaged in the development of new ideas and new equipment, and is a most valuable man in this field.

Mr. A. L. Anderson's years of experience with the Company have brought a knowledge of its material needs, which particularly

fits him to direct the activities of the Purchasing Department. Much depends upon the efficient handling of the Purchasing function, and we believe that branch of our business is in safe hands.

Mr. Boa's assistant, in the work of supervision of the field organization, is Miss Bess Stone. Miss Stone is a thoroughly business-like and highly valued member of the department. She has borne her responsibilities well and faithfully for a number of years, and we feel certain that her continued efforts in the department will give us added strength and security in its administration.

Miss Blanche Cavanagh, also an assistant Secretary and Treasurer, supervises directly the Bookkeeping, General Accounting, and Payroll Departments. Her years of experience in handling in a highly efficient and dependable manner the almost limitless details of these phases of the company's business, has made her a valuable member of the staff.

This booklet would not be complete if we did not present to you, Miss Ruby Cavanagh, who is the highly trained and thoroughly efficient Secretary to the President of this company. Miss Cavanagh is that unobtrusive type of secretary who can be counted upon without fail to perform quietly and efficiently the multifarious duties of her office, and through the many years that she has been Mr. Ioor's Secretary she has fully justified the confidence that has been placed in her. Although young in years, she is a veteran with the work and her presence adds measurably to the efficiency of this Company.

AUTOMATIC MUSICAL INSTRUMENT COMPANY
Executive Offices and Factory, Grand Rapids, Michigan

OFFICERS

WALTER IOOR.....	President and Director
JOSEPH RENIHAN.....	Vice President and Director
ERWIN M. TREUSCH.....	Second Vice President and Director
S. D. THOMPSON.....	Secretary and Treasurer and Director
C. H. KNOLL.....	Ass't Secretary and Treasurer
B. CAVANAGH.....	Ass't Secretary and Treasurer
S. L. HARDING.....	General Superintendent and Director
HARRY A. YEIDER.....	Engineer
CLIFFORD H. GREEN.....	Engineer
WILMUR W. BOA.....	Service Manager and Director
L. H. MARTIN, MARTIN BROS. CO., LaCROSSE, WIS.....	Director

DEPOSITORIES

THE AMERICAN NATIONAL BANK.....	Grand Rapids, Michigan
THE NATIONAL CITY BANK.....	New York, N. Y.
CONTINENTAL ILLINOIS BANK AND TRUST CO.....	Chicago, Illinois

In addition to the above we have accounts with 180 other banks in 32 states and the District of Columbia where the money collected from our instruments is deposited.

AUDITORS

TOUCHE, NIVEN & CO.....	Chicago, Illinois
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TAX COUNSEL

SEIDMAN & SEIDMAN.....	Grand Rapids, Michigan, and New York, N. Y.
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TRANSFER AGENTS

CORPORATION TRUST COMPANY.....	New York, N. Y.
HARRIS TRUST AND SAVINGS BANK.....	Chicago, Illinois

REGISTRARS

CHASE NATIONAL BANK.....	New York, N. Y.
FIRST UNION TRUST AND SAVINGS BANK.....	Chicago, Illinois



MR. CORNELIUS H. KNOLL
Asst. Secretary-Treasurer



MR. HARRY A. YEIDER
Engineer



MISS RUBY CAVANAGH
Secretary to the President



MISS BESS STONE
Asst. Supt. of Service



MISS BLANCHE CAVANAGH
Asst. Secretary-Treasurer



MR. C. H. GREEN
Service Engineer



MR. A. L. ANDERSON
Purchasing Agent

Schedule of Dividends Paid by Automatic Musical Instrument Company and Predecessor Companies

NATIONAL AUTOMATIC MUSIC CO.

Only one class of stock issued. Regular rate 1% monthly.

Year			Amount
1909	7 months	6% Extra	\$ 590.20
1910		6½% Extra	3,752.50
1911		7% Extra	9,457.50
1912		5% Extra	16,313.25
1913		1% Extra	20,770.30
1914		1% Extra	35,610.00
1915		1% Extra	56,302.50
1916		1% Extra	77,110.00
1917		2% Extra	112,207.50
1918			110,557.50
1919			120,030.00
1920		4% Extra	213,970.00
1921	Stock Dividend	5% Extra	305,352.00
1922			272,584.00
1923			312,854.00
1924			340,634.00
1925			368,714.00
1926	6 months		188,697.00
			\$2,565,506.25

NATIONAL PIANO MFG. CO.

Rate on Preferred 7% — on Common as earned

		Common	Preferred
1909	6 Months		\$ 1,750.00
1910			3,500.00
1911			3,500.00
1912			3,500.00
1913			3,500.00
1914	24%	\$ 42,672.00	3,500.00
1915	30%	53,700.00	3,500.00
1916	30%	54,900.00	3,500.00
1917	20%	37,000.00	1,750.00
1917	Change in Capital structure		
	2%	19,143.00	1,533.00
1918			3,066.00
1919			3,066.00
1920			3,066.00
1921	4%	38,721.40	3,066.00
1922	4%	38,580.40	3,066.00
1922	2%	19,310.20	3,066.00
1923			3,066.00
1924			3,066.00
1925	5%	49,250.50	3,066.00
1926			3,066.00
1927			3,066.00
1928			3,004.75
1929			1,408.25
		\$353,278.10	\$64,606.00

AUTOMATIC MUSICAL INSTRUMENT CO.

Year	Preference Participating		Class "A"		Class "B"	
	Number of Shares	Amount	Number of Shares	Amount	Number of Shares	Amount
1926						
April 1	15,070	\$ 9,042.00	212,413	\$ 47,240.82	121,276½	\$ 11,433.95
July 1	15,070	9,042.00	314,425	63,499.18	172,282½	17,048.16
Oct. 1	18,070	9,525.68	314,495	78,477.09	175,317½	20,755.98
1927						
Jan. 1	25,870	11,486.37	314,495	76,673.71	183,117½	23,661.34
April 1	30,015	16,277.83	314,495	75,638.16	187,252½	22,314.56
July 1	30,015	18,000.00	314,495	70,025.50	194,762½	21,212.91
Oct. 1	39,190	22,997.58	314,495	69,040.49	196,437½	22,039.15
1928						
Jan. 1	50,015	29,764.20	314,495	68,672.75	207,262½	23,299.61
April 1	60,862	36,508.20	314,495	68,702.94	217,964½	24,056.03
July 1	100,000	59,855.11	314,495	68,591.25	248,559½	27,375.49
Oct. 1	100,000	60,000.00
1929						
Jan. 1	100,000	60,000.00	349,905	162,036.65	248,559½	56,755.91
April 1	100,000	60,000.00
July 1	100,000	60,000.00	469,807	203,787.17	248,559½	56,803.88
Oct. 1	100,000	60,000.00
1930						
Jan. 1	100,000	60,000.00	568,382½	284,191.25	270,003¼	67,500.81
April 1	100,000	60,000.00
		\$642,498.97		\$1,336,576.96		\$394,257.78

Recapitulation

National Automatic Music Co.....	\$2,565,506.25
National Piano Mfg. Co.....	417,884.10
Automatic Musical Instrument Co.....	2,373,333.71
Total dividends paid June, 1909 to June 30, 1930....	\$5,356,724.06

Beginning with the last half of 1928, the dividend on the Class "A" and Class "B" shares was paid on a semi-annual instead of a quarterly basis.

In January, 1930, a distribution was made on Class "A" and Class "B" shares of 29,307-32¼/48 shares of Automatic Musical Instrument Co., Limited, valued at \$12.00 per share.

After the sale of its properties as of January 1, 1926, the National Piano Mfg. Co. continued to pay the dividend upon its preferred stock until July 1, 1929, when the Automatic Musical Instrument Co. stock held by that company began to participate.

AUTOMATIC MUSICAL INSTRUMENT COMPANY, Grand Rapids, Michigan
Tentative Condensed Balance Sheet as at June 30, 1930

CURRENT ASSETS:

Cash	\$ 36,767.19
Accounts and Notes Receivable	211,031.17
Inventories of materials and supplies	404,869.35
Cash Surrender Value of life insurance	49,185.44
	\$ 701,853.15

Receivables under Sales Contracts.....

160,000.00

Investments, including stock of affiliated Companies.....

458,602.48

Automatic Selective Pianos and Phonographs,

including rolls and records	\$6,997,218.97
Less reserve for depreciation	1,348,432.32
	5,648,786.65

FIXED ASSETS:

Land and buildings at cost	\$ 193,352.00
Less reserve for depreciation	14,195.74
	179,156.26
Plant equipment, office furniture and fixtures at appraised value	\$ 315,803.34
Less reserve for depreciation	63,120.96
Patents at appraised value	\$1,737,341.50
Less reserve for amortization	237,747.60
	1,499,593.90

Deferred Charges to Future Operations.....

1,931,432.54

23,629.39

\$8,924,304.21

NOTE: The above Balance Sheet does not give effect to Depreciation nor Federal Income Taxes for the period.

During the past 20 years, we have built up a service organization at an approximate cost of a million dollars, and it is worth to this business all it cost—yet not one penny of this is shown in the assets above.

CURRENT LIABILITIES:

Accounts payable	\$ 308,123.98
Accrued payrolls, etc	34,821.79
Notes payable	280,767.30
Unclaimed dividends	987.20
Federal Income Taxes	9,218.22
	\$ 633,918.49

Contingent Federal Income Tax for Prior Years.....

40,040.00

Capital Stock (no par shares):

Preference Participating Stock:

Authorized shares all outstanding 100,000

Class "A" Stock:

Authorized Shares 600,000

Less: Unissued and in Treasury 20,955

Class "B" Stock: 579,045

Authorized shares 300,000

Less: In Treasury 7,686 1/2

292,313 1/2

971,358 1/2

7,069,267.22

SURPLUS:

Balance at January 1, 1930	\$1,302,474.80
Add: Net Profits	342,950.25
Refund a/c Income Tax 1926	1,014.73
*Contingent Item—see below	6,646.50
	\$1,653,086.28

DEDUCT: Dividends Paid:

On Preference Participating Jan. 15 and April 15 in cash	\$120,000.00
On Class "A" and "B" January 15 in stock of A.M.I. Co., Ltd., of Montreal, computed at \$12.00 per share	351,692.06
Federal Income Taxes a/c Subsidiary Companies	315.72
Surplus Balance as at June 30, 1930	\$1,181,078.50

\$8,924,304.21

\$6,646.50

\$6,646.50

\$6,646.50

\$6,646.50

\$6,646.50

\$6,646.50

\$6,646.50

\$6,646.50

\$6,646.50

\$6,646.50

*Stock Dividends Payable (Fractional amounts unclaimed from stock dividend declared in 1921 by predecessor Company) The possibility of our ever being called upon to pay this item is so remote that we feel justified in omitting it from our stated liabilities.

CONCLUSION

We have presented to you in these pages what we believe to be a thorough and complete story of the past and present, and an attempt at a forward look into the future of this company.

We have confidence in America and in the future of American business and we have no sympathy with those elements in the country who feel that the United States has received any permanent setback. With these hopes and aspirations in our mind we can do nothing but set our faces joyfully toward the sun and strive with every ability at our command to join the tremendous parade of progress that is upon us. Manned, by a loyal and efficient staff, which is our proudest boast, and supported by our friendly and helpful body of stock-holders, no power can retard our progress.

Sincerely yours,



President



Factory and General Offices — 1500 Union Ave., S. E., Grand Rapids, Michigan