

# Business Report

TO ALL EMPLOYEES

For Fiscal Year Ending  
SEPTEMBER 30, 1951

CAROLINA MILLS  
INCORPORATED

## Distribution of Each Dollar of Income

Total Income	\$12,196,473	100.00
Cost of Raw Materials, Services and Supplies	\$8,543,428	70.05
Paid in Taxes and Donations	\$ 527,144	4.32
Wear and Tear on Buildings and Equipment. Spent for New Equip- ment. Kept for Future Growth	\$ 329,043	2.70
Cost of Wages and Salaries	\$2,441,157	20.01
* Additional for Benefit of Employees (Pension Trust, Hospital Insurance, Employee Welfare, Vacation Pay, and Bonuses)	\$ 259,701	2.13
Paid in Dividends to the 81 Folks whose savings are invested in this business	\$ 96,000	.79
	Total \$12,196,473	100.00
* <i>Additional cents per hour benefits for each employee, not including Pension Trust</i>		
		9¢
<i>Additional cents per hour benefits for those covered under Pension Trust</i>		
		11¢
<i>Average cost to mill in cents per hour for extras</i>		
		13¢

## TO OUR EMPLOYEES :

Each year for the past eight years you have been given a financial statement showing what happens to each dollar received by your Company in exchange for its products which you help to manufacture. This program was undertaken with the thought in mind that you were responsible for producing all of the various items your Company has for sale. Through learning what happens to the dollars collected as a result of your efforts, you will have a better understanding of the Company you work for and the problems of management.

The policy of your Company's management has been to keep a small portion of its machinery working on rayon staple and other fibers as they become available. With the progress being made in the production of man-made fibers and with the steadily increasing cost of cotton and wool, it is quite possible that the natural fibers will be replaced to a large extent by man-made fibers. If this should come to pass, we definitely want to be in shape to work with the new fibers rather than be forced out of business because we can spin only cotton.

The largest part of our machinery has been kept busy producing yarns and fabrics which have been well established in the market. Our first consideration in selecting customers has been to secure and develop friends who could and would take regular shipments of our products. These were not always concerns who would pay the highest prices at any given time. This sales policy has proved to be very good for us. As a result of it your Company has been able to

keep its plants going when a lot of nearby plants were closed down. It has enabled us to maintain the largest annual payroll per employee of any similar business in our section. We are proud of the fact that our organization has not failed to make a weekly payroll for all its employees since its organization in 1928 with the exception of those weeks when scheduled vacations were taken. During all this time our plants have run at least three days a week except for two periods of very short length when part of our operations dropped down to two days per week.

Our sales policy is not the only reason for this splendid record. Our customers and friends have learned over the years that they could rely upon the quality of the merchandise they got from us. We have had some experiences from time to time that have shaken our customer's faith in our ability to produce a high quality product. In fact, we have lost some very valuable accounts because of bad deliveries. Your management can set up sales policies and provide you with equipment to work with, but you, individually, are the only one who can keep bad work from developing on your job. We solicit your best efforts and constant alertness to eliminate defects. With this, we are sure that our record for continuous operations and high annual payrolls will be carried on into the future.

We wish you a Merry Christmas and a happy prosperous  
New Year

Carolina Mills, Inc.