GOOD EVENING!

LOOKING AT YOUR AGENDA FOR THE PAST FEW DAYS, AND ESPECIALLY TODAY, I'M REMINDED OF A STORY I ONCE HEARD ABOUT WINSTON CHURCHILL. IT SEEMS HE WAS VISITING FRIENDS IN THE WEST END OF LONDON.

NOW IT WAS THE AFTERNOON OF ONE OF HIS FAMOUS RADIO BROADCASTS AND HE LEFT HIS FRIENDS RATHER LATE. . .BECAUSE HE WAS IN A HURRY, HE STEPPED UP TO A CAB AND INSTRUCTED THE DRIVER TO TAKE HIM TO THE BBC STUDIOS.

"YOU'LL HAVE TO TAKE ANOTHER CAB, SIR, I CAN'T GO THAT FAR," THE DRIVER TOLD HIM, NOT REALIZING WHO HE WAS TALKING TO.

THE FORMER PRIME MINISTER WAS RATHER SURPRISED. HE ASKED THE CAB DRIVER WHY HE WAS LIMITED IN THE DISTANCE HIS CAB COULD BE DRIVEN.

"WELL," REPLIED THE CABBY, "MR. CHURCHILL IS BROADCASTING TONIGHT AND I WANT TO GO HOME AND TUNE IN."

THIS SO PLEASED CHURCHILL THAT HE PULLED OUT A POUND NOTE. THE DRIVER TOOK ONE LOOK AT THE MONEY AND SAID, "HOP IN, SIR. THE HELL WITH MR. CHURCHILL."

FORTUNATELY FOR ME, BUT PERHAPS NOT FOR YOU, YOU ARE NOT IN A POSITION AFTER THIS LONG DAY TO LEAVE AND SAY: "THE HELL WITH BOB PRICE." (PAUSE)

SERIOUSLY, IT'S A GREAT PLEASURE TO BE HERE WITH YOU IN THIS BEAUTIFUL SETTING. NORTHERN MINNESOTA AT THIS TIME OF THE YEAR IS ONE OF MY FAVORITE PLACES.
AND IT'S ALWAYS A PLEASURE TO BE WITH WINNERS, LIKE YOU. . .IT'S ALWAYS A PLEASURE TO BE BACK IN MARKETING. . .AND IT'S ALWAYS A PLEASURE TO TALK ABOUT CONTROL DATA.

SO, CRAMMING THAT ALL INTO ONE TRIP, EVEN A VERY BRIEF ONE, IS JUST PLAIN GREAT. (PAUSE)

WHILE THE MAIN THRUST OF MY REMARKS TONIGHT WILL BE ABOUT US AS INDIVIDUALS, I'D LIKE TO SET THE STAGE BY SPEAKING BRIEFLY IN A GENERAL WAY ABOUT CONTROL DATA.

JUST WHO IS THIS COMPANY THAT ONLY TWO MONTHS AGO CELEBRATED ITS TWENTIETH BIRTHDAY? AND HOW HAS IT GROWN FROM NOTHING TO A TWO BILLION DOLLAR CORPORATION--THE 110TH LARGEST IN AMERICA--IN A MERE TWO DECADES?

WHO ARE WE? WELL, THE EASIEST WAY FOR ME TO ANSWER THAT BRIEFLY IS IN OUR CORPORATE MISSION STATEMENT: (PAUSE)

"CONTROL DATA IS A WORLDWIDE ORGANIZATION DEDICATED TO THE IMPROVEMENT OF THE PRODUCTIVITY AND THE QUALITY OF LIFE FOR INDIVIDUALS AND ORGANIZATIONS THROUGH THE APPLICATION OF ITS COMPUTING TECHNOLOGY, FINANCIAL RESOURCES, PROFESSIONAL SERVICES AND COOPERATIVE PROGRAMS." WORDS. . .GOOD WORDS. . .BUT ONLY WORDS?

NO -- THE MORE TIME THAT PASSES SINCE THOSE WORDS WERE WRITTEN AND THE MORE I OBSERVE THE CRITICAL ISSUES PRESSING IN ON WORLD SOCIETY, THE PROUDER I BECOME OF WHAT THAT SAYS ABOUT OUR CORPORATION AND ITS MISSION. THE MORE CERTAIN WE ALL ARE THAT ITS FULFILLMENT WILL BEST SERVE THE INTERESTS OF STOCKHOLDERS, CUSTOMERS, EMPLOYEES AND THE SOCIETY IN WHICH WE OPERATE.
LOOK AROUND TODAY AND YOU SEE PEOPLE EVERYWHERE DISSATISFIED WITH BUSINESS. OBSERVE THE ANTI-PATHY TO MULTINATIONAL CORPORATIONS -- OFTEN WITH GOOD REASON. MORE AND MORE, PEOPLE AND GOVERNMENTS ARE DEMANDING THAT BUSINESSES TURN TO THE JOB OF HELPING TO SOLVE SOCIETY’S PROBLEMS. IN WAYS THAT GO FAR BEYOND MERELY PROMOTING WHAT CAN BE SOLD.

CORPORATE ATTENTION TO THESE RESPONSIBILITIES DOES NOT DIMINISH PROFITS. INDEED, OVER THE LONG RUN, SOCIETY’S RECOGNITION OF THESE QUALITIES IN A BUSINESS WILL ENHANCE ITS PROFITABILITY. AND THAT IS VITALLY IMPORTANT, BECAUSE WITHOUT PROFITS THERE WILL BE NO SURVIVAL. MUCH LESS REWARDS. FOR OUR STOCKHOLDERS AND OUR EMPLOYEES.

BUT IT GOES BEYOND THAT -- A CORPORATION IS AN IMPORTANT CITIZEN OF EVERY COUNTRY IN WHICH IT OPERATES. AND IT MUST CONDUCT ITSELF ACCORDINGLY.

I REALIZE THOSE ARE FAR FROM UNIQUE WORDS. A LOT OF COMPANIES PAY MINIMAL LIP SERVICE TO IDEALS LIKE THIS. ON THE OTHER HAND, WE BELIEVE IT AND IT HAS BECOME A PHILOSOPHY WHICH PERVADES EVERY BUSINESS DECISION WE MAKE.

COMPANIES THAT FACE UP TO THAT REALITY -- AND ADAPT THEIR STRATEGY ACCORDINGLY -- WILL BE RECOGNIZED AS THE LEADERS. AFTER A WHILE, THE OTHERS PROBABLY WON’T EVEN BE AROUND.

NEITHER, BY THE WAY, WILL THOSE COMPANIES THAT TRY TO MAINTAIN A TOP MANAGEMENT STRUCTURE OF RIGID BOXES, ALOOF TO EACH OTHER AND THE MANAGERS BELOW. THE ADVANCING COMPLEXITY OF TECHNOLOGY AND MARKETS DEMANDS A MULTIPLISTIC, HIGHLY PARTICIPATIVE AND INTERACTIVE MANAGEMENT, WHICH NETS DOWN TO ONE WORD -- TEAMWORK.
BUT LET'S LOOK AT OURSELVES A LITTLE MORE CLOSELY. IN JULY 1957, A DOZEN PEOPLE WHO CALLED THEMSELVES CONTROL DATA RAISED $600,000 IN WORKING CAPITAL AND SET UP OPERATIONS IN A CONVERTED NEWSPRINT WAREHOUSE IN MINNEAPOLIS.

TODAY WE ARE 41,000 PEOPLE. WE OPERATE IN 33 COUNTRIES. WE GENERATE MORE THAN $2 BILLION ANNUALLY.

THAT GROWTH IS INDICATIVE OF THE EXTRAORDINARY RAPID EVOLUTION OF THE DATA PROCESSING INDUSTRY. . .SO EXTRAORDINARY IN FACT THAT ONE OBSERVER HAS CALCULATED THAT IF THE AEROSPACE INDUSTRY HAD DEVELOPED AS FAST, MAN WOULD HAVE LANDED ON THE MOON IN 1910 JUST 8 YEARS AFTER THE WRIGHT BROTHERS' FIRST FLIGHT AT KITTY HAWK.

EXTRAORDINARY GROWTH IS ONE DIMENSION OF OUR COMPANY. ANOTHER IS ITS UNIQUE COMBINATION OF FINANCIAL AND COMPUTER SERVICES.

IN 1968 CONTROL DATA ACQUIRED COMMERCIAL CREDIT. . .A MERGER THAT RANKS AS ONE OF THE BEST IN THE INDUSTRY.

ONE REASON IS THAT COMMERCIAL CREDIT IS IN THE BUSINESS OF PROVIDING CAPITAL TO INDIVIDUALS AND BUSINESSES. NOW IT HAPPENS THAT CAPITAL AND INFORMATION PROCESSING ARE THE TWO SINGLE MOST IMPORTANT FACTORS IN INCREASING WORLD PRODUCTIVITY. FOR ANOTHER, THE COMPUTER BUSINESS ITSELF HAS A CONTINUAL NEED FOR CAPITAL.

AT THE END OF 1976 COMMERCIAL CREDIT HAD FINANCED LOANS OF $300 MILLION OF CDC'S COMPUTER LEASE BUSINESS. CONTROL DATA PAYS THE CURRENT MARKET INTEREST RATE FOR THESE LOANS. COMMERCIAL CREDIT HAS VERY LITTLE EXPENSE ASSOCIATED WITH THE LOANS AND THE RISK IS VIRTUALLY ZERO. SO IT'S GOOD FOR BOTH PARTIES.

ANOTHER REASON THE MERGER HAS PROVED AN ASSET TO CONTROL DATA IS THAT COMMERCIAL CREDIT EARNINGS HAVE BEEN IMPORTANT TO
THE FINANCIAL HEALTH OF ITS PARENT. THE PROBLEM WE'VE HAD OVER THE YEARS IS THAT WHEN THE COMPUTER BUSINESS EARNINGS WERE UP, COMMERCIAL CREDIT'S WERE DOWN, AND VICE VERSA. WE NEEDED TO SHOW WE CAN GENERATE A STEADY GROWTH IN EARNINGS -- WHICH IS WHAT THE WALL STREET COMMUNITY BELIEVES IN AND USES AS A MEASURE OF PERFORMANCE.

IN 1976 CONTROL DATA DEMONSTRATED ITS ABILITY TO DO THIS. TOTAL EARNINGS WERE UP OVER 1975 AND 1977 WILL BE THE THIRD CONSECUTIVE YEAR FOR THIS TREND.

WITH THAT LOOK AT THE COMBINED COMPUTER AND FINANCE BUSINESS, I'LL TURN NEXT TO AN EXTREMELY BRIEF OVERVIEW OF THE THREE MAJOR BUSINESS SEGMENTS OF JUST THE COMPUTER BUSINESS WHICH HAD REVENUES OF $1.3 BILLION IN 1976.

THE FIRST MAJOR SEGMENT IS COMPUTER SYSTEMS WHERE WE HAD REVENUES LAST YEAR OF ABOUT $415 MILLION, A LITTLE MORE THAN 21% OF THE TOTAL COMPANY REVENUES.

THE SECOND MAJOR SEGMENT IS PERIPHERAL PRODUCTS WHICH LAST YEAR ALSO HAD ABOUT $415 MILLION OF REVENUE AND ALSO CONTRIBUTED 21% OF THE TOTAL.

OUR THIRD MAJOR BUSINESS SEGMENT, AND THE MAJOR THRUST OF THE CORPORATION, IS SERVICES -- IT'S THE LARGEST PART OF OUR COMPUTER BUSINESS AND LAST YEAR CONTRIBUTED $500 MILLION OF REVENUES.

SO -- THERE IS A MISSION AND THERE ARE THE TOOLS. . .BY THAT I MEAN THE VARIOUS PRODUCT FAMILIES. . .THAT WE CAN USE TO EXECUTE THAT MISSION.
SO NOW WE CAN TAKE A LOOK AT THE FUTURE. WHERE THEN ARE WE HEADED IN THIS GREAT ADVENTURE? WELL FOR ONE THING THE COMPUTER GROUP OF CONTROL DATA WILL BE A $2.1 BILLION BUSINESS BY 1981. AND OEM WILL BE ROUGHLY 20% OF THAT. IN OTHER WORDS YOUR BUSINESS IS GOING TO ALMOST DOUBLE FROM 1976 TO 1981.

FOR ANOTHER THE TRUE PROFIT POTENTIAL LIES AHEAD. THE PAST HAS BEEN DEDICATED TO GATHERING THE RESOURCES. BUT NOW WE HAVE THEM AND GREATER RETURNS ARE POSSIBLE.


THE FUTURE THEN IS ONE OF GROWTH POTENTIAL. FOR ALL OF US AS A CORPORATION. FOR EACH OF US AS INDIVIDUALS. WILL WE ACHIEVE IT? IT IS UP TO US. PERSONAL GROWTH. LET ME TELL YOU A STORY. IT'S ABOUT A MAN NAMED CLYDE PATTERSON. IT'S A TRUE STORY.

THE INCIDENT OCCURRED SEVERAL YEARS AGO. IT CAME DURING A VISIT WITH A FRIEND TO OSKALOOSA, IOWA. MY FRIEND WAS THERE TO HELP DEDICATE A NEW PLANT FOR HIS COMPANY AND HE INVITED ME ALONG.

OUR COMPANION FOR THE OCCASION WAS THE HONORABLE ROBERT D. RAY. THEN THE GOVERNOR OF IOWA. HE WAS THE MAIN SPEAKER AT THE DEDICATION.

AS WE WERE LEAVING THE PLANT TO ATTEND A CIVIC LUNCHEON, THE GOVERNOR ASKED IF WE WOULD MIND ACCOMPANYING HIM ON A SLIGHT
SIDE TRIP. THE POLICE ESCORT TOOK THE GROUP TO A NEARBY FARM IMPLEMENT COMPANY.

THE GOVERNOR WENT IN TO PAY A VISIT TO ONE OF THE EMPLOYEES. HE WAS A MAN WHO HAD WON NATIONAL PROMINENCE FOR HIS MECHANICAL ABILITY. HIS NAME WAS CLYDE PATTERSON.

I WAS A BIT PUZZLED AT FIRST. AFTER ALL, WHAT'SO UNUSUAL ABOUT A MECHANIC THAT WOULD WARRANT THE GOVERNOR MAKING A SPECIAL TRIP TO SEE HIM?

GOVERNOR RAY WENT INTO THE ROOM WHERE MR. PATTERSON WAS WAITING. HE WAS A NEAT, TRIM MAN DRESSED IN BLUE OVERALLS AND A LIGHT BLUE SHIRT. HE ROSE WHEN THE GOVERNOR ENTERED THE ROOM.

IT WAS THEN THAT I UNDERSTOOD WHY THE HEAD OF A GREAT STATE WAS SO ANXIOUS TO SHAKE THE HAND OF A MECHANIC IN OSKALOOSA, IOWA. YOU SEE, CLYDE PATTERSON WAS BLIND. . .STONE BLIND. (PAUSE)

YET IN SPITE OF HIS BLINDNESS, CLYDE PATTERSON HAD DEVELOPED HIMSELF INTO A TRULY SKILLED CRAFTSMAN. . .A PERSON WHO COULD ASSEMBLE VERY INTRICATE PARTS MORE ACCURATELY THAN ANY OTHER MECHANIC IN HIS COMPANY.

DURING THE COURSE OF OUR BRIEF CHAT, I ASKED HIM ABOUT HIS OCCUPATION PRIOR TO HIS BLINDNESS. CLYDE PATTERSON'S ANSWER? "OH, I WAS JUST A GENERAL HANDYMAN."

ONLY AFTER HE BECAME BLIND HAD HE DEVELOPED HIS TREMENDOUS SKILLS. . .THROUGH SHEER GUTS AND DETERMINATION. . .AND A STRONG DESIRE TO IMPROVE HIMSELF.

CLYDE PATTERSON HAD FOUND THE THRILL OF INDIVIDUAL ACHIEVEMENT.
MOST SUCCESSFUL . . . AND HAPPY . . . PEOPLE I KNOW THRIVE ON THE
HEADY, EXHILARATING SATISFACTION THAT COMES FROM DOING AN EXCELLENT
PIECE OF MEANINGFUL WORK. NO ONE HAS TO TELL THEM IT IS GOOD --
THEY KNOW. ASK ANY PRO . . . IN ANY FIELD.

IF I WERE TO CRYSTALIZE THIS INTO A PRINCIPLE -- CALL IT
PRICE'S PRINCIPLE NUMBER ONE -- IT WOULD GO SOMETHING LIKE THIS:
"LIFE AFFORDS NO HIGHER PLEASURE THAN THAT OF SURMOUNTING
DIFFICULTIES . . . PASSING FROM ONE STEP OF SUCCESS TO
ANOTHER . . . FORMING NEW GOALS AND SEEING THEM GRATIFIED."

AND THERE IS A COROLLARY . . . IT USUALLY FOLLOWS PRICE'S
PRINCIPLE NUMBER ONE . . . AND IT GOES SOMETHING LIKE THIS:
"TO ATTAIN THE THRILL OF ACHIEVEMENT . . . OF SUCCESS . . .
YOU'VE GOT TO WORK A LITTLE HARDER THAN THE REST."

A VERY SUCCESSFUL MAN ONCE SAID, "A LONG TIME AGO, I
OBSERVED THAT NINE OUT OF EVERY TEN THINGS I DID WERE FAILURES.
SO I JUST DID TEN TIMES MORE WORK." HE WAS BEING A BIT MORE
CLEVER THAN CORRECT IN HIS ASSESSMENT OF HIMSELF -- BUT I GOT
THE POINT.

NOW IT'S MY GUESS THAT THESE IDEAS ARE NOT ALL THAT STRANGE
TO MOST OF YOU HERE TONIGHT. ACTION PEOPLE LIKE YOU NORMALLY
TAKE THIS APPROACH TO THEIR WORK.

IT TAKES PLENTY OF SKILL, INITIATIVE AND JUST PLAIN HARD
WORK TO ATTAIN INDIVIDUAL RECOGNITION . . . TO BECOME KNOWN AS A
TOP ACHIEVER IN A LARGE ORGANIZATION.

BEYOND HARD WORK AND SELF-MOTIVATION, HOWEVER, THERE IS
ANOTHER PRINCIPLE. THAT IS BEING ABLE TO MAINTAIN A SENSE OF
HUMOR -- ESPECIALLY ABOUT YOURSELF.
THERE ARE THOUSANDS AND THOUSANDS OF STORIES ABOUT ABRAHAM LINCOLN AND MANY OF THEM TURN AROUND ABE'S TREMENDOUS ABILITY TO POKE FUN -- AT HIMSELF AS WELL AS OTHERS.

THERE'S THE STORY OF THE DISTINGUISHED BRITISH VISITOR WHO UPON ENTERING LINCOLN'S OFFICE WAS ASTONISHED TO FIND HIM POLISHING HIS OWN SHOES -- AND SAID SO. ABE LOOKED UP AND ASKED "JUST WHOSE SHOES DID YOU EXPECT ME TO BE POLISHING."

OR THE STORY HE TOLD ON HIMSELF ABOUT A MAN WHO APPROACHED HIM ONE DAY AND SAID --

"SO, YOU'RE ABE LINCOLN."

"YES, THAT'S MY NAME," SAID LINCOLN.

"THEY SAY YOU'RE A SELF-MADE MAN."

"WELL, YES, WHAT THERE IS OF ME IS SELF-MADE."

"WELL, ALL I'VE GOT TO SAY," OBSERVED THE MAN,

"IS THAT IT WAS A DAMNED BAD JOB." (PAUSE)

PERHAPS LINCOLN'S GREATEST STRENGTH, BECAUSE OF THIS PERSPECTIVE OF HUMOR, WAS TO SEE THE GOOD AND THE BAD IN PEOPLE -- AND TO USE THE GOOD.

THOSE ARE SOME OF THE KEYS THAT I BELIEVE ARE ESSENTIAL TO PERSONAL GROWTH -- (1) LEARNING THE THRILL OF INDIVIDUAL ACHIEVEMENT. . . (2) LEARNING TO WORK A LITTLE HARDER THAN THE REST. . . (3) LEARNING TO MAINTAIN A SENSE OF HUMOR ABOUT YOURSELF. . . (4) LEARNING TO APPRECIATE THE CAPABILITIES OF OTHERS.

ATTITUDE IS THE KEY WHICH WILL FOSTER THESE QUALITIES.

I'D LIKE TO CLOSE MY REMARKS WITH A STORY WHICH ILLUSTRATES WHAT ATTITUDE CAN DO. IT WAS TOLD BY THE FAMOUS BIG LEAGUE BASEBALL MANAGER, BRANCH RICKEY, ABOUT WHEN HIS TEAM, THE
ST. LOUIS BROWNS, LOST A GAME TO DETROIT IN A VERY UNUSUAL MANNER. NOTHING ELSE LIKE IT APPEARS IN THE RECORD BOOKS ANYWHERE. PERHAPS YOU HAVE HEARD OF THE INCIDENT.

DETROIT CAME TO BAT IN THE LAST HALF OF THE 11TH INNING IN A TIE-SCORE GAME. THERE WERE TWO MEN OUT, AND THERE WAS NOBODY ON THE BASES. THEN A PLAYER CAME TO BAT. THE IMMORTAL TY COBB.

COBB GOT A BASE ON BALLS. THEN HE SCORED THE WINNING RUN WITHOUT ANOTHER BALL BEING PITCHED. BY SHEER ADVENTURESMENESS AND SKILL, HE FORCED TWO WILD THROWS BY ST. LOUIS INFIELDERS.

HIS DARING AT FIRST BASE. . . HIS BOLDNESS AND SKILLFUL TURN AT SECOND. . . HIS CHARACTERISTIC SLIDE, PERFECTLY EXECUTED, TEN FEET BEFORE HE LEFT THIRD. . . HIS QUICK COORDINATION FOLLOWING HIS SLIDE -- ALL BROUGHT ABOUT FOUR "BREAKS" IN HIS FAVOR.

IN SHORT, HE MADE WHAT AMOUNTED TO A HOMERUN OUT OF A BASE ON BALLS.

IN THE VERY SAME GAME, THERE WAS A PLAYER FOR ST. LOUIS BY THE NAME OF WALKER. HE WAS A MAN WITH ALL THE PHYSICAL QUALITIES TO BECOME A GREAT PLAYER.

DURING A GAME IN BEAUMONT, TEXAS, THE FOLLOWING SPRING, WALKER HIT WHAT SHOULD HAVE BEEN A HOMERUN. . . BUT HE WAS THROWN OUT AT THIRD BASE.

HERE'S HOW.

WALKER'S SLOW START TO FIRST BASE, AS HE WATCHED THE HARD LINE DRIVE FALL BETWEEN THE LEFT AND CENTER FIELDERS COST HIM 20 FEET. NEXT, HE LOST ANOTHER 30 FEET MAKING TOO WIDE A TURN GOING AROUND FIRST TOWARD SECOND BASE.
THEN, SEEING THE ILLUSIVE BALL ON ITS WAY TO THE TEXAS
PRAIRIES -- THE LEFT FIELD FENCE WAS DOWN FOR REPAIRS -- HE
SLOWED DOWN TO A JOGGING TROT. THIS EASILY CAUSED HIM STILL
ANOTHER 50 FEET, AND HE WAS NOW 100 FEET BEHIND SCHEDULE.

SUDDENLY, THE BALL STRUCK SOME OBJECT -- A BOARD. . .OR
STONE, AND IT BOUNCED BACK INTO THE HANDS OF THE SURPRISED
CENTER FIELDER. HIS QUICK TURN AND STRONG ARM BROUGHT THE
THROW TOWARD THIRD.

WALKER, SEEING THAT A PLAY COULD NOW BE MADE ON HIM PUT
ON A GREAT BURST OF SPEED. HE MADE A FALL-AWAY SLIDE TO THE
RIGHT AND INTO THE VERY HANDS OF THE THIRD BASEMAN. WALKER
ACTUALLY TAGGED HIMSELF OUT.

IN DISCUSSING THE PLAY LATER, BRANCH RICKEY AND EVERYONE
ELSE WHO WITNESSED IT AGREED THAT IF WALKER HAD NOT MADE ANY
ONE OF THE FOUR MISTAKES, HE WOULD HAVE SCORED A HOMERUN STANDING
UP.

NOW WHAT IS THE DIFFERENCE BETWEEN COBB AND WALKER? THEY
WERE ABOUT THE SAME AGE. . .THEY WERE ABOUT THE SAME WEIGHT. . .
THEY WERE ABOUT THE SAME HEIGHT. . .AND THEIR RUNNING SPEED WAS
THE SAME. ACCORDING TO RICKEY, WALKER HAD A STRONGER ARM THAN
COBB. . .AND HE HAD MORE POWER AT THE BAT.

YET ONE ROSE TO UNPARALLELED FAME. . .THE OTHER -- OBSCURITY.
COBB WANTED TO DO SOMETHING SO MUCH THAT NOTHING ELSE MATTERED. . .
WALKER PUNCHED THE CLOCK.

THANKS FOR HAVING ME. IT'S BEEN A PLEASURE TO BE WITH YOU.

keh10