Let me start by taking you back....back to the summer of '57. That was the year the Russians launched Sputnik. "West Side Story" and "The Music Man" were playing on Broadway, and Eugene O'Neill's play "Long Day's Journey into Night" won a Pulitzer. If you're too young to remember any of that, 1957 was also the year Dr. Seuss wrote The Cat in the Hat.

CDC was incorporated. Bill Norris, Frank Mullaney, Bill Drake, and Arnie Ryden -- without the help of a broker -- worked diligently on friends and total strangers to sell stock for a dollar a share. They sold 600,000 of those shares and went to work to build large-scale computers. In the early fifties, the "experts" had said that six computers could handle all the world's scientific and engineering computing needs for all time. So right off the bat CDC was bucking the experts -- and has been ever since.

But in reality the genesis of CDC goes back to 1946 when Bill Norris and a group of colleagues from World War II Naval Intelligence started a company called Engineering Research
Associates in an abandoned glider factory in St. Paul, Minnesota. Their financier and president was the owner of the factory, one John E. Parker. Bill Norris' first job at ERA was Vice President of Marketing. Under contract to the Navy, ERA continued much of the digital electronics work begun during the war, and in 1950, they delivered a computer known as the 1101 to a highly classified intelligence program known as Task 13. Thus, the model number -- the binary representation of 13:1,1,0,1. And thus began the Univac 1100 series that we know today.

In 1951, despite the technical and financial success ERA was enjoying, John Parker decided to sell the company to Remington Rand -- later itself to be merged with the Sperry Corporation. And six years later, frustrated by lack of dedication and appropriate risk taking by Sperry-Rand top management, Bill Norris and his friends left to start again.

That first year, Bill Norris visited IBM in search of some possible work to help meet the payroll. Jim Birkenstock, Vice President for Industry Relations, was the contact in those days. "Well, Billy," Jim said -- and that is an honest to God quote -- "Well, Billy, what are you going to do in your company?" And Bill replied, "Well, we're going to build big computers for scientific and engineering use." "Oh," Jim said, "something for the long hairs, huh?'. That's just great. Have fun; we could care less." In view of what was to come, it's hard to imagine more ironic words.
But these 1957 goings-on were all very remote to many of us here tonight. In 1957, for example, Gordy Brown was still a lieutenant in the Marines. 20-year old Dave White wasn't aware of what electronics would someday mean to him but he was aware what a difference electricity made when it came to the family dairy farm only four years before. In Hamburg, Peter Stockel (schtick-ul) was studying for a degree in electrical engineering, while Manny Camilakis was celebrating graduation -- from the third grade. Mo (Maureen) Flanagan, about to turn two, didn't worry about school.

And in 1957, as CDC was being born, SBC celebrated its 25th anniversary. Bill McGlaughlin, who was there when it started and is still there, remembers it was the summer of 1932 when the service bureau organization was created.

But time flies when you're having fun, and now it's 1961. Actually, it hadn't been all fun. Birkenstock's glib remark turned into a bitter joke when to combat the 1604's success IBM introduced what was known in the trade as a fighting machine -- a cosmetically changed and greatly discounted machine -- and CDC almost sank when no orders were received for almost the entire year of 1960.
But 1961 came and things improved — and did so again in 1962. For better or worse, the world moved on too. The Berlin Wall went up, and we learned the secrets of DNA.

People were reading Catch-22 and singing "Moon River." Bob Chow was about to pay for his college education with a stock market coup. Bob Duncan had left Rand Corporation to join CDC — as project manager for COBOL development.

And it was about this time that Bill Norris and Ed Strickland had breakfast one day at the Lexington Hotel in New York: "Well Ed," Bill said, "since the joint venture with Phillips isn't gonna happen, we'll have to move into Europe on our own. You say you want to give it a try — do it....and Jim Miles and George Hanson working out of Minneapolis will be glad to help." That is the first recorded instance of the words that would soon become infamous: "We're from Minneapolis and we're here to help."

So it was that 20 years ago Ed and Jim Guzy -- Bill Glass and Ray Skoe -- and Gene Baker came here to Lucerne to set up shop, Control Data International was underway. Country to country they went, selling 1604's. And every few weeks Jim Miles would show up, saying "I'm from Minneapolis, I'm here to help," -- and proceed to mess things up.
Ed had a unique way of running the business back then. He paid all the bills out of his own pocket -- the office rent, salaries, everything -- then filled out expense reports for Norris to sign.

Meanwhile, back in the U.S., things prospered. CDC's revenues reached $41 million in 1962. And along the way, more new faces had joined the crew. Cedar Engineering, the first acquisition back in 1958, was joined by many others; Control Corporation, with its know-how in electric utility systems; Holley, specializing in computer printers; and in 1963, the Control Systems Division of Schlumberger which brought us PGM; the computer division of Bendix, which brought us operations in Canada, Mexico and Japan.

Acquisitions also played a key role in peripheral products. That business was started for the simple reason that it was the only way to get some of the peripheral equipment needed for the large computers. On the other hand, CDC's limited computer volume didn't come close to providing a critical mass.

An answer to the dilemma was to achieve needed volume by building peripherals for other computer companies -- the OEM business as it's called. CDC's computer mainframe folks were bitterly opposed to this. They saw it as giving the benefit of
our technology to competitors. But Bill Norris felt the way to get a sure supply of effective peripherals was to sell to the industry. "Besides," he said, "if we don't, someone else will." Well, we did, and you know the rest of that billion dollar story.

In this decision and many others, Bill Norris never let us forget the virtues of simple pragmatism he learned on a struggling depression-era Nebraska farm -- nor the lessons from Remington Rand -- a company caught up in timidity and confusion. Risk-taking. "There is no security," he says, "only opportunity." Share knowledge and technological risk, but maintain your marketplace independence -- and always, always stick to your plans when short-term problems loom large. But pretty soon for CDC some problems loomed large that were very much more than short-term.

Let's move ahead....it's July 1, 1965. CDC....wait a minute.... I'm about to forget one of the most important events of this whole chronology. It is not July 1 -- it's only June 15, and Bob and Mary Price are driving north to the Annual CDC planning meeting at Gull Lake. But the important thing isn't where they're going -- it's what they are driving....Mary's brand new 1965 Buick Gran Sport convertible. The 440 cubic inch engine (that's a 7.2 liter engine if anyone these days can imagine such a thing) murmurs quietly as the Buick rolls northward....just a few hours and a few miles into its story.
But we'll skip the planning meeting....among other reasons it's painful to recall that Norb Berg greeted the Buick's arrival at Gull Lake by leaping onto the hood and leaving two perfect knee prints -- dents that remained for the next 15 years. Anyway, now it's July 1, 1965. The Planning Meeting is over and we're back in Minneapolis.

CDC is now eight years old, a survivor, a daring innovator and a sometime darling of Wall Street. It has grown from nothing to $161 million in revenues in the fiscal year which has just ended the day before. That stock issued at a dollar a share in 1957 has already split three for one, then three for two. A share of stock bought for the equivalent, then, of a little over 22 cents, has sold for as high as $140, and the day before had closed at 49 7/8.

But Thursday, July 1, 1965, was a hot and muggy day in Minneapolis -- and Cinderella had a hangover. The year past had been a rocky one. Each quarter had seen mounting problems. What was wrong? "Fiddling around with that crap in the industrial group," said Frank. "Selling peripherals to my competitors," said George. "Fagen," said Seymour. "Seymour!" said Casale. And so they worried. For CDC, problems had always been like bugs in a new computer. They could be isolated, analyzed and fixed. So a task force of eight people
isolated, analyzed, and, came up with a solution. Because they were intelligent, honest people who had been through a lot together -- who cared for their company -- their solution was tough-minded, even-handed, and -- very humanly -- wrong.

In addition to recommending several cost-cutting procedures, the report dealt with strategy. It said the company was dissipating its basic computer strength because it was "over-extended in a multiplicity of activities that are future-oriented." And its principal target in this regard was the fledgling data centers division -- a three-and-a-half-year-old organization headed by an ex-teacher named Jim Harris. Jim came to CDC to run administration, but he yearned to run a business. When the data centers division was formed, Bill Norris, knowing how difficult it would be to lure one of his computer people out of the mainstream, gave Jim his chance. And that in turn provided the chance for a young personnel administrator who was chomping at the bit to take over Jim's job. His name -- Norbert R. Berg. Norb always loved the data centers.

But regardless of what anyone thought about data centers, one thing was clear -- it was an enormous burden for fledgling CDC, with an estimated loss for the coming year projected at $2 million on revenues of $3 million.
Knowing it was one of the boss's ideas, the task force carefully stated their recommendations to cut the operation back as far as possible -- but not to kill the whole thing.

Bill Norris praised their efforts and accepted their recommendations -- except for one. No data centers were to be closed. Period!

And, incredibly, in the midst of all the turmoil, another venture of long-term importance began. The first CDI opened its doors in April of 1965.

IBM's DPD sales school was also open under a new training manager -- Don Vacheron. Bob Gibbs is about to start sales school -- at SBC and Bill Bailey has joined CDC. Ed Strickland has left. Now, whether he's left to make his fortune in the venture capital world or just to play tennis isn't clear -- but he'll be back.

Lucerne is back -- back, that is, in the hands of the tourists. Its big chance as the seat of multi-national commerce was lost in 1963 when CDC moved its European headquarters to Frankfurt.
But one way or another for all of us 1965 turned into 1966 -- when the most popular U.S. song was Sinatra's "It Was a Very Good Year." But it was not a very good year for CDC. 1966 was a struggle. The European headquarters staff was drastically cut and most of the rest moved back to Minneapolis to operate from there. Nevertheless, we continued to make acquisitions in the U.S. and expand overseas, and by year's end we had operations in 20 countries.

But our story moves on. It's 1970. The price of gold falls below $35 an ounce (can you imagine that?), and the Dow-Jones drops to 631. It's a recession -- but not for the Buick convertible. It's in fine shape, and gas is very cheap.

Hank White is also in fine shape. This is his 20th year at IBM. He's done well and he's known as a fixer. One thing that badly needs fixing is the SBC subsidiary -- so Vin Learson gives Hank the word: "Fix it."

That same year another software services company was in trouble, too. But two-year-old (Duncan's company) had no wealthy parent and so it was that its President, Bob Duncan, closed up shop and returned to CDC. Mary Lynn Webster was moving too -- from swimming to cheerleading. Cheers, there were probably not when Keith Corlis joined us that year -- but there should have been. And down in Rio Luis Fernando was cheering 'cause he met Wanda.
Also by 1970, CDC's unique business strategy had begun to take shape. The late 1960s had been a time of trouble in the inner-cities, and while riots and fires couldn't happen in affluent and beautiful Minneapolis -- they did.

To attack the root cause of the problem, a lack of decent jobs, CDC set about building a plant in the middle of the riot areas. Critics said it would never work. It would never stay open -- let alone turn a profit.

They were wrong. It wasn't easy, of course, and it took a while, but it worked.

And the experience did something much more than provide a plant and jobs in Minneapolis. It showed CDC that in the growing devastating problems of late 20th century society there was an opportunity for knowledge services -- an opportunity that we could grasp -- if we had the creativity and the courage -- and if we could enlist the cooperation of other public and private entities.

So the seventies began with the seeds of the future planted but with a very meager harvest from existing crops. The '70-'71 recession hit the company hard. And now it was clear how fortuitous the merger with Commercial Credit had been.
years before. In the summer of '68 CCC, fending off a hostile take over, found in CDC a partner interested in its future rather than its liquidation. CDC found an answer to its lease financing. Without that answer, 1970 could have been a disaster. As it was, Computer Systems lost money in 1970, and again in 1971, struggled to break even in 1972, and collapsed under the burden of cancelled programs in 1974, to a loss of $69 million. Speculating as to the demise of CDC's systems business was good grist for the media mill. And all the while the company was saddled with the $1 million-a-year cost of the seemingly quixotic lawsuit against IBM.

But in five short years, things changed dramatically. In Computer Systems there was the brand new Cyber 170 and in Peripherals the tremendous thrust from the formation of the cooperative ventures MPI and CPI. The lawsuit was gone and SBC had arrived. When the settlement was reached, Vin Learson said to Bill Norris: "I want you to know two things -- (a) SBC is worth $500 million, and (b) Hank White is number two in SBC, but he's really number one. He's one of IBM's best -- don't lose him." As it turned out, Vince was only half right. Hank lived up to every word of his advance billing, but SBC was worth one billion, not 500 million.
So it was out of the shadows for all of us and into the sunshine of seven straight years of rapid growth and ever-improving profitability.

And here we are tonight -- to celebrate your contribution to the year just passed. Four billion dollars in revenues and pre-tax profits larger than the total corporate revenues not so many years ago.

And there are more personal success stories.

Bob Duncan established a record length for product gestation when "his" new 800 series finally arrived after seven years. He also went from pounding his desk and shouting, "No discounts," to pounding his way in and out of international airports. Rookie Internationalist Duncan also has Rookie of the Year, Mo Flanagan, on his team. Mo spent her early mornings in 1981 in a parking lot....a seemingly improbable, but as it happened, successful way to get the year's biggest order for diskpacks. One stop Dune likes is Sweden, where Tommy Soderberg has qualified for three Summit Clubs. Longevity is likewise a trade mark for Don Pearson -- 15 100% Clubs, and Don Wall -- 17.
Longevity. Now that's the very word to describe the Buick convertible's "career." In 1979 the Buick had just completed four arduous years at Iowa State University and its 141,000 miles hadn't exactly been easy ones either -- especially through the salt and sand of Minnesota winters. Should it go to rest or not? No, Bob said, the Buick would stay -- and it would not just be patched up, it would be restored -- "no matter how much it cost."

Now, as it happened, in 1979 CDC started a program called "Wheels" to help finance affordable cars for ex-cons. And, being CDC, we saw yet another opportunity to create a small business -- a body shop -- to handle repairs of the cars in "Wheels." The shop would provide yet another ex-con an opportunity for a new life. And so in November of 1979, CDC helped Al Riddle set up that business and gave him one E. L. Baker as counselor and protector. Whether it knew it or not, the Buick was fully caught in CDC's web. Here's what happened next, in Gene Baker's own words.

"I introduced Al to Bob Price in late '79, and he told Bob he'd have the car looking like new in six months."

"The next time I saw the car was almost a year later. It was totally disassembled -- I mean totally, right down to the nuts and bolts -- and was scattered into every nook and cranny of Riddle's garage."
"Fortunately, Bob Price was too busy running the business (or so he said) and didn't check progress on the Buick too often."

(NOTE: at this point, switch from ELB telling the story to me.)

Finally Riddle decided that to get enough replacement parts he had to import a whole new Skylark body from California. I never asked how much that cost. And he farmed out the engine to have it rebuilt. About this time, Baker put a guy named Bob Smeija in to supervise Riddle. Smeija discovered a severe weakness in the old frame and Riddle convinced him the frame on the Skylark body from California would work -- even though the Skylark was a hard-top, not a convertible. They put the two cars side by side, and, taking a piece from here and a piece from there, started building on the Skylark frame. When they finished, the car would bend in the middle as it rounded a turn -- so they had to weld big steel reinforcing bars on the frame to keep it rigid. I didn't ask how much that cost, either.

At this point, we're 15 months into this thing and Baker comes to me to say Riddle fell in with some old companions and is on his way back to the slammer. The shop was closed, and the Buick was moved to Bob Smeija's home garage -- his own cars moved outside.
To repair the faulty actuating pump for the convertible top, Smeija wound up taking his own convertible top and mechanisms apart so he could figure out how to fix the Buick. Well, he got the Buick fixed -- but to this day Smeija doesn't have his own convertible top back together.

Then it was time to rewire the car. Riddle had removed the entire wiring system and packed it away in a Heinz Catsup cardboard box. Smeija started stringing wires from scratch. When he finished, everytime you used the cigarette lighter, the top went down. Every Monday morning last summer Smeija would talk to Karen and leave a message for me ("week from Friday," "some little thing," etc.).

Well, they finally let me drive the car last September. Its rebuilt engine lasted for 900 miles before a rocker arm snapped. But when I get home Wednesday -- Smeija says my 1965 Buick Gran Sport, in absolutely perfect shape, will be waiting in the Headquarters garage. Mary wants to know whether they've re-installed the dents made by Norb Berg's knees 17 years ago.

But let me turn to the future.
Looking backward in time can be interesting, dull, poignant, edifying, frustrating, or satisfying. What it never is, is exciting. Excitement comes from anticipation. Looking forward may be intriguing or confusing, enticing or frightening -- but what it always is, is exciting -- unless, that is, we've given up hope. And then the future -- as well as the present and the past -- is merely depressing.

Looking ahead for CDC is exciting. What will things be like in 25 years? These days most forecasters can't predict what's going to happen next month, so I realize this is a hazardous undertaking. But let's look anyway.

It's 2007 -- the eighth year of the 21st century -- the 50th year of CDC's adventure. Many things don't change -- it's mid-May and the snow in Minneapolis has been gone for two whole weeks. Bill Norris, sitting by the edge of the pool after his morning swim, has just finished the 2,436th booklet in his technology series and his 13,435,222nd apple. Someone once knew how old he was, but the person who knew is so old his memory is bad. And the Summit Conference is meeting once more.

Some things change a little: Don Wall no longer has to qualify for the 100% Club -- he was made a permanent member on his retirement ____ years before. And Gordy Brown plays tennis four days a week rather than three. But other things change more. For instance, who's at the Summit Conference? Well, let's take a look:
Jean Auricoste and his son ______________ are Chairman of the Board and President of Euroformatique, an education software business started by Jean in 1981. CDC helped start the company as a joint venture and still holds a minority interest. _______ joined the company in 2001 and immediately had a golden hit -- sold one million copies of his PLATO course "Building Your Own Orbiting Genoponics Factory" in its first year.

Timmy Aweida and Tommy Kamp -- sons of you-know-who -- are in partnership: Peripherals Unlimited. Last year it crossed the one billion dollar mark when it was only ten years old. The company has five employees: Timmy, Tommy and Dawn, Dana, and Dyan Shober. Tommy and Timmy split worldwide marketing and the women take care of operations. That is, Dawn and Dyan design the products using the CDC Automatic Peripherals Design System; and Dana runs production -- which means she places factory orders with CDC Custom Productions, Ltd. Custom Productions is a joint venture of CDC and 14 other companies to serve their own manufacturing needs and those of many small companies like Peripherals Unlimited.
All the administration for Peripherals Unlimited is done by Edina Administrators, Inc. -- a small but exciting Minnesota company which reflects the personality of its founder and President, Joanne Baker....daughter of one E. L. Baker. Dawn, Dyan, Dana, Tommy and Timmy teleconference each day and set the next day's production....frequent acrimony occurs during these sessions because Tommy and Timmy's forecasts are all too often far off the mark. But to save time, each teleconferencing terminal is equipped with a button which automatically selects at random one of 5,000 excuses for the poor forecast. These reasons were carefully compiled and quality tested from the archives of CDC's Peripheral Products Company during the preceding 50 years. It's updated annually.

But let's move on. Next we see an older man. It's Tracy Beckman and he's 67 years old -- from Bricelyn, Minnesota, population 2,007 (a coincidence). Twenty-five years earlier, in 1982, Tracy became the first independent distributor for CDC's Ag Business Centers Division. His hardware store, in which he set aside 200 square feet to start the Ag Center, still exists. One of the more than 500 small farmers served by the center spends most of his time sitting in the old store telling folks the story of the refurbishment of his 42-year-old Buick convertible, which is sitting out front.
Next we see Susan Stanhope, the leading independent distributor for the Learning Centers Division. Old-timers love to recall the time Susan's Aunt Mary -- Mary Anne Kromer -- hauled Bob Kleinert and Tom Miller to Founder Norris' office and made them confess they were planning to close the Lima, Ohio, Learning Center because they felt small town learning centers couldn't be made to work. To those who admired her courage, Aunt Mary always said, "It wasn't anything -- just a matter of taking a couple of wayward boys to the principal's office for a good sound thrashing!"

Another attendee is young Mary Thorndyke -- at 15, the youngest winner of CDC's Sales Designer of the Year Award, for her Cyber X02. The competition begins January 1 each year and goes to the person who can design, sell, and deliver the largest number of super-scale computers in a year. Mary's 1,000-gigaflop machine was designed in a marathon session between January 1 and January 21, using new CAD services developed just three years before by MCC, a 25-year-old cooperative venture of CDC and 116 other electronics companies. Mary then sold and delivered 25 of her computers by Christmas Eve -- the contest closing date. At that she finished just one point ahead of Ichi Okomoto and his "Generation Seven" computer. Mary's computer, by the way, has her signature etched in gold across the back access flap. That neat final touch was suggested by her grandfather, Lloyd.
As we move around the crowd, we meet individual software authors, Business Center managers galore, freelance consultants who work through CDBAI. We met the head of CDC's "PLATO Limited Editions," an electronic publisher of esoteric courseware, and, of course, many product and services marketing people.

Who are these people? What kind of Summit Conference is this?

These are, in fact, like you here tonight, the top performers of CDC.

Yet more than half of them are not employees of CDC.

They represent the 5,000 affiliated small companies, the 12,000 sales people employed directly by CDC, the 15,000 Business Centers, Ag Centers and Learning Centers run by CDC, and nearly 10,000 independent distributors and retailers.

In short, I have given you a small sampling of the people and their work -- who make up "The Control Data Network." For that is what we will be 25 years from now.
At the core of that network is what we know today as CDC. Its function is to arrange start-up and on-going financial services for independent companies, maintain knowledge bases and assistance through so-called "expert systems," provide management services and so on. It will market products and services as it does today, run a massive communication network service, and provide automated design services, automated manufacturing facilities and electronic software publishing services.

Small companies, using these services, will design and develop software and hardware -- not as we know them today, but customized computing and peripheral devices. They will both sell their own products and license them to CDC for distribution.

There are distributors, retailers, and individuals -- part-time and full-time -- who contribute to the Control Data Network.

The actual Network of 2007 may vary a bit from the somewhat whimsical view we have just had. But the essentials will be the same. How do I know that? Like this:
First of all, we are blessed with being part of the industry of the future -- so we are on the right track. But superior performance also demands we be a little bit different -- a little more creative, a little bit ahead. It's the productivity and creativity of the individual, of the small organization -- in tune with the marketplace -- that will give our products and services that something special.

To do that we must have a new and different kind of organization -- one that is likewise in tune with the forces of the future.

And the one relentless (frequently frustrating) force of our world as it transits from 20th to 21st century is interdependence.

For all the adult lives of everyone in this room, that force has been growing, pressing, and shaping the world around us. For nearly 50 years, from Wendell Wilkie's One World to Toffler's Third Wave, we have been reminded by writers of every ilk of its growing presence. And inevitably, as it has grown, the counter-balancing force of individuality has also grown. Look around us. Take energy and food -- the very basics of existence: there is no nation on earth self-sufficient in both these necessities. Yet have we seen larger and larger conglomerations of peoples? Quite the contrary, fifty years ago there were 79 nations in the world -- today there are 170.
And so it is with individuals as well. The more we have become enmeshed in an interdependent society, the more we have sought to express our individuality -- and in this way to assert our independence. We must structure ourselves to deal with this "interdependent independence" that will be necessary for 21st century existence. "Interdependent Independence" -- is it achievable? Or is it just another oxymoron? What the world at large may or may not achieve, I cannot forecast. What we in CDC will achieve, I can.

I can because what we are about is implementing a structure based on a vision which already exists. We have been busy planting the seeds of our future, putting in place the beginnings of that structure. We are already experienced in large company/small company cooperation, in network structures, in interdependent technology development and independent marketing. We have tested ourselves and gained experience. While the structure will continue to evolve, we are already well on our way to creating the environment in which it can grow and flourish.

And as the conferees of May 2007 reflect on the interdependent network community which assures them independence -- as they listen to the accomplishments of their colleagues and of the Control Data Network as a whole, with its $50 billion in
revenues, half of it by 25,000 independent small organizations and individuals -- as they listen to that, I'm sure they'll look back on our accomplishments with a smile and with warmth. But they will know too that only we could have looked forward to their accomplishments with excitement -- and with confidence.

And now, because this is a very special year for us, let me close with something special. Would Sven and Britt-Marie Ericson please join me up here -- and you, too, Mary?

(Pause)

Let me tell you about Sven. He's one of the most successful smugglers I know. For years he's been sneaking bags of Kentucky Blue into Sweden from the U.S.....Kentucky Blue....grass seed....the Ericsons have the smoothest lawn in Sweden. But the reason I've asked Sven and Britt-Marie to join us up here is that the Ericsons share something very special with CDC: they are celebrating a 25th anniversary this year. CDC's two anniversaries won't take place for a few months yet -- and the Ericsons will celebrate theirs _______ -- but we've always been ahead of our time anyway. So we're going to dance -- The Anniversary Waltz" Sven, would you dance with Mary and I'll dance with Britt-Marie?
(Dance)

(Back to Mike)

Thank you. It's been an absolutely wonderful experience to be here with you -- you're super people and I wish you the very best for this year and for all the years to come.

And now won't you all join Mary and me in another turn at "The Anniversary Waltz"....