## BATA LIMITED .

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August 22, 1344.

HEAD OFFICE BATAWA, ONTARIO CANADA

Dr. George Wettstein, 23 Belariastrasse, ZUERICH, Switzerland.

Dear Dr. Wettstein:

During the past few months, we have exchanged a number of cables. It seemed to me from some of your answers that my original cables were not olear enough. Indeed, it would be surprising if after five years we were still able to understand such others line of thinking when expressed in brusque cable language.

The most reassuring sign, however, was that ultimately we managed to inderstand each other fully and that the more recent cables indicate a reasonably parallel line of thinking.

Roselly the time has come when we can correspond more freely. Also the time-for major decisions is drawing near and as we will both have lowest them, I feel that I should write to you these few lines in order that you might be acquainted with what we will be facing.

Company whose stationery I am using is a coordinating organization beformation of which was decided upon during the January Batawa congences. It is functioning in a variety of useful directions, closely cooperating with the proper Government Departments and despite wartime limitations, has succeeded in showing good progress during the few months of its existence. The main handicap to the stablishment of an organization like this before was the complete loss of confidence surfered by the former organization and the only reason why I have succeeded in building it on the rulns is the fact that I have slways declared clearly from the beginning where I stand, and can say truthing that no secret or other arrangements as to operations exist between me and persons listed on statutory lists. All Companies that are able to are cooperating enthusiastically and I believe that this organization has already been of substantial moral, technical and commercial support to a number of them.

There is another organization called the Bath Committee, the sole purpose of which is to supervise the activities of the delisted Companies. My colleagues on this Committee and I have been faced with a very grave eltuation when we saw what condition the Companies which come under our jurisdiction have found themselves. I might add that the fact that they were on the statutory and proclaimed list, did not alone cause this condition. However, only the Chilean Company was in such difficult circumstances that heavy financial support was required. My up-to-date reports indicate that this matter is well on the way to neotification and we have appointed a new man to act as secretary-treasurer who will fly down there within the next few days to protect

AIR MAII

427

our interests. For your information I am sending you part of a circular letter which describes the Chilean situation and its causes and which will indicate to you also the financial policies and advice which this Company gives.

Within the next few days I expect to be in London, where smong other things I hope to deal with vital matters from the post-war point of view. Those of our friends who have recently visited this Continent and urged me to go, predict that I will be freed with an extremely difficult if not impossible task. However, I shall do what I can to ascure the sound reestablishment of the organization which I firmly believe has been of considerable benefit to the population of each country in which it operated and performed an unselfish service to the public and its employees.

In all this work I am severely handicapped by the fact that I lack certain detailed information which you alone can give. It is a pity that before the war we did not find the opportunity to rectify this point, but probably this was due to my false and foolish modesty owhich I secure you has completely worn off. The poor late Mr. Muska and I southwany nights trying to reconstruct things, but his untimely beath suffered a complete nervous breakdown, there is nobody of the cold start left to help me.

The foung crowd, however, is corrying on, and soon we will have things pretty well again, but I hope that before long, I will have the opportunity to confer with you and he able to secure your advice there would have done had he been here to advise us.

In all our troubles however, one thing is great: God has been good be anough to give me good health and spirits, that we have had in our appropriation a remarkably large number of loyal, enterprising, enthusiastic and successful managers of the larger companies as well as their subordinates and have therefore been able to survive the many serious mistakes which were made by some people. In particular, the fact indebted to this Country which gave me a remarkable opportunity not only to develop an industry, but to fulfil my duty to the sutmost in every way, shape or form.

meantime, with very best regards, to Mrs. Wettstein, Georgie and Sonya as well as yourself and all our mutual friends, I am,