

AMICO

Expanding An Idea

75

A Letter From our President

I am truly honored to be part of AMICO's 75th anniversary. It is rare, in this day and age, to have the opportunity to be part of such a great heritage. As you read the brief history provided in this commemorative book, take the time to reflect and be proud of being a part of our history. Regardless of whether you have been here a month, a year, 40 years, or are retired, you have contributed to our success. I think Charlie Webb got it right in the 50th Anniversary newsletter when he said, "our ideas and our people are our greatest assets." But I would take it one step further and say that our people have made the company successful.

Those of you that have been with AMICO for a few years have seen many changes and the last ten years have brought about a tremendous amount of change.

In 2003 and 2004, we saw a tremendous resurgence of our markets, and sales began to skyrocket. In 2005, the owners of the privately held AMICO decided to sell to Gibraltar Industries; and in November of that year we began an entirely new chapter in our history.

The rate of change accelerated with the challenges of understanding our new corporate responsibilities and getting to know our new leadership. We had to remain focused on our core business as we were experiencing the most successful years of our history.

By 2009 we were being challenged with an entirely new set of changes as the US financial crisis and ultimately the Global Recession began to drag down the economy. Plant closures, consolidations, and employee layoffs were the result of a very depressed market; however, through it all, each of you pitched in and did what had to be done to survive.

During the difficult times many positive changes also took place. We made several acquisitions to strengthen our product offerings, increase our market share, and add new sales outlets. We also added new capital equipment to improve our manufacturing capabilities and implemented new ERP systems. All of this was done to improve our competitiveness and help build and assure our future.

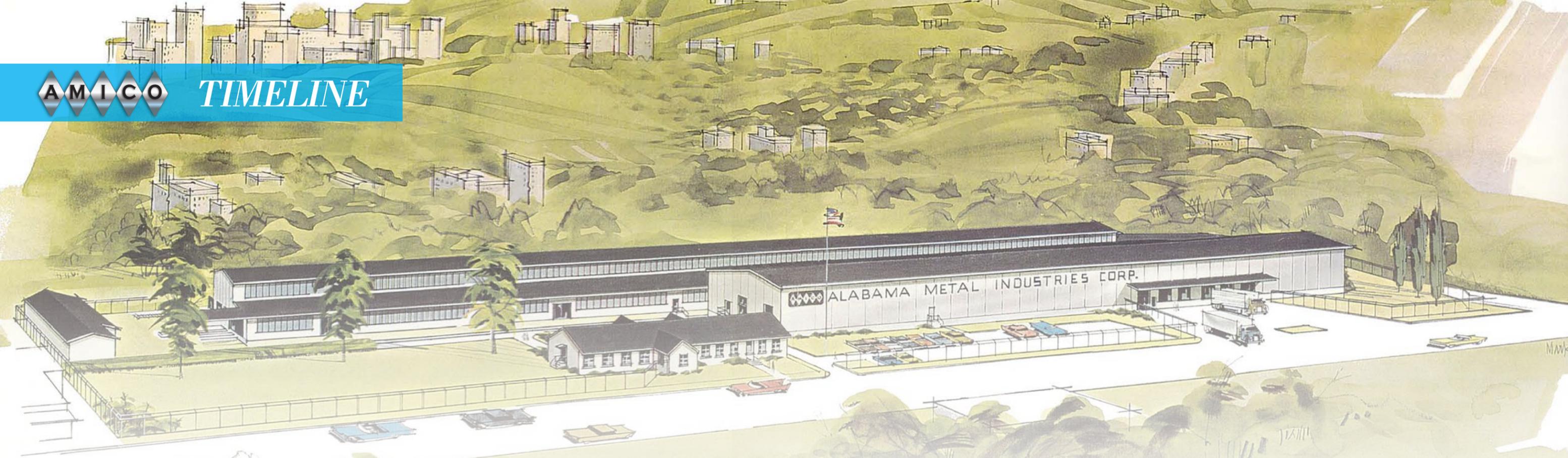
There has been a lot of change in the last few years. Will the changes continue? Probably! But one thing is certain – throughout it all, our people will keep their heads held high and remain proud to be part of such a great history.

Thank you for all of your dedicated service! I am proud of you and all that have come before us.



Joseph D. Smith
President





1939

Alabama Metal Lath Company founded in Birmingham, AL.

1942

World War II required strict allocation of raw steel and because of this, the company turned to war-time production of materials, producing .30 caliber metallic belt links used in machine guns. Total production reached 750,000 links per day.

1945

When the war ended, metal lath production resumed.

1949

The company adds roof drainage products to their portfolio.

1961

The company's name was changed to Alabama Metal Industries Corporation to better reflect the diverse product lines.

1960

An investment was authorized to produce a full line of Expanded Metal and Grating products.

1965

Birmingham plant expands with addition of over 125,000 square feet of covered space.

1969

AMICO opens a facility in Fontana, California

1976

Added Bar Grating product line.

1979

Entered into the international market with all products.

1982

Developed Stay-Form used in the concrete forming industry.

1988

Acquired EXMET Company

1988

Acquired Blaw Knox facilities including Broadview (now Bourbonnais).

1989

First manufacturing facility outside the U.S. in Toronto, Canada.

1991

Developed Security Products Division.

1991

Introduced Vinyl Accessories products.

1995

Acquired ISG, the largest Canadian manufacturer of Safety Grating.

1996

AMICO is acquired by Cravey, Green, & Wahlen, a private equity firm.

1998

Acquired Diamond Perforated, one of the largest full line manufacturers of perforated metals in the U.S.

1998

Acquired Seasafe, North America's most prominent custom fabricator of fiberglass structural platform and walkway systems.

1999

Acquired Klemp Grating, one of the largest bar grating manufacturers in the U.S.

2005

AMICO acquired by Gibraltar Industries, a Buffalo, N.Y. based public company.

2007

Gibraltar Industries acquires The Expanded Metal Company with locations in Europe.

2007

Gibraltar Industries acquires Dramex Corporation, a manufacturer of expanded metal products.

2012

Gibraltar Industries acquires Edvan, a distributor and fabricator located in Edmonton, AB.

2013

Gibraltar Industries acquires Erdle Perforating with locations in New York & North Carolina.

2014

AMICO celebrates 75th Anniversary.

1939

1950

1960

1970

1980

1990

2000

2010

2014

◆ 1941 - 30 EMPLOYEES

◆ 1945 - 58 EMPLOYEES

◆ 1965 - 93 EMPLOYEES

◆ 1996 - 400 EMPLOYEES

◆ 2014 - 907 EMPLOYEES





PRESIDENTIAL TIMELINE



◆ 1940 - 1956



Frank Horton

Frank Horton spent much of his career in the building product industry working for companies such as Moore-Handley and Carolina Portland Cement Company. In the late 1930s, he was the President of Standard Building Material Company. Mr. Horton was the first president of AMICO. After his retirement, he served a few years as a member of AMICO's board of directors.

◆ 1956 - 1971

John Coxe

John Coxe was a Princeton-educated insurance agent with Penn Mutual Life. Mr. Coxe was AMICO's first employee starting December 1, 1939. He began his career as Vice President and Secretary. In 1956, he became AMICO's second president serving until his death in 1971.



◆ 1971 - 1979

Charles Webb

Mr. Webb graduated from Yale University in 1947. He served his country during WWII as a Lieutenant in the US Navy. He was awarded The Bronze Star for his meritorious service. After the war, he began his career with AMICO as a salesman. In 1971, he was named President and served in that role for eight years. In 1979, he became Chairman and CEO, and the company's majority stockholder. He would serve in this position until 1996 when he retired and he sold his ownership in the company to CGW.

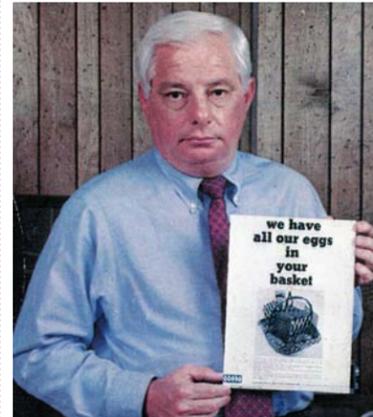
◆ 1979 - 1982



Robert Shook

Prior to WWII, Mr. Shook enlisted in the U.S. Navy where he would rise to the rank of Captain. He joined AMICO in 1950 in the sales department. He held several positions in sales management roles before being named Vice President of Sales in the late 1960s. He was elected President in 1979 and would serve in that role until his retirement in 1982.

◆ 1982 - 1998



William Baird

Bill Baird began his career at U.S. Steel after graduating from the University of Alabama. He joined AMICO as a salesman in 1964 and later that year was promoted to Ad Manager. The next few years saw his promotion to Manager of Metal Lath, to Manager of Building Products, to General Sales Manager, and, in 1976, to Vice President of Sales. He was named President in 1982 and became CEO in 1998.

◆ 1998 - 2006

Roland Short

Prior to joining AMICO in 1979, Mr. Short worked for IBM as a Systems Engineer and Salesman. During this time at IBM, he served in the US Army in the Vietnam War earning a Bronze Star. He began his career with AMICO as Vice President of Finance and was named Executive Vice President in 1983. He would go on to serve as COO and President.



◆ 2006 - Present

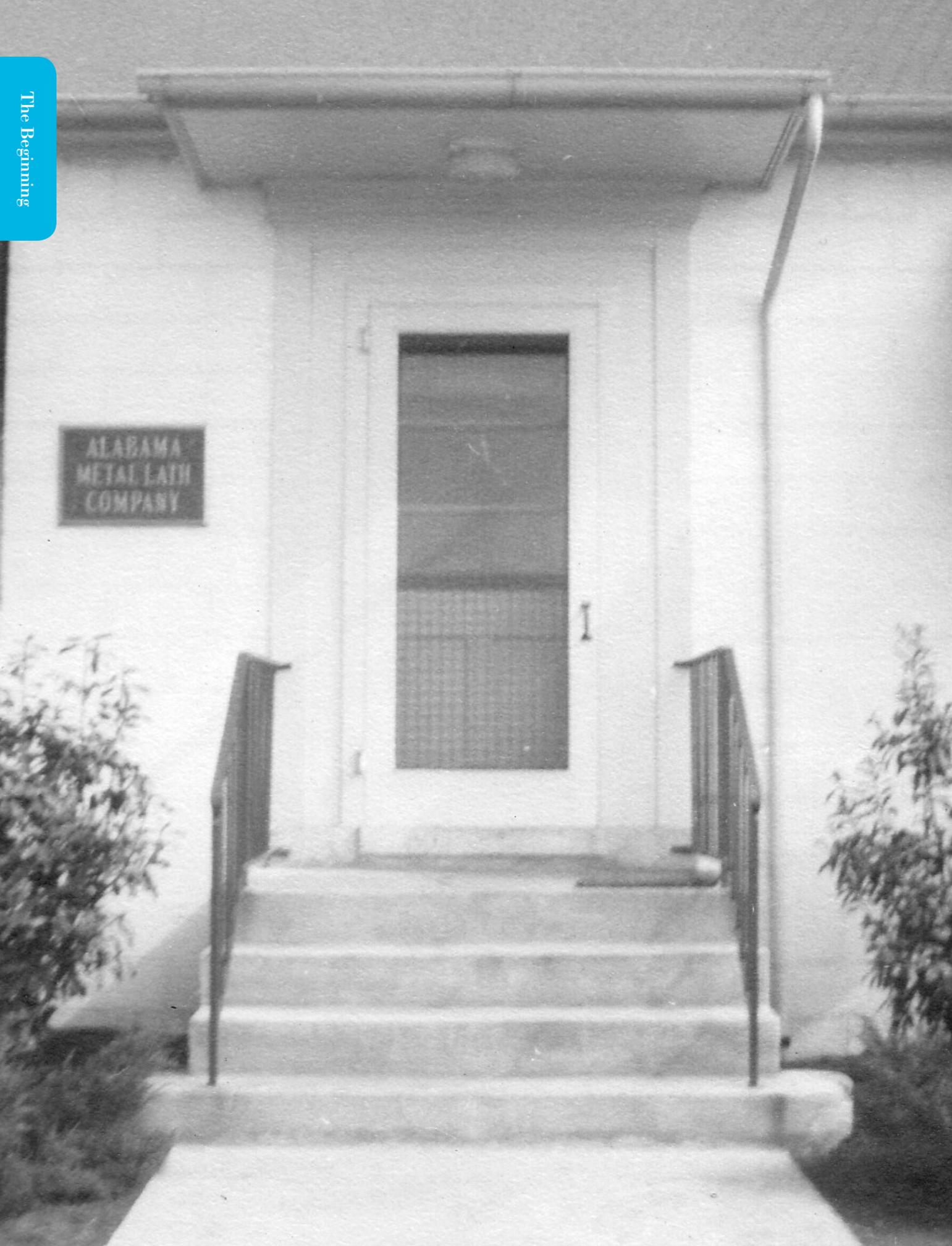


Joe Smith

Joe Smith held senior management positions with several companies before coming to AMICO: AB Chase, New Standard Corporation, York International Corporation, and Airside Products Group. Earlier in his career, he held various management positions with General Motors. He has a master's degree in Manufacturing Management. Mr. Smith started at AMICO in 2006 as President and is overseeing the company during its 75th year in 2014.

1939 1950 1960 1970 1980 1990 2000 2010 2014



**Fayette Avenue Office**

This is the home to the corporate offices of Alabama Metal Industries Corporation in Birmingham, Alabama.

The Beginning

The 1930s saw the nation and the world weather one of the worst financial crises in history. Unemployment rates skyrocketed as businesses were forced to cut wages and labor force in order to survive the downturn. Every market was impacted from automotive to real estate. The banks were urged by the Hoover administration to join together and attempt to rescue some of the smaller failing banks and investment institutions, but most were reluctant and the idea never bore fruit. The administration also passed the Federal Home Loan Bank Act, the purpose of which was to spur new home construction and reduce foreclosures. This idea also failed to meet its objectives. The failure of the economy to rebound led to a drastic political realignment, resulting in the election of President Franklin D. Roosevelt.

FDR, as he came to be known, and his administration pushed into existence a program called the New Deal. This created several agencies which targeted relief for the unemployed and poor, recovery of the economy, and a reform of the financial system. In addition to banking reform and support for the farming industry, one of the most successful reforms passed by the new administration was seen in the housing sector. The Home Owners' Loan Corporation (HOLC) set standardized appraisal methods and made the mortgage process easier. The Federal Housing Administration (FHA) created new standards on the federal level for new home construction. Both of these helped spur home construction and home ownership.



75
YEARS

Housing construction still was not rising to the levels for which the administration was hoping. In 1937, they passed a final major housing-related piece of legislation – the Housing Act of 1937. This act was designed to loan money to states and municipalities to provide for low-cost housing construction. This was aimed at providing housing for the homeless and poor, who at the time often lived in and around crime-ridden slums and small pop-up shanty towns. Many new residential buildings were constructed as a direct result thereof.

One last roadblock stood in the way of the economic recovery – the Recession of 1937. That backwards slide stymied growth beginning in the fall of 1937 and continued through most of the next year. The housing market began a slow recovery in 1939, but that recovery spiked in the early 1940s.

With the legislation in place to assist in economic and housing recovery, and some signs that the recovery was beginning to take hold, a group of men had an idea. With housing construction beginning to increase and more people able to buy homes, the demand for building products had to increase as well. Before 1939, there was no manufacture of metal lath or trims south of the Ohio River. Those facts, combined with Birmingham’s role as a prominent steel center in the United States, led a small group of prominent Birmingham businessmen to the conclusion that these products should be manufactured in their own city.

A few of these businessmen all knew each other from the Birmingham Country Club at which they were members. The three had begun playing high stakes cards games on Thursday nights. The three were very successful and often considered ways to save money on their taxes. They decided to invest in a new business with the hopes that it would eventually succeed, but that they might save money in the beginning if the company could post losses. Unfortunately, the company actually realized a small profit in the first year and their hopes were dashed – but the foundations of a successful business had been laid.

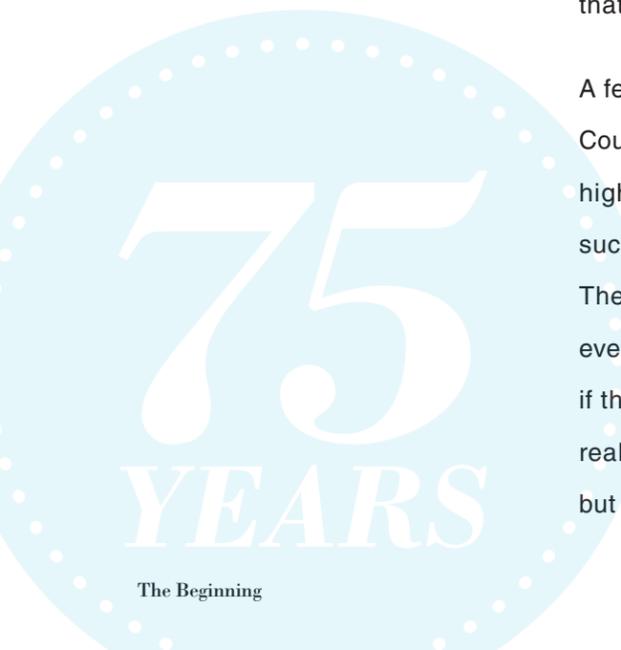


Frank Horton had been a distributor of metal lath and accessories, and therefore knew the markets and customers. He solicited support from these men who were already known in the area for their business acumen. Hugh Kaul was president of Kaul Lumber Company and the founder of the Alabama Forestry Association. He was also a former Alabama legislator. William “Bill” McWane was president of McWane, Inc. – now one of the world’s largest manufacturers of iron water works and plumbing products. It remains one of America’s largest privately held companies. Crawford Johnson, Jr. was president of Coca-Cola Bottling Company UNITED, which remains the third-largest Coca-Cola bottling company in North America, as well as being the largest privately held Coca-Cola bottler. John Coxe was a successful, Princeton-educated insurance agent with Penn Mutual Life. He was also Bill McWane’s brother-in-law. Horton would become the company’s first president, and John Coxe would be the first vice-president. They hired Robert Durfield as operations manager for the production shop.

(above) A truck leaves the dock carrying materials to a customer. AMICO still utilizes a dedicated fleet to service customers.



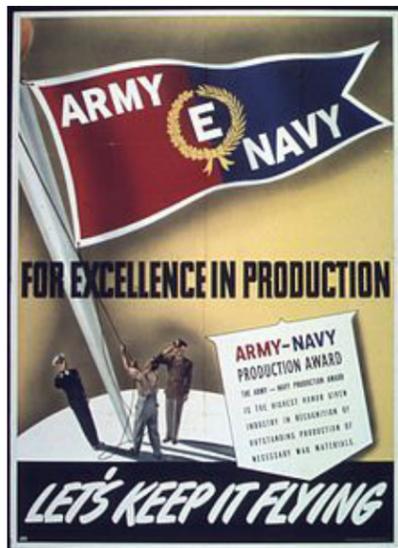
Company Logos
The company has had several logos. This was the first version – used until the 1960s.





Vanderbilt Road Factory (top) and Office (bottom)

The company would remain in this original location until 1945 when the war was ending.



Army-Navy E Award

For its performance in contributing to the war effort, the company received the Army-Navy "E Award" which recognized excellence in production of war equipment. Only around 4% of the companies engaged in the war effort received this recognition.

They decided upon the name Alabama Metal Lath Company in 1939 and began the process of starting up the business. The company was officially incorporated in January of 1940. Those five investors combined a total of \$130,000 to start the business. This was divided among 1300 shares, each worth \$100. Adjusted for inflation over 75 years, that initial investment would be worth approximately \$2.25 million today.

The business was located in a vacated lumber company building just two miles from the Coca Cola Bottling Company near Birmingham-Shuttlesworth International Airport. The building at 1631 Vanderbilt Road had antiquated, wooden floors which served as support for the tons and tons of steel that came through the company. Alabama Metal Lath Company's raw materials originally came in the form of cut sheets rather than coils. These sheets were transported in bundles and hand stacked from rail cars to carts for movement to the production area. The steel was originally procured from Tennessee Coal, Iron, and Railroad Company (TCI), the primary southern subsidiary of U.S. Steel. TCI made its move into the lucrative Birmingham steel market in 1886 through a merger. This effort was led by Alfred Montgomery Shook, whose grandson, Robert, would become an employee – and eventual president – of Alabama Metal Lath Company. TCI would later be completely absorbed into U.S. Steel and its existence as a separate entity would end.

In 1941, the company already had salesmen across the country, from Los Angeles to Memphis, to Charlotte. After the joint investment from those five founders, the company posted earnings of \$129 for the year. The following year, a loss of \$9000 was reported. Although those first few years did not prove financially successful, world events would soon impact that and change the face of the company's production for a number of years.



On December 7, 1941, the Japanese conducted a surprise military strike against the US naval base in Pearl Harbor, Hawaii. President Roosevelt would declare it "a date which will live in infamy", and the United States congress would declare war on Japan the day following the attack.

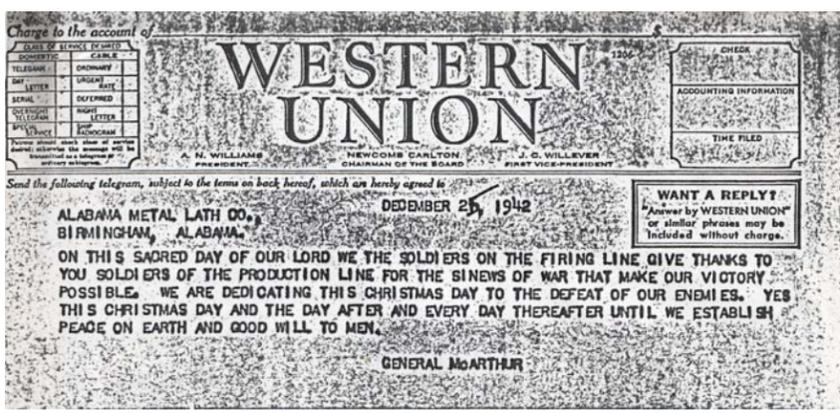
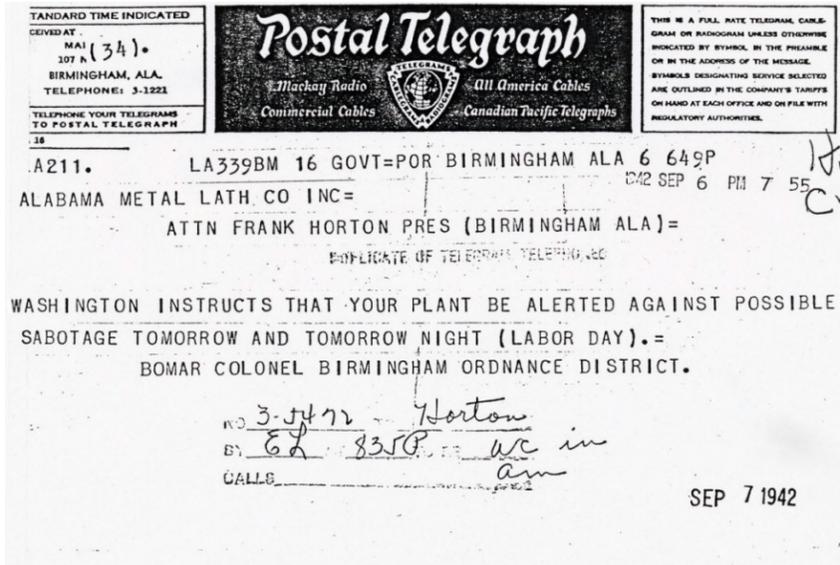
During World War II, the company's production focused heavily on the manufacture of .30 caliber metallic belt links.

Within just a few days, formal declarations of war were levied against the then-fascist nations of Italy and Germany. The United States had fully entered into World War II.

Throughout the United States in the following year, the U.S. War Production Board (WPB) began to ration and allocate materials which were becoming scarce due to the war efforts. Gasoline, oils, rubber, paper, plastics, and metals were all being used for production of items for military use and support of the Allied effort. This impacted the company as the metals allocations eventually halted production. The metals used in the production of building products – steel, copper, aluminum, and chromium – were all under strict rationing.

Due to these restrictions, Alabama Metal Lath Company joined the war effort. The factory began production of inspection gauges – called "go or no-go gauges" – used for inspections of wartime equipment such as





Telegraphs during the war. One from Washington, D.C. warning of possible plant sabotage plans (top) and one from General MacArthur thanking the company for its war efforts (bottom).

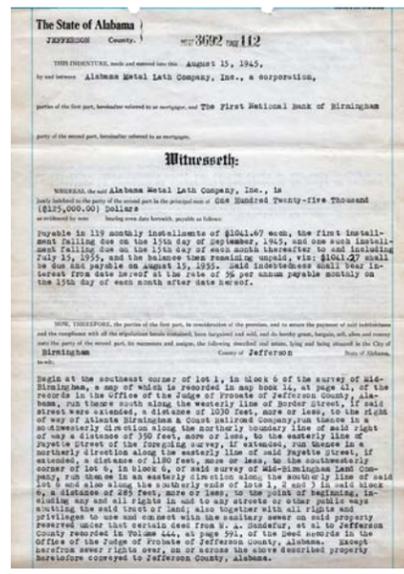
artillery shells, bombs, and fuses. As the nation's involvement in the war increased, so did the company's. The WPB supplied the company with the equipment necessary to produce .30 caliber machine gun belt clips. A meticulously complex process of machining, forming, and heat treating was necessary to obtain the springiness needed for the clips to fire properly. Inferior clips were not acceptable as they could handicap American and Allied forces while in combat.

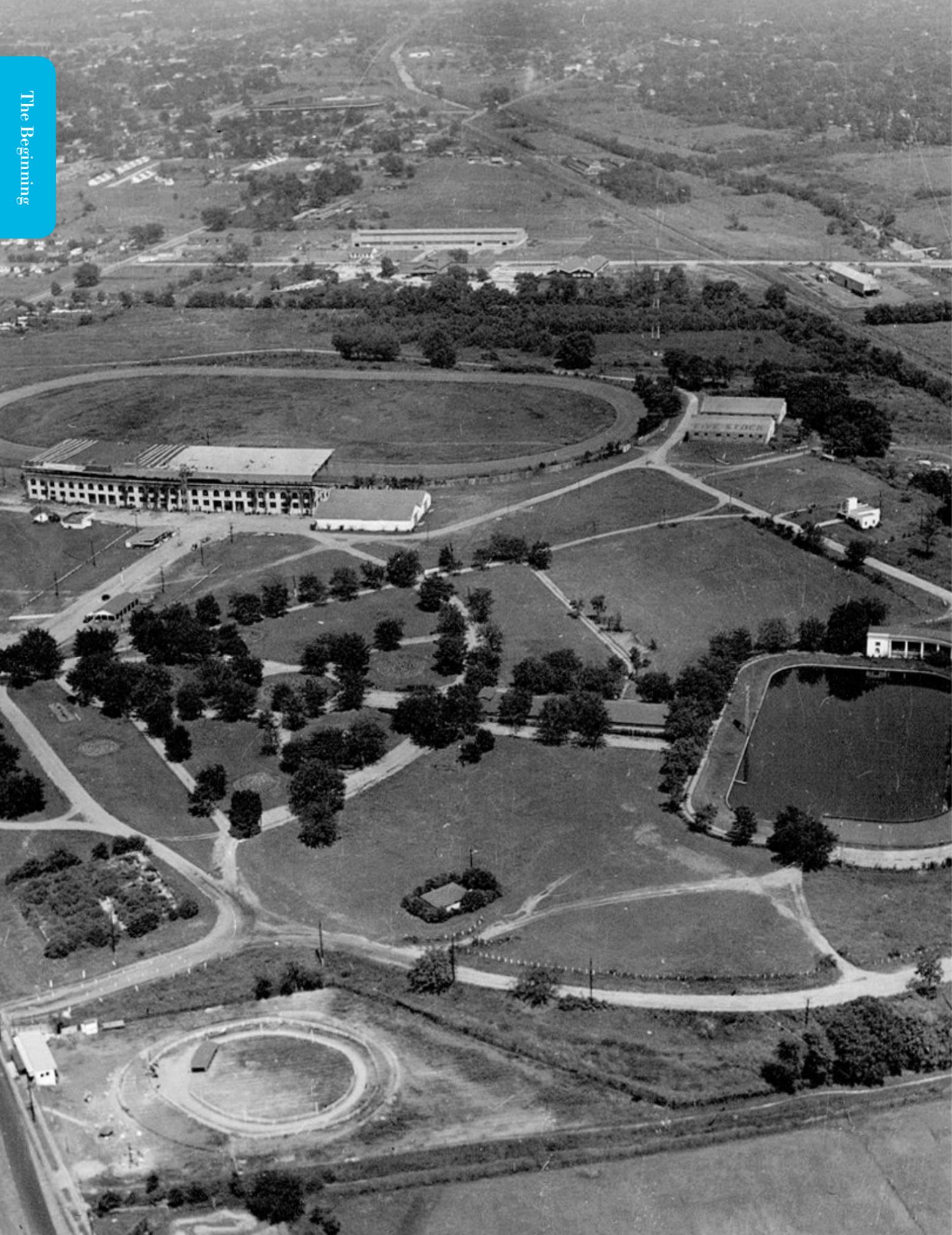
The WPB oversaw the production efforts of these clips and began allocating steel for the production thereof. Due to the mobilization of much of the male population for wartime efforts, many women were utilized in the factory. Production reached peaks of 750,000 links per day. In 1943, the company's production efforts were solely focused on wartime products. By the end of the year, over 125 million links had been shipped.



Allocation of resources wasn't the only thing the WPB oversaw. In early 1944, Alabama Metal Lath Company began negotiating with the WPB for permission to build a new production facility. As materials and labor were dwindling resources, the WPB was involved in many decisions which might affect those resources. VP John Coxe traveled to Washington, D.C. to meet with the WPB to discuss this proposal. They estimated the cost of moving operations and building new facilities would cost around \$110,000. In June, the company acquired 7 1/2 acres near the Birmingham Fair Grounds for \$8600. The property had been held by the city for back taxes.

An original stock certificate issued to the company's owners (top) and the original mortgage deed for the company's current location (bottom).





1944 also saw the company return to profitability. There was a shortage of labor for the plant, so the machine shop was running seven days a week and the employees averaged 70 hours per week. The end of the year also brought the first recorded donation to the community. The company made a donation to the Jefferson County War & Community Chest – the first in an ongoing effort to support the community, which is still held as important today. This is reflected today both in the company’s pronounced Values and in the record of donations to assist the community. In March of 1945, John Coxe wrote in a letter to Crawford Johnson, Jr., describing how the company had increased sales and created new jobs in the area, “It seems apparent that the company has contributed to the community as well as to the war effort and its own benefit.”

With Axis forces surrendering in 1945, the company’s leadership felt that the WPB would soon grant permission to use the new facilities and begin manufacturing building products again. Coxe, who often wrote letters to the board members and many others, said in a letter, “If the circumstances in Europe are no worse by late February (1945) than they are today, I believe that the War Production Board will give us a directive for our second quarter allotment as we requested”. His prediction proved correct; in May 1945, the WPB removed restrictions on the amount of lath manufacturing that could be completed as well as removing rationing of steel purchases. In June, the new office on Fayette Avenue opened. In July, the plant opened for production in its current location. Coxe wrote in another letter to the Board of Directors:

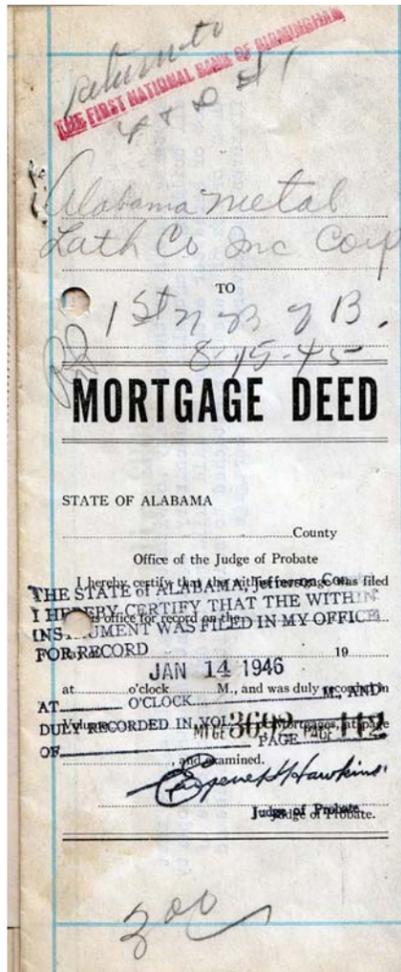
“For your information, the War Production Board limitation order on the manufacture and sale of metal lath was revoked in its entirety on May 10th. This means that we do not have any restrictions as to the amount of lath we may manufacture nor do our customers need a priority to purchase our materials... I might add since the revocation of our limitation order, we have received by telephone, telegraph, and letter sufficient orders to consume our present capacity output through December of this year.”



An image taken from a company advertisement. Four “A” Quality referenced the 4 As in Alabama.



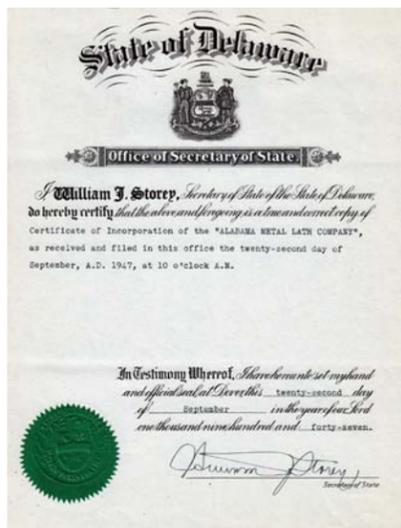
Company headquarters offices in 1949 (above) and rear of factory (bottom). Aerial view of the area around the plant on Fayette Avenue in 1946 (left).



Mortgage deed for current location (above)

Advertisement for roof drainage products (right)

Certificate of incorporation (below)



Early the next year, Horton reported that "...for all practical purposes our entire production for the year 1946 has been sold and approximately half of 1947 production has been sold". The company began using railway shipping to deliver to customers in order to move larger amounts of material more quickly than they otherwise could. Waiting periods for customers had grown from weeks to over a year. Marketing the product line was not necessary as demand was increasing exponentially; however, in July 1946, the Alabama Metal Lath Company's Board of Directors approved \$5000 to be spent on the company's first advertising efforts. Advertisements were placed in the Sweets Catalog, The Building Material Dealers Magazine, and other places.

In 1949, the company added roof drainage products to the product mix in an effort to broaden its offerings so as to become less dependent on the new construction business. About 50 percent of the sales of those products were used in repairing existing structures, and the other half was used towards new construction. Diversifying the product line helped shield the company from negative changes in new construction.

As the 1950s began, with little available capacity, the company did not pursue new products. Towards the end of that decade, the company had begun to explore new products to expand on the idea that brought it to existence. In 1956, Frank Horton decided to retire and John Coxe became president of the company and prepared the company for its coming expansions. In the late 1950s, an industrial engineer was hired for the purpose of conducting time and motion studies to assess the company's operational efficiency. This helped drive cost out of the product and improve profitability long before LEAN principles became widely used to achieve these goals.

ALABAMA

Roof Drainage Products

4-A QUALITY

ALABAMA QUALITY

MANUFACTURED BY
ALABAMA Metal Lath Company
BIRMINGHAM, ALABAMA

Catalog No. 160



1960's & 1970's

1960's & 1970's

The 1960s were a period of change for Alabama Metal Lath Company. Steel labor union strikes were a common occurrence, which resulted in both material supply issues and price instability. Tight supply meant prices often rose quickly and unpredictably. The company therefore would occasionally buy products from other companies just to fulfill customer orders. The 1960s also saw a period of equipment development for the company. Throughout this decade and the next, Alabama Metal Lath Company built five expanded metal presses, all of which are still used in production at various facilities.

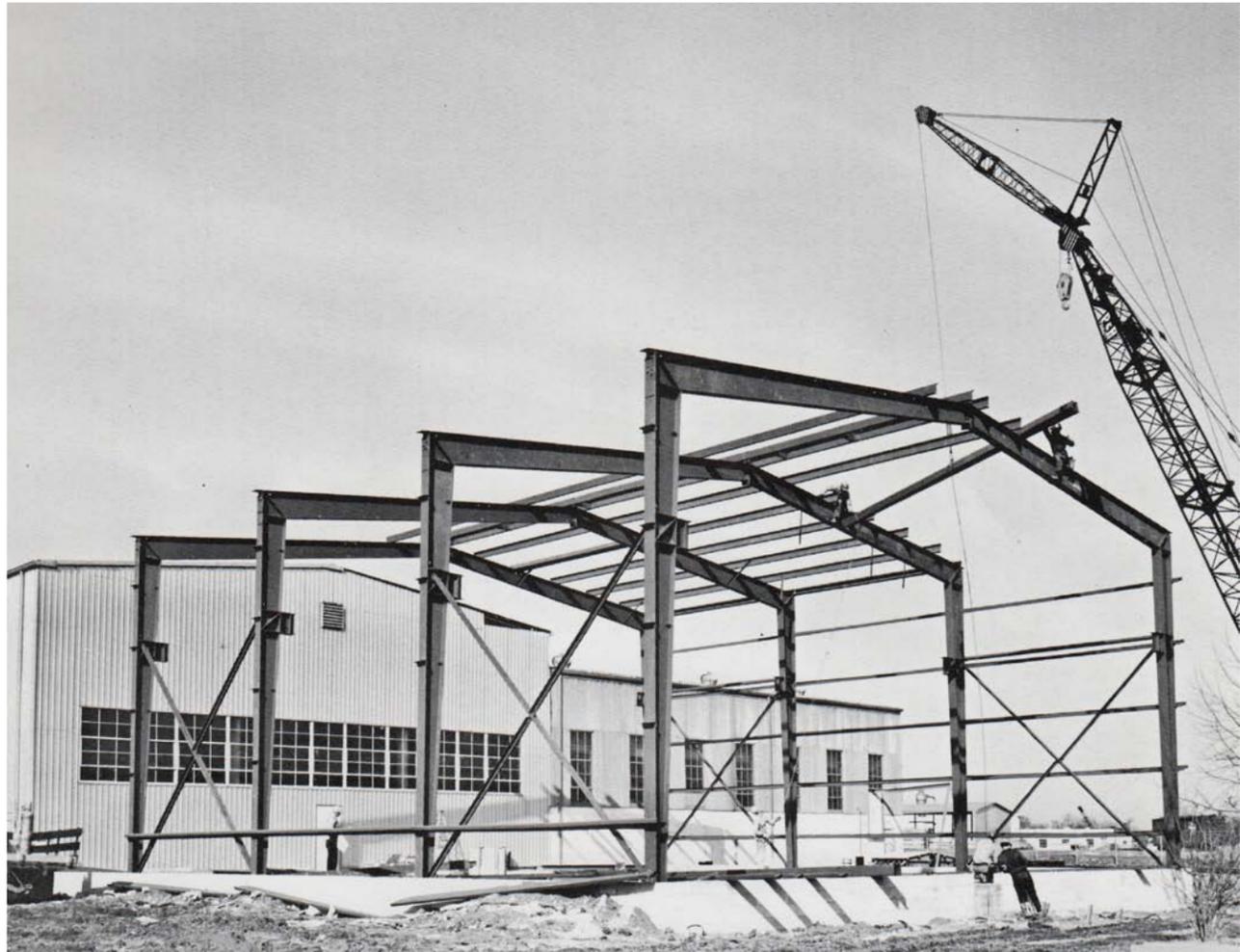
In 1960, the Board of Directors authorized an investment to produce a full line of Expanded Metal and Grating products. Again, the founders' idea was expanding. Expanded metal and grating products were a natural extension of what was being produced already. An executive of the company once said, "We try every way in the world to destroy steel." As a U.S. Steel newspaper pointed out alongside this quote, "there is much truth in his quote just because in the course of producing their complete line of metal products, raw steel may be subjected to an awesome variety of cutting, stretching, punching, and compressing operations."



Advertisement showing metal lath receiving a high fire rating (above).

An image of a stack of roof drainage products on the yard (left).





Expansion
The south end of the plant being constructed in 1965(above).

Parking lot outside the plant in 1962 (below).

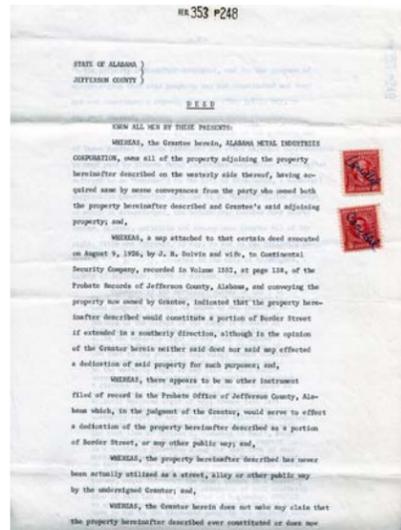
The interior of the south end of the plant in use (right).



In 1960, the company added its first expanded metal press, an 8' Bender press that operated around 185 strokes per minute. A Dramex facility in Youngstown, OH which also produced expanded metal (and would later be acquired by the company), had a press that ran at 50 strokes per minute. The presses now in use can run at speeds of up to 300 strokes per minute, and EMC has a press for micromesh that can run at around 3000 strokes per minute.

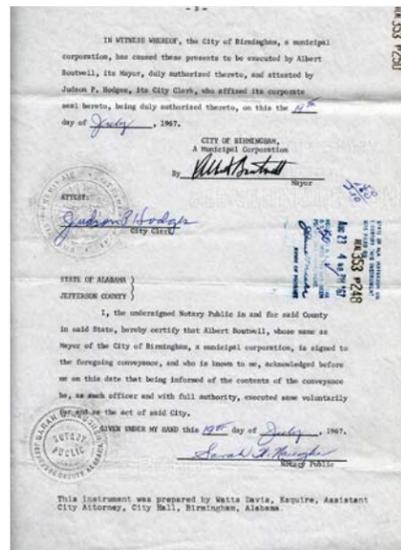
Discussion began in late 1960 about the company's name. Alabama Metal Lath Company no longer accurately portrayed their offerings. Robert "Ace" Luckie and John Forney, named partners in a local advertising firm, were assigned the task of investigating and recommending a suitable new name for the company. Luckie's firm would later grow into Luckie & Co., an advertising firm with locations in Birmingham, Atlanta, San Antonio, and London. An early suggestion was Alabama-





A quitclaim deed from the City of Birmingham releasing any interests in the company's property (above).

This quitclaim deed was signed by Mayor Albert Boutwell (below).



Metals Company, Inc., which would be acronymized into Alametco, Inc. However, due to various issues, including trademarked names already being in use, Luckie & Forney eventually discarded other ideas and settled on proposing Alabama Metal Industries Corporation – AMICO. They suggested that the company adopt a uniform logo and color scheme for all communications, literature, and advertising to help create an image and identity for the company. The Board of Directors voted on May 30, 1961 to adopt the changes suggested by their consultants. The Alabama Metal Lath Company had officially become AMICO.

Over the next few years, AMICO would expand its facilities as well as its product offerings. The company improved existing machinery and added new equipment – such as a new slitting line – to achieve better efficiency and lower costs. In 1965, a major facility expansion was completed which added over 125,000 square feet of covered space.

The company also developed another new product during these years. When expanded metal ran through some of the presses and the sheets weren't perfectly square, it would leave curls in the material. John Coxe would walk the floor of the plant every morning to check on operations. He walked through one morning and noticed a sheet that had been run incorrectly and had those aforementioned curls in it. He lambasted the plant manager, Robert Durfield, for the product being damaged, and told him that if he was going to damage part of the product, he "might as well mess up the whole sheet!" Durfield worked through the night to fulfill his wish, as a prank. His men ran an entire sheet of expanded metal with the curls in it, and he left it in Coxe's office. The next morning, when Coxe saw the material, he immediately called Durfield and told him that it looked incredible – like ornamental iron – and that they were going to sell it. Durfield and his tooling men worked through the night to create a die set that would purposefully create the material in that way. Before long, Ornamech was being marketed as an architectural product that could update the aesthetics of an old building. Ornamech would not last forever as a product offering, but it paved the way for other architectural products that AMICO would sell.



Birmingham City Hall
The city hall was built in 1950 and utilized the company's metal lath in its construction.

1966 saw the first time AMICO incorporated Research and Development formally into its practices. Employees would develop the next generation of products in-house. There was also a resident professional hired who would assist in looking for companies and products that would complement the existing product lines.

Also in that year, AMICO experienced the longest strike of its history to that point. The employees were on strike for two full months. Sales and profits were impacted, but not as badly as they could have been. AMICO had at that time a rather large inventory of finished goods which allowed some buffer space between sales and production.

In 1967, AMICO paid off the last of its mortgage and duties to First National Bank. The city of Birmingham had held an interest in the property at Fayette Avenue due to back taxes at the time of purchase. The mayor who was Boutwell Auditorium's namesake signed a quitclaim deed, transferring all rights of ownership to the company. The company still holds that deed, signed on July 19th by Albert Boutwell.





Above is an artist's rendering of a possible future expansion of the Birmingham plant.

In 1968, AMICO moved its accounting systems to an IBM platform, automating many of the tasks the department was manually completing. For 30 years, all accounting had been done by hand using pencils, ledgers, and physical spreadsheets. Automating many of these processes resulted in AMICO employees being paid by check for the first time ever; they had always been paid in cash until the IBM conversion.

That same year, a bank, acting as executor of Frank Horton's estate, sold his shares of the company back to AMICO for a total of \$212,000. Horton had died two years prior.

1969 saw two interesting events take place. First, another strike occurred. This was another long strike, totaling 30 days. This caused a 60-day lead time on customer orders. In an effort to curtail the impact of the strike, many members of management continued operations in the factory. During this effort, the plant ran at about a 30% fulfillment rate.

The second event was once again expanding the founders' idea into something larger. AMICO was created, it expanded its product offerings, it began expanding metal, and now it would expand its geographic reach. Two years earlier, John Coxe and his vice president, Charles B. Webb, had been exploring ideas to diversify again. A committee had been looking at acquisition possibilities. Many companies were investigated and negotiations actually occurred with a few different firms.

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Coxe stated that from this experience, he had not thus far uncovered any situation locally that was particularly appealing or which would meet the acquisition objectives of the company. He had come to the realization that AMICO should direct its expansion efforts into other geographical areas. Two areas of interest were the Northeast and the West Coast. The Board agreed that this effort was in the best interest of the company as it would increase company volume and sales, as well as being a means to protect its investments. A company in Los Angeles had been in contact with Coxe which had disclosed an interest in divesting its expanded metal manufacturing facilities and equipment, which prompted an interest from the Board in expanding operations and sales to the West Coast.

The following year, the Board had approved the expansion project and authorized an initial investment of \$511,000. Adjusted for inflation to 2014 levels, this would be approximately \$3.5 million. Set with approval and the investment needed to begin the project, AMICO acquired facilities and moved equipment and began to set up its operations in California. The original location was in Commerce, CA, but later moved to its current location 50 miles east in Fontana, CA because the facilities had become inadequate. After sales doubled in the region, it became difficult for trucks to get into the facility in Commerce, thus necessitating the move. AMICO had begun its expansion towards being a national, and ultimately global, presence.



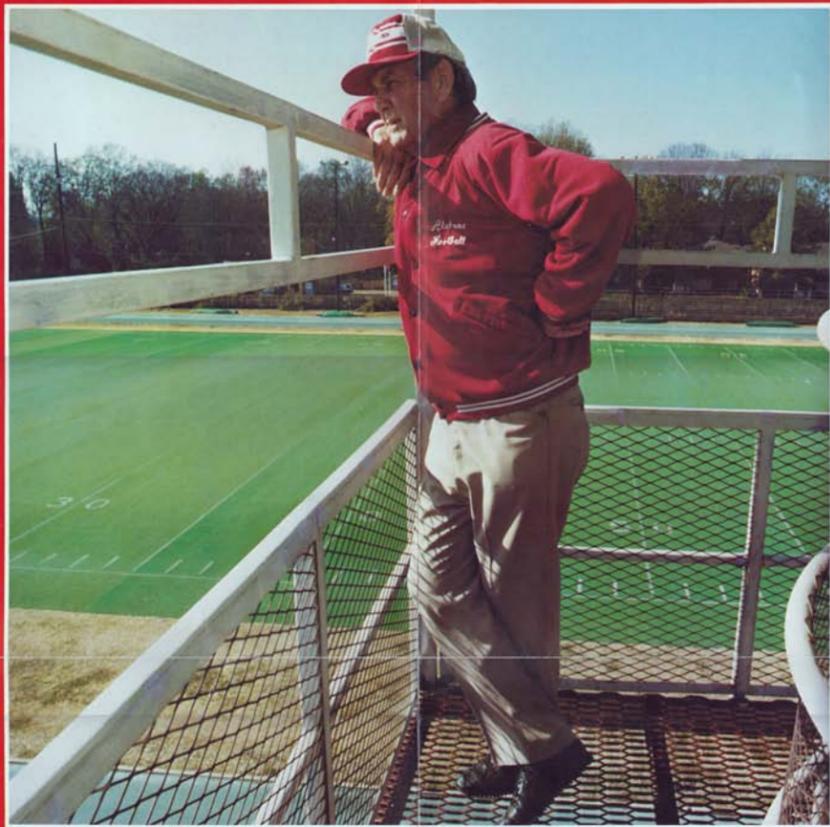
The first employees - Horton, Coxe, Durfield. This picture was used in an article in US Steel's newspaper.



The 1970s were not quite as active a period as were the 1960s; however, there were several events of note. This began with the loss of another of the company's founders. In 1970, John Coxe wrote a letter to the Board of Directors, telling them that they should, at some point, start considering the idea of replacing him as he would soon be turning 65 years old. His wish was to see the "California project" through to completion and then phase his activities out, which he estimated would take just a few years. Tragically, not long after he turned 65, he died in a traffic accident on his way to work. A truck hauling steel hit his vehicle and he was trapped inside for over half an hour. He was pronounced dead on arrival to University Hospital. AMICO vice-president Charlie Webb would be named the interim president of the company, and later would take on the position fully, retaining it until 1979.

The company was still donating money to various causes in the community at this point as well. Charlie Webb was authorized to donate to the 1972 United Appeal campaign. Across the country, commission-controlled Community Chests were now giving way to organized efforts such as United Appeal, a predecessor to the United Way's efforts to assist the community.

In 1972 and 1973, the company would endure what is, to this day, the longest strike in the history of the company. Spanning the seven months between August 1972 and March 1973, it ultimately provided a positive outcome for AMICO. When the union and management had not reached an agreement on August 6th, the union voted to move to strike the following day. Until an agreement was reached on March 7th of the following year, the employees did not work. Between 20 and 30 employees from management and the administrative offices worked on machines and kept up production as much as they could. Due to the efforts of these men, strategic purchasing, and large inventories, AMICO was able to fulfill customer orders and actually set a couple of sales records during that period.



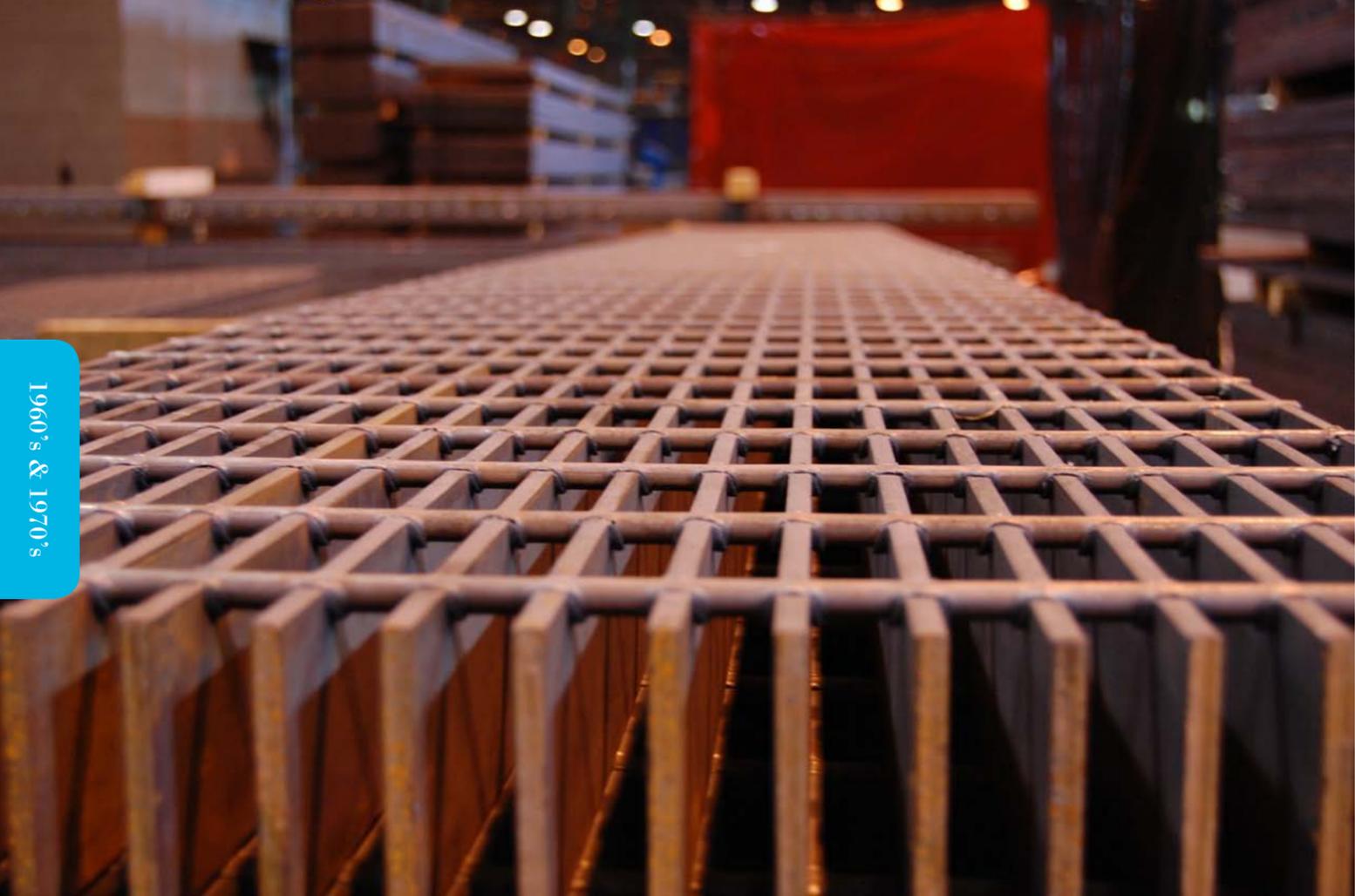
AMICO
EXPANDED METAL
 A product with unlimited versatility...

AMICO Alabama Metal Industries Corp.
 P.O. Box 3928 • Birmingham, AL 35208 • Tel 205/787-2611
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Expanded metal is used in countless applications. Here, Paul "Bear" Bryant looks down on the University of Alabama football team's practice field.

Charlie Webb spent a good amount of time on the floor helping to run the plant. He operated a crane and was a material handler. Robert Shook, who was a vice-president of the company and would eventually become Webb's successor to the president's office, also spent time moving material in the factory. During this period, Shook injured his foot when he ran over it with an electric pallet jack.





1960's & 1970's

Eventually, management decided to take the opportunity to review the plant layout and flow in the down time. In early 1973, machines were moved to better facilitate a smoother work flow with less time and motion required. As an agreement was no closer to completion, management chose at that time to reopen the plant and hire new employees. Not long thereafter, an agreement was reached and the shop employees returned to work after seven long months. Management remarked in a Board meeting that the atmosphere was generally good and that everyone was working well together. The following year would be one of the most profitable years in the company's history. This was attributed by management to the improved productivity, process flow, and decreased cost which was engendered by the machinery reorganization.

At the end of the year, management made the decision to exit the roof drainage products market. Competition had grown to incredible levels, which drove prices down to levels which weren't sustainable for

the product line. The bleak outlook on this segment of the business prompted AMICO to leave it altogether and use those resources and capacity to find other ways to diversify.

Those efforts paid off in 1976 when AMICO entered into the welded bar grating business. Charlie Webb had been looking for ways to again expand the business. Dub Gable, a salesman representing the Southeast Texas and Louisiana markets, had friends in oil extraction and refinement in those areas. He had discussed what types of products were used in refineries and oil rigs. One of those products was bar grating. Between sixty and seventy percent of bar grating at that time was being used for refineries and oil rigs in the Gulf area, and that grating was often being supplied by the same service centers to whom AMICO was already supplying other industrial products. Management discussed it and decided to enter into the bar grating market as a cold startup, and bought a Nucor forge welder to place into the plant. Once again, the idea had expanded.

In 1979, AMICO entered into the international market as it began sending sales managers outside of the nation's borders. There was a large increase in construction being done in the Middle East and AMICO was pushing its products into those markets. Lath and expanded metal was being used in many applications there – from municipal centers to universities.

One of the last things to occur in that decade of note was the transition of the presidency of AMICO. Robert Shook would step into that position for a few years, as Webb became CEO and Chairman of the company. In this position, Webb retained managerial leadership of the company until it was sold in the mid-1990s. Webb's family also possessed majority ownership of the company. As mentioned previously, Shook's grandfather was instrumental in bringing The Tennessee Coal, Iron, and Railroad Company to Birmingham, an event which brought Birmingham to prominence in the steel industry.



Cold Drawn Steel

AMICO COLD DRAWN DIVISION

PRODUCT RANGE

GRADES

CARBON COLD DRAWN BARS

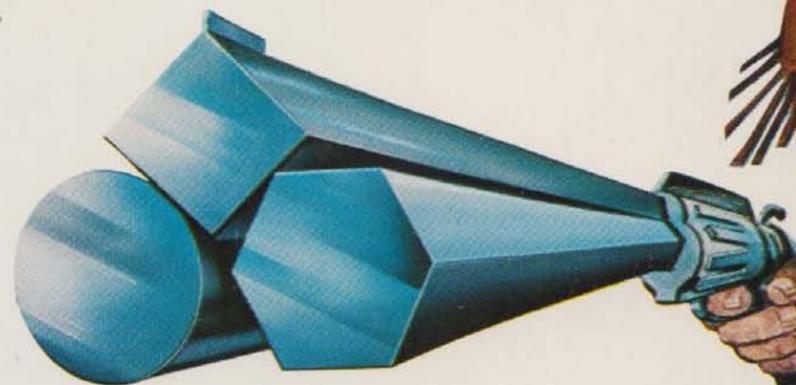
ROUNDS BAR 1/4" TO 3"
 HEXAGONS BAR 1/4" TO 1/2"
 SQUARES 1/4" TO 1/2"

ALLOY COLD DRAWN BARS

ROUNDS BAR 3/8" TO 3"

AVAILABLE FROM STOCK

1018	1213	ALL OTHER CARBON GRADES AND ALLOYS AVAILABLE UPON REQUEST.
1137	1215	
1141	12L14	
1144	1042	



CALL US FOR A QUOTATION ON COLD FINISHED TURNED AND GROUND, OR TURNED, GROUND AND POLISHED BARS.



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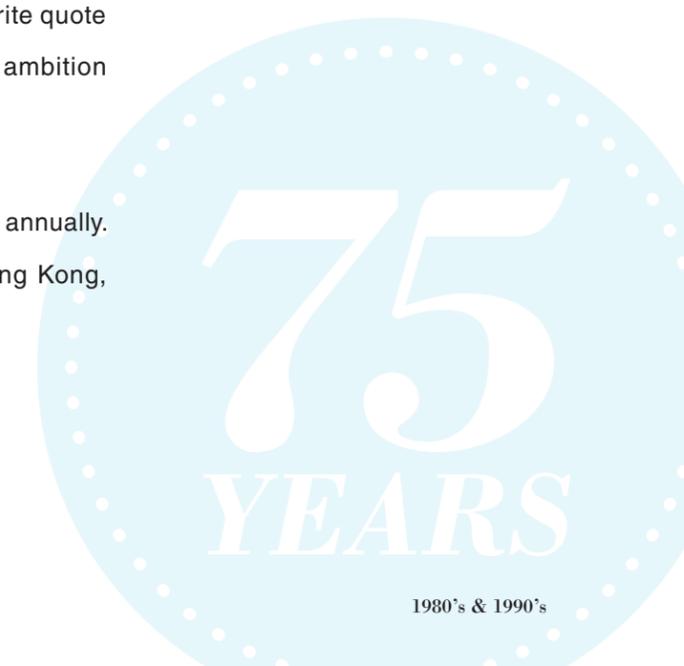
1980's & 1990's

During the 1980s, AMICO continued to explore new options for product offerings, to forge new relationships in the markets, and to further develop the strong relationships with their current customer base. The year of 1982 saw the development and introduction of STAY-FORM, a product used in the concrete-forming industry. This remains an important product line for AMICO today.

1982 also brought the retirement of Robert Shook as president. William, or Bill, Baird would take over the reins for the following 16 years. Bill had come to AMICO from US Steel and began as a filing clerk in the sales department before rising through the ranks of sales to become VP of Sales, and eventually president. Many people in AMICO's history have risen through the company, providing the basis for a favorite quote of Charlie Webb: "You can go as far as your ability and your ambition will allow you."

By 1983, AMICO's international sales had surpassed \$4 million annually. There were stocking distributors in Egypt, Saudi Arabia, Hong Kong, Kuwait, Puerto Rico, and the United Arab Emirates.

(left) AMICO's cold drawn steel products – the product line didn't survive over the years, but it had great advertisements.



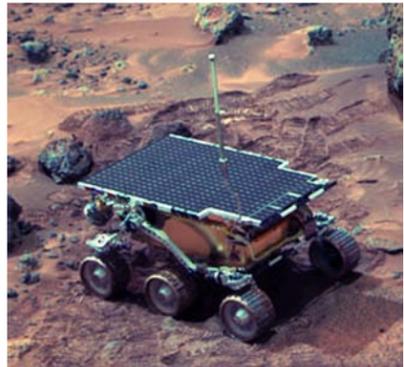
1980's & 1990's



Fact and Fiction

AMICO products can be seen in both science fiction and in real space exploration applications, as multiple spacecraft have used the company's products. The landing ramp on ET's spaceship was made of expanded metal (above).

The Mars Rover (below) used aluminum bar grating.



In the mid-1980s, AMICO acquired a technology company in an attempt to diversify even further. The steel market had been historically volatile and management decided that it might serve to safeguard the company's assets to have a stream of revenue which was entirely separate from the steel industry. An entire office was established in the Birmingham area and their main product was software packages for business use. One was created for bookstores to keep track of stock and complete inventory and sales transactions. Another example was TRACS, a system that was used in veterinarian and animal research clinics. This effort eventually proved to not be as successful as they had hoped. This division was closed and management decided to stay closer to the company's industry of expertise.

The company continued to grow sales organically throughout the decade. Management decided in the final years of the decade to further that growth by developing an acquisition model to expand the company even further. Several acquisitions were made in the latter part of the decade: Bostick Steel Lath Company, Exmet Industries, Expamet (the US division of the UK-based Expanded Metal Corporation), and Blaw-Knox Corporation. The purchase of Blaw-Knox gave AMICO control of one of the only two EVG welders for bar grating in existence at the time. It was located in the Chicago area. The Jackson, MS location of Blaw-Knox provided the company with another Nucor forge welder. The Bostick acquisition provided the company with its location in Lakeland, FL. A joint venture with Exmet and its later acquisition provided AMICO with its first manufacturing facility outside the United States. This facility was located in Toronto, Canada.

The 1990s were similarly marked by AMICO expanding through acquisition. A Birmingham area producer of vinyl profiles, Vulcan Products, Inc. was acquired in 1993. This facility would eventually be divested and the vinyl operations would be moved to the Lakeland, FL facility.

International Safety Gratings (ISG), a large manufacturer of safety grating products in Canada, was acquired by AMICO in 1995. This purchase expanded AMICO's product offerings again by adding a full range of safety gratings to the portfolio. It also added more locations to AMICO's map of Canadian facilities in Vancouver and Burlington.

1996 saw the end of the original ownership structure of AMICO and the Webb family's involvement with the company. The management and former management sold their shares to Cravey, Green, & Wahlen, Inc. This private equity firm in Atlanta used a leverage buyout to acquire ownership of the company.

Two important acquisitions occurred in 1998 – those of Sea Safe, Inc. and Diamond Perforated. Sea Safe, located in Lafayette, LA, was, at the time, a custom fabricator of fiberglass structural platforms and walkways. Diamond Perforated was the largest full-line manufacturer and distributor of perforated metals in the United States. It is located in Visalia, CA.

The following year, AMICO acquired International Grating Composites. This added additional capacity and expanded AMICO's fiberglass product mix. That mix now includes molded and pultruded grating panels, cable tray, and a variety of FRP structural items.

1998 was also Bill Baird's last as president of the company. Roland Short, Executive Vice-President at the time, stepped in to the president's office for the next eight years. Short had been a successful salesman with IBM before his time at AMICO.

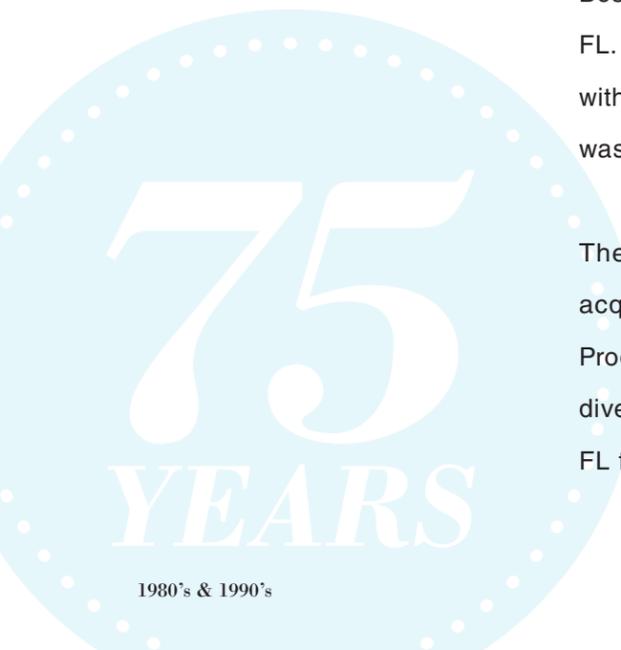
The close of the decade brought another important acquisition to AMICO's portfolio. Klemp Grating had over 75 years of bar grating history, experience, and products to bring into the AMICO fold, and also broadened the geographic presence. The facilities in Dayton, TX and Orem, UT are still in operation today and serve customers in those areas and beyond.

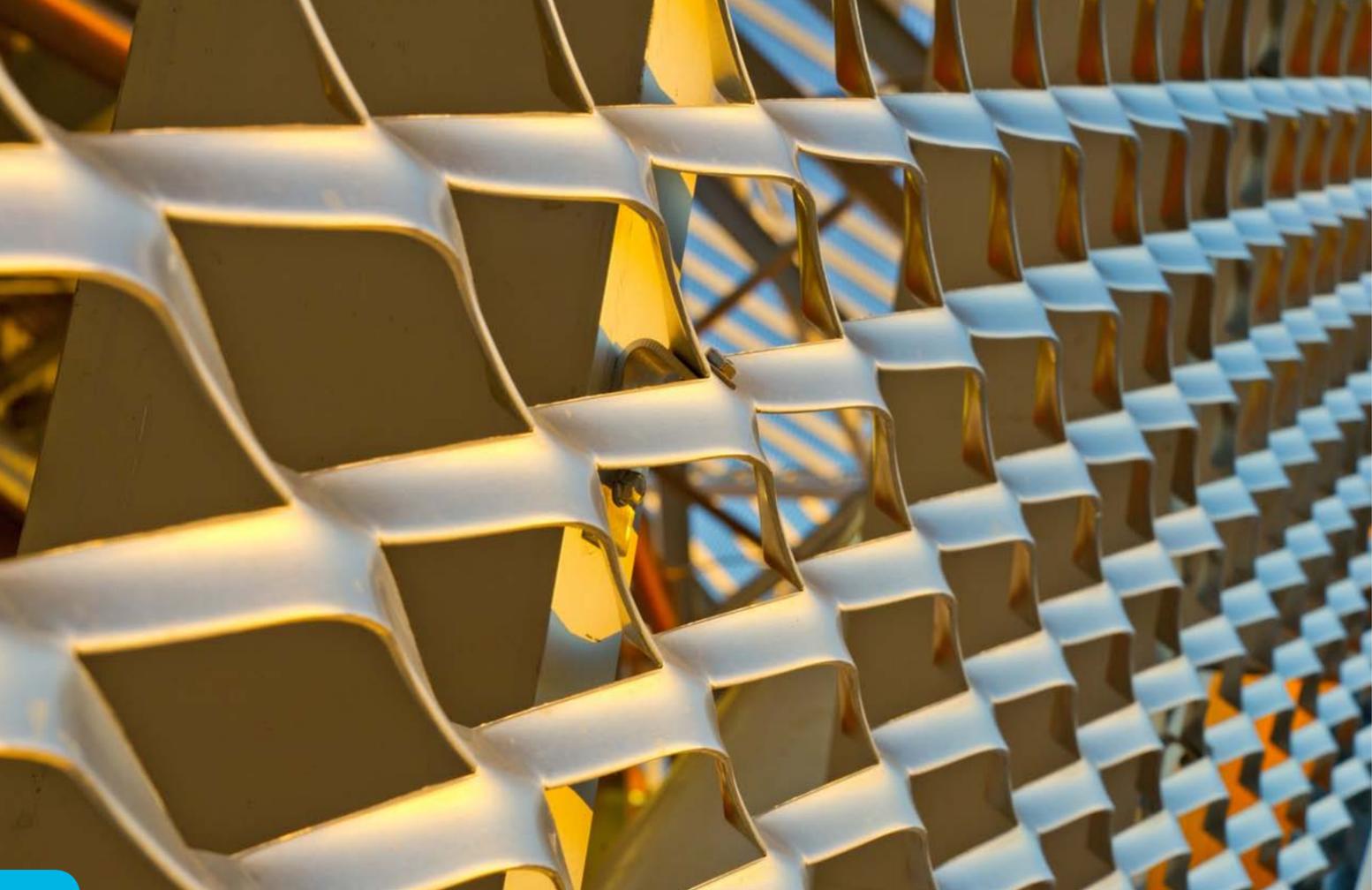


Port of New Orleans

Here, AMICO's security fencing can be seen in use at the port in one of the largest ports in the United States.

An expanded metal press in operation.





Architectural Products

Here, AMICO's APEX can be seen installed on BBVA Compass Stadium, home to the Houston Dynamo, Houston's Major League Soccer team.

The New Millennium

The turn of the millennium would bring many changes to AMICO as well. In 2003, the company consolidated its bar grating operations. They did this by combining the Liberty, MO production into the Bourbonnais, IL facility, and combining the Jackson, MS production into the Dayton, TX facility. This allowed better utilization of resources and improved productivity greatly. The Expanded Metal Company of Indiana was acquired in 2004, and that equipment was transferred to AMICO's locations in Fontana, CA and Burlington, Canada.

In 2005, one of the most impactful events in the history of the company occurred. AMICO was acquired by Gibraltar Industries, a Buffalo-based, publicly traded company. The management team – Roland Short, Ray Merrill, Bob Campbell, John Kidd, and William “Dub” Gable – who still retained partial ownership of the company, and who had together seen the company through a period of enormous growth, retired shortly

thereafter. For the first time in the company's history, it was no longer privately held. This required a great deal of change and learning, especially on the financial side of the business.

The following year, Roland Short left the company and was succeeded by Joe Smith, who still runs the business during the company's 75th anniversary year in 2014. Smith brought with him a mindset for operational excellence and LEAN principles.

In 2006, Gibraltar purchased The Expanded Metal Company (EMC) in Hartlepool, England. EMC specializes in expanded metal mesh pressings and finished mesh products for the filtration and architectural markets. Sorst, a company located in Hannover, Germany, was also acquired by Gibraltar. Sorst and EMC are now a part of AMICO. In 2007, AMICO purchased Dramex Corporation, a Canadian manufacturer of expanded metal products which was located in Montreal. Dramex had facilities in the US, Canada, and the United Kingdom which manufactured expanded metal, structural grating, micro-mesh, and decorative metal patterns.

AMICO's most recent acquisitions were in 2012. Erdle Perforating has been in the perforating industry for over 135 years. Its locations in Rochester, NY and Charlotte, NC brought AMICO a stronger presence in the East Coast perforated markets. AMICO also acquired the Edvan grating division that year. Edvan had been a stocking distributor of AMICO products since 1978 and has now grown to become a full-service grating distributor and fabricator. Its location in Alberta, Canada also provided the opportunity for AMICO to enter the oil sands market in that area.





Today

AMICO continues to service the building products and industrial metals markets across the United States, Canada, the UK, and beyond. An international sales specialist is working to develop the markets in South America and provide opportunities there.

AMICO also still finds ways to contribute to the community. Teams from the company volunteered to clean up and rebuild homes after the 2011 outbreak of tornadoes that ravaged communities across Alabama. Over the past two years, the employees at AMICO's Birmingham plant and corporate office have set company records for donations to United Way, totaling nearly \$25,000 donated each year.

The company continues to focus on LEAN principles to increase productivity and provide better products and services for its customers. AMICO also continues to find new ways to service customers, such as providing customer portals to access their order information and current inventory information on-line. The company also engages customers using e-commerce in the on-line stair tread store. As the years roll by, AMICO will continue to follow the principles that have made it successful, find new ways to provide products and services to customers, and explore old and new ways to expand upon the idea set into motion 75 years ago.

Subsidiaries

Diamond Perforated

Alabama Metal Industries Corporation, Inc. acquired Diamond Perforated Metals, Inc. in 1998. Founded in Los Angeles in 1956 by David C. Hall, Diamond Perforated Metals, Inc. was the first major manufacturer of perforated metals on the West Coast. In 1962, Diamond added expanded metal manufacturing. In 1988, Diamond acquired California Perforating Screen, which provided additional capacity and employee experience to Diamond Perforated. In 1994, Diamond consolidated the two operations and built a new perforated metal manufacturing plant, strategically—

located in Central California. This new facility was designed from the ground up to efficiently produce the best quality perforated materials in the industry using the most modern perforating presses and support equipment available.

Diamond built its reputation on customer satisfaction and lasting professional relationships. With this business foundation, Diamond has grown to become one of the largest manufacturers and distributors of perforated and expanded metal in the United States.

Dramex

The company that would become Dramex was founded in 1958 by Leon Simard as “DRAMIS Expanded Metal” (Simard spelled backwards). Simard opened up the first manufacturing facility in Montreal, Canada.

The design and engineering of the company's expanded metal presses occurred in-house and both are in operation today. These presses, known as #108 and #109, currently manufacture products in Canada at the Iberville, Quebec location. The #109 press is the busiest expanded metal press in operation at this facility.

Simard sold the business to the Republic Corporation of Los Angeles who also owned the Expanded Metal Company of Canada. DRAMIS and Expanded Metal Company of Canada were merged together, and a new company name emerged – Dramex. The Dramex name became so integrated with the product they sold that customers often referred to expanded metal as DRAMEX.

With the purchase of twin Soenen presses in the early 1980s, an aggressive growth plan began. A distribution facility in Youngstown, Ohio was eventually transformed into a manufacturing facility and additional stocking facilities were established in Anaheim, CA and Chicago, IL. Dramex eventually grew into a successful business specializing in stock and custom expanded metal products. In the late 1990s, the company became a private company. Dramex was later acquired by AMICO in 2007.



DRAMEX



Edvan

The Edvan Grating Division was acquired by AMICO in 2012. Edvan has been a stocking distributor of AMICO grating products since 1978 and has grown to become a full-service grating distributor and fabricator. Edvan is located in Canada, just outside Edmonton, Alberta. This is a prime location to do business in the oil sands – a market that is strategically targeted for growth. Alberta has the third largest petroleum reserves in the world and has led all Canadian provinces in economic growth for the past 20 years. There are currently \$120 billion of current projects to support the oil sands, and AMICO is providing itself an opportunity to perform in that market.

Erdle

Erdle was established in 1870 in downtown Rochester, NY by G. Frederick Erdle. The original name for the company was Erdle & Oliver. Initially, the company was devoted to building and improving grain separators and bran dusters. As the grain machinery business became more competitive, perforated metal became a greater part of the business.

During the war years, business increased and the number of employees grew, necessitating a new building in the city to accommodate its growth. By the 1960s, new markets emerged for items like radio and TV grills, A/C filters, machine guards, floor heaters, fan screens, and acoustical products. In 1975, Erdle opened up the Charlotte plant to meet the needs of the satellite dish market. The southern market was starting to grow, and Erdle needed to be a part of that growth.

In 2000, Erdle was sold to the first non-family member, Frank Pfau. Slowing sales and performance in the early 2000s pushed Erdle to develop a new product line. They developed processes for perforating tube for the exhaust industry. Erdle eventually grew to have 12 machines producing 10 million tubes annually. Erdle launched PTW (Perforated Tube Works, LLC) as a subsidiary of Erdle holdings. The company

survived, and in 2008, the company had the most successful sales year in Erdle's history. Four years later, Erdle was acquired by Gibraltar Industries.

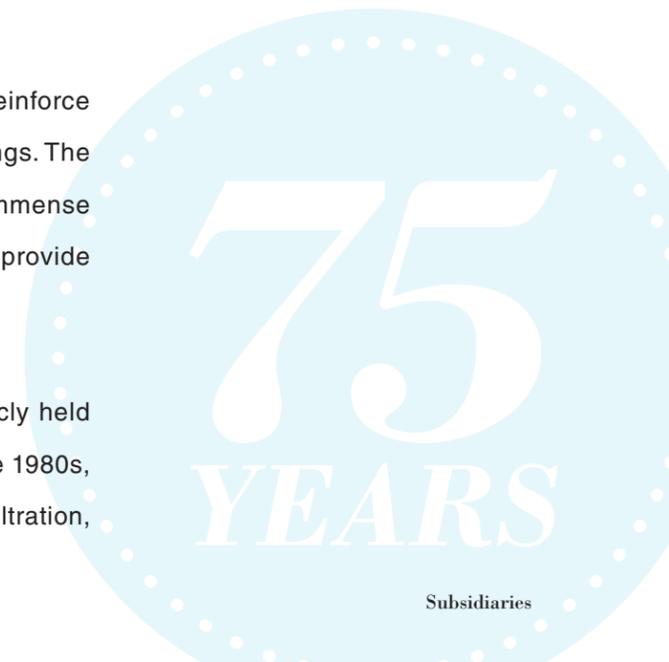
The Expanded Metal Company

John French Golding, the inventor and patentee of expanded metal, began manufacturing in Hartlepool, England. His first British patent was issued in 1884. Mr. Golding went on to forge partnerships with Hartlepool industrialists Mathew Gray, Christopher Furness, and Robert Irving, Jr., who together with W.B. Close, an industrialist from the United States, brought manufacturing of expanded metal lath to Hartlepool. In 1889, The British Metal Expansion Company was established in Hartlepool, England, with sole rights for manufacturing mesh in Europe. In 1894, The British Metal Expansion Company was purchased by The Expanded Metal Company, LTD in London.

By the turn of the century, expanded metal mesh was being used extensively around the world to reinforce concrete and plastering, such as that used in London's City Hall and the Kohl Building in the United States. With its steel frame, reinforced concrete floors, and expanded metal lath used as fireproofing, this structure became one of the few downtown buildings to survive the 1906 San Francisco earthquake. Today it remains one of San Francisco's landmarks.

During WWII, The Expanded Metal Company was used to reinforce Mulberry Harbours, a location instrumental in the D-Day landings. The Mulberry Harbours was a WWII civil engineering project of immense size and complexity. The floating harbours were designed to provide port facilities during the Normandy invasion in June 1944.

In the 1960s, The Expanded Metal Company became a publicly held company under the name of Expamet International, PLC. By the 1980s, markets for the expanded metal mesh changed as automotive, filtration,



and industrial products became the main uses for it. In the 1990s, Securilath was being manufactured and was unveiled as the “Burglar Beater”, a mesh system hidden behind plasterboard walls in both new and refurbished buildings.

In 2001, the company was acquired by a private company, Clifton House Acquisition, LTD. The company was then broken into component companies which were then sold. In 2006, The Expanded Metal Company was acquired by Gibraltar Industries.



Sea Safe

Sea Safe, Inc. (stylized as Seasafe) was established in 1978 in Lafayette, LA and specializes in the manufacturing, design, and fabrication of fiberglass reinforced composite (FRP) grating, structural systems, and cable tray.

The company was established from an oilfield instrumentation company named Automation USA. Automation identified and capitalized on a need for corrosion resistant cable trays in the instrumentation business. Automation started buying Fiberglass Reinforced Plastic (FRP) Channel and Square Tube, made using the pultrusion process, and began assembling Seasafe Fiberglass Cable Tray and supplying it in large quantities all over the Gulf of Mexico.

In the 1980s, Seasafe expanded the product line by adding custom FRP fabrications and pultruded grating to supplement weak business conditions due to the oil crisis that prevailed at the time. In the 1990s, Seasafe became more competitive by becoming a pultrusion manufacturer to support FRP cable tray, fabrication, and pultruded grating product lines. In 1996, Seasafe purchased Fowler Fiberglass in Jacksonville, FL, which completed their product mix with FRP grating.

Due to Seasafe’s portfolio of products, the company began receiving large orders such as the fiberglass handrail project from Florida Power Corporation for the Crystal River Cooling Tower. Shortly thereafter in

1998, Seasafe built the Bellagio Casino fountain in Las Vegas, NV, which at the time was the single largest commercial structural fiberglass project in the world.

Due to the company’s success, Seasafe was acquired by AMICO in 1998. In January of 1999, AMICO purchased International Grating (IGI) in Houston, TX and placed that company under the management of Seasafe. IGI was well known for Kordek Compression Molded Grating and also had pultrusion capabilities. When AMICO was purchased by Gibraltar Industries in 2005, IGI in Houston was consolidated with Seasafe.

Sorst

Since 1901, Sorst has been involved in the industrial manufacturing of perforated metal and claddings for heating equipment. During WWI, Sorst produced goods for the German Army. After the war, Sorst continued with the manufacturing of their former portfolio of products. In 1924, Ernst Sorst began expanded metal manufacturing, although perforated metal was still the biggest product offering.

During WWII, the site again produced equipment for the German Army and grew to 400 employees. In 1945, the site was massively damaged by bombardment. In May, 1945, Ernst Sorst began manufacturing again with 90 employees, but normal industrial production did not begin until 1948.

The German “Wirtschaftswunder” (economic miracle) after WWII helped Sorst to grow again. The economic miracle describes the rapid reconstruction and development of the economies of West Germany and Austria after WWII.



In 1998, Sorst had 300 employees. After being led by the Sorst family for four consecutive generations, the company was acquired in 1998 by Seidel & Meyer, a perforating company. The expanded metal part of the business was bought by The Expanded Metal Company of Hartlepool, England. The nine expanding lines moved to new premises and continued their business under new leadership.

In 2006, Sorst engineered micromesh expanders with a speed of 3200 revolutions, capable of producing micromesh of 0.5 mm. That same year, Sorst and The Expanded Metal Company were acquired by Gibraltar Industries, and eventually became a part of AMICO.





Kennedy Space Center
Cape Canaveral, FL
Expanded Metal

Notable Uses of AMICO Products

AMICO Products have been and continue to be used in the construction of several landmarks, well-known facilities, and in other famous applications.

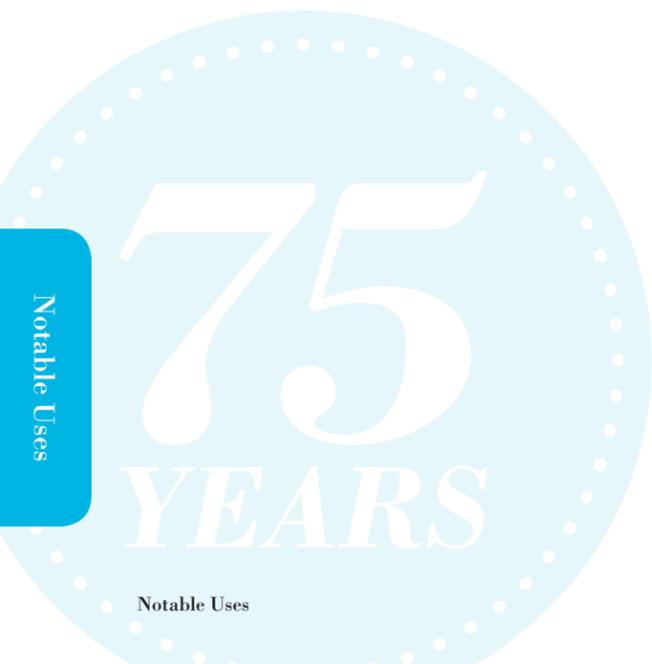


U.S. Capitol
Washington D.C.
Metal Lath

Panama Canal
Panama
Cable Tray



Notable Uses



Notable Uses

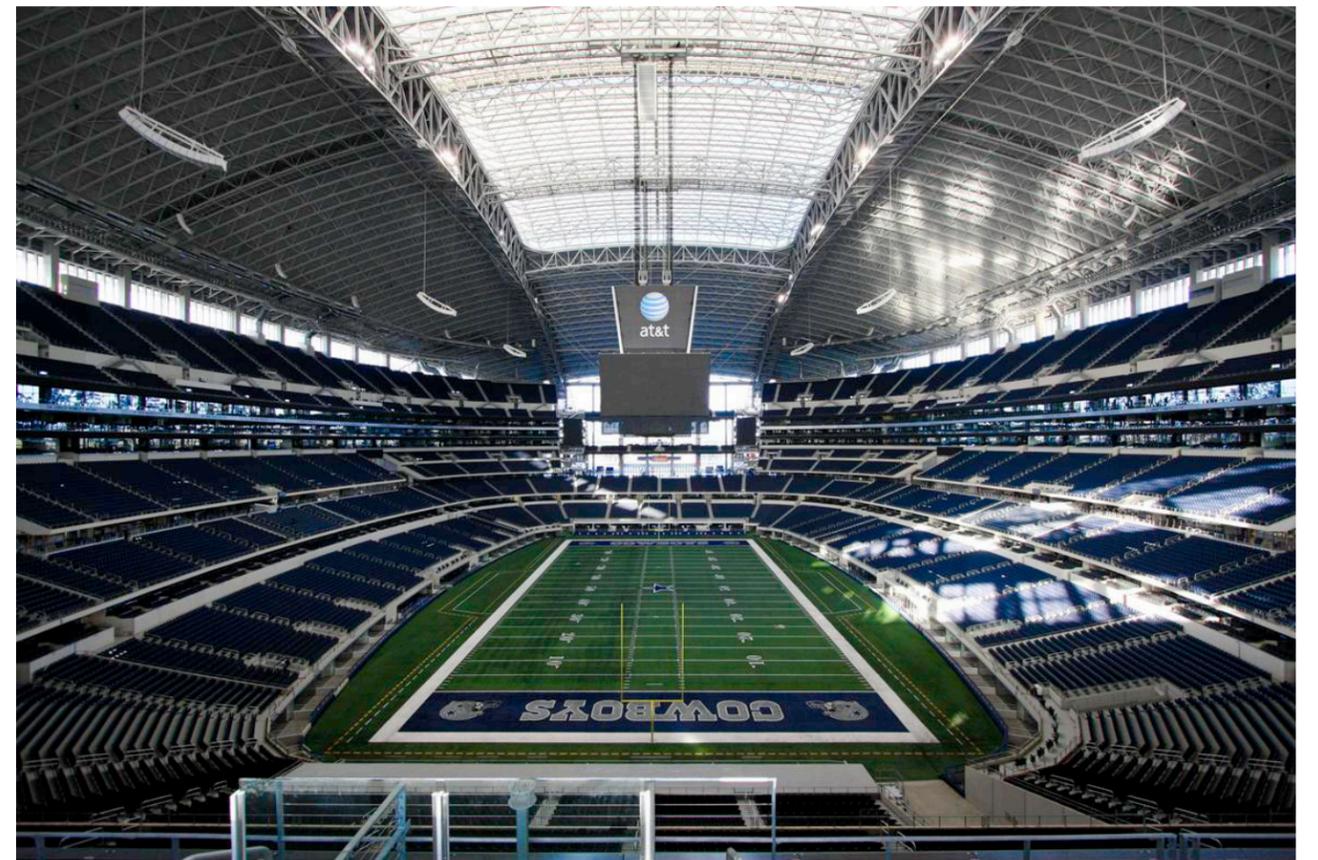


Bellagio Resort Fountains
Las Vegas, NV
FRP

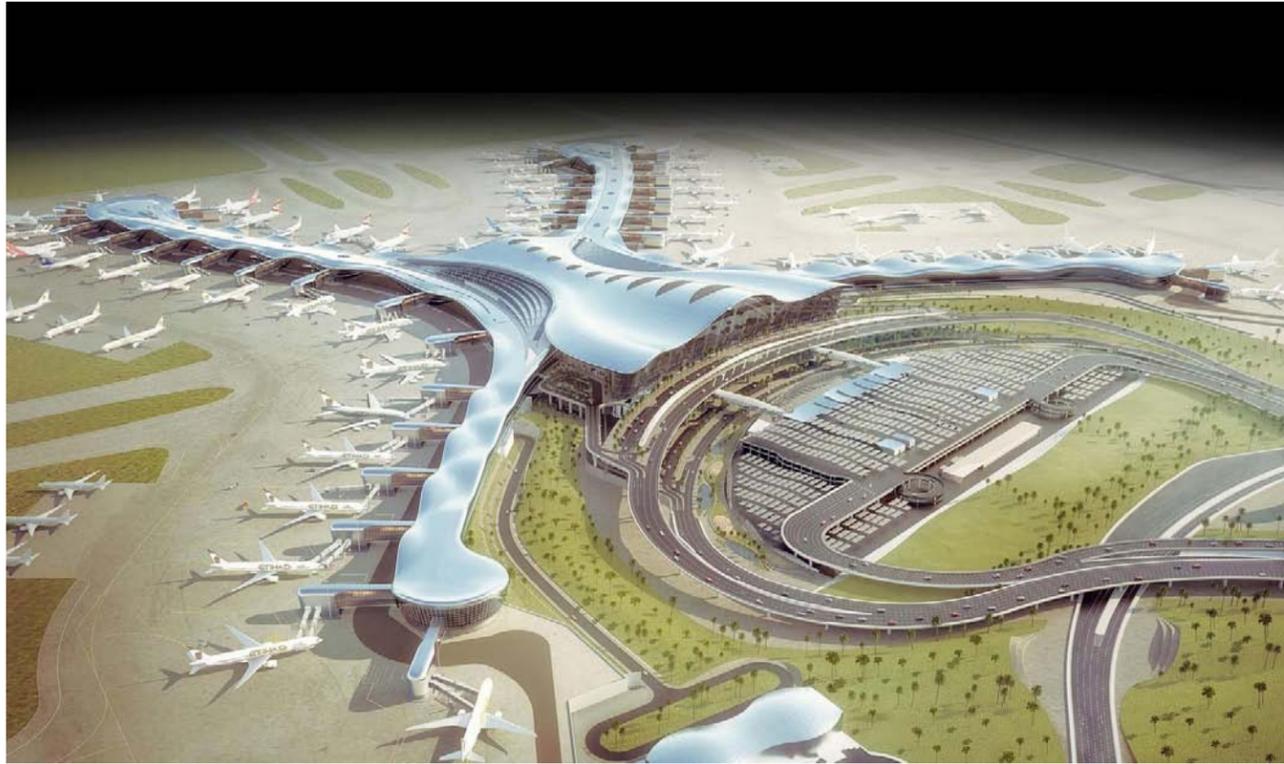


Houston Dynamo Stadium
Houston, TX
Architectural Expanded Metal

Cowboys Stadium
Dallas, TX
Bar Grating & Plank Grating



Notable Uses



Abu Dhabi International Airport
Abu Dhabi, UAE
Security Mesh

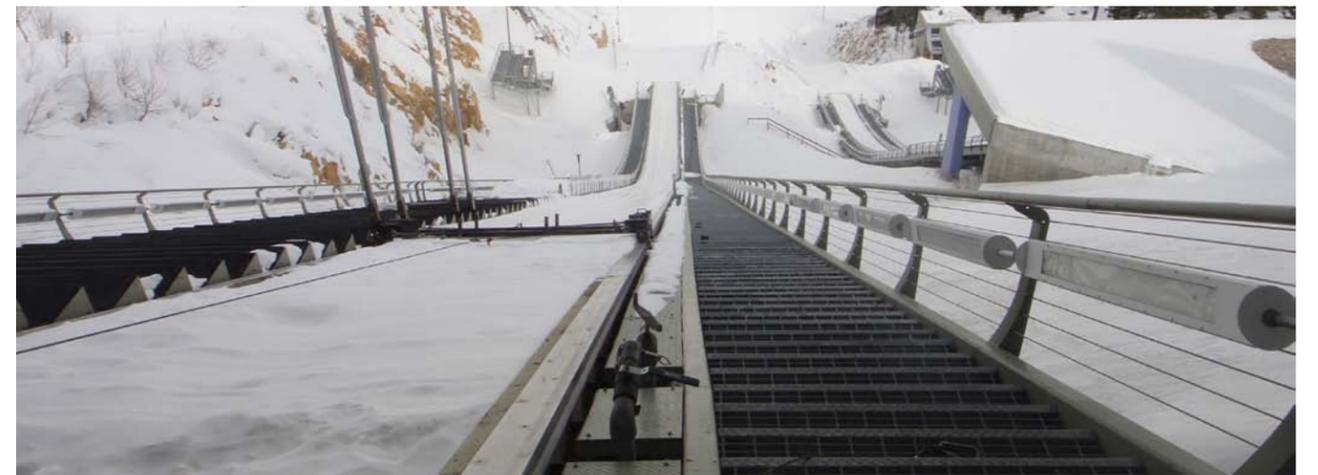


2010 Winter Olympics (top)
Vancouver, BC
Bar Grating & Plank Grating

2012 Summer Olympics (right)
London, England
Security Fence



2002 Winter Olympics (bottom)
Salt Lake City, UT
Bar Grating



Oil Sands
Alberta, Canada
Bar Grating & Plank Grating

Notable Uses



Disney World
Orlando, FL
Metal Lath



San Francisco Federal Building
San Francisco, CA
Perforated Metal

Disneyland
Anaheim, CA
Cable Tray



U.S. Border Fence
Southern U.S. Border
Security Fence





One World Trade Center
New York, NY
Stainless Steel Metal Lath



Southland Christian Church
Lexington, KY
Architectural Expanded Metal

Star Trek Communicators
Perforated Metal

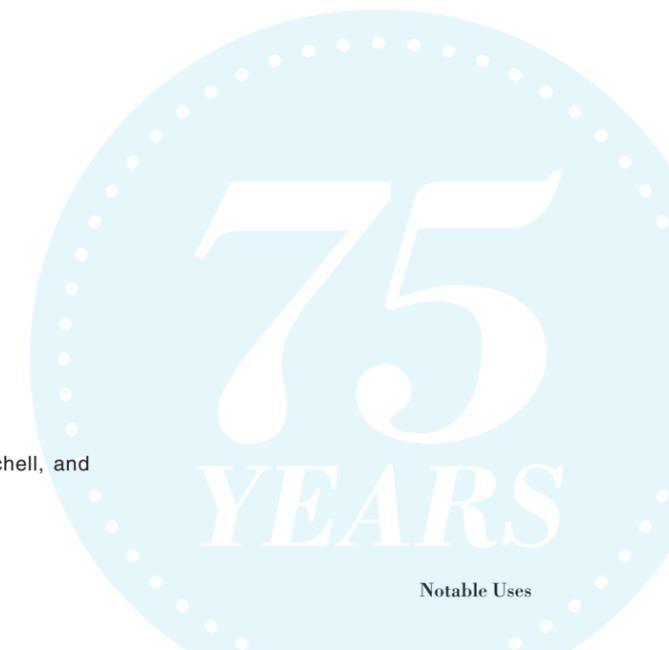


Acknowledgements

We would like to thank the following for assistance in the development of this piece of AMICO's history:

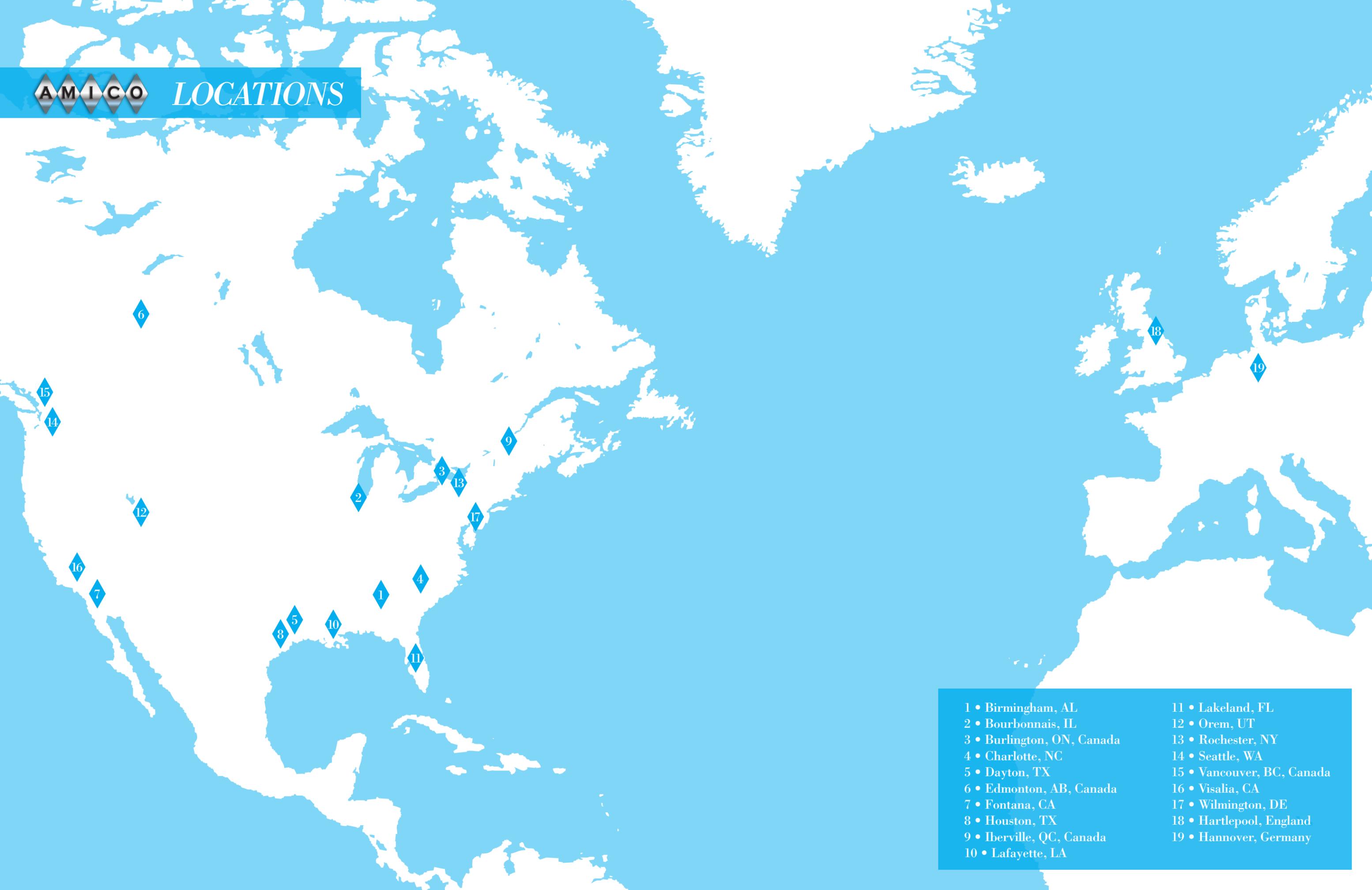
- Dave Petrig**
- Margaret May**
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- Joel Maxwell**
- William Baird**
- Ray Merrill**
- Roger Oberle**
- Bob Campbell**
- Preston Pannell**
- Bart Carlisle**
- Jim Quinn**
- Joseph Schell**
- Roland Short**
- Dub Gable**
- Joseph Smith**
- Gene Laminack**
- Kathy Southerland**
- Terrance Leberfinger**
- James R. Warren III**
- Amanda Champion**
- Larry Malone**

Research and compilation: Melanie Leberfinger, Linda Maxwell, Joseph Schell, and James Warren





LOCATIONS



- 1 • Birmingham, AL
- 2 • Bourbonnais, IL
- 3 • Burlington, ON, Canada
- 4 • Charlotte, NC
- 5 • Dayton, TX
- 6 • Edmonton, AB, Canada
- 7 • Fontana, CA
- 8 • Houston, TX
- 9 • Iberville, QC, Canada
- 10 • Lafayette, LA
- 11 • Lakeland, FL
- 12 • Orem, UT
- 13 • Rochester, NY
- 14 • Seattle, WA
- 15 • Vancouver, BC, Canada
- 16 • Visalia, CA
- 17 • Wilmington, DE
- 18 • Hartlepool, England
- 19 • Hannover, Germany

Thank you

To all AMICO personnel, past and present.

Without you, expanding this idea for 75 years would not have been possible. Thank you for your dedication, passion, and service. We hope you will join us in creating another 75 years of success.



