I first met George Eastman in the month of November 1899, a few days after the Registration of the new Company Kodak, Limited, when together with George Davison, the Deputy Managing Director, he interviewed me in connection with the selection of an Assistant to Mr Davison – the Managing Director, Mr Dickman, having suddenly died on, I think, the very day of the registration of the Company. The impression he made upon me was favourable. – Naturally I was a little in awe of him at the start, but I speedily realised that I had a sensible, straightforward man of business to deal with, who listened with attention to what I had to say, and who asked questions very much to the point. – Not having previously met any American business men, his type was in some contrast to that to which I had been accustomed. I recognised in him, however, a man who had already brought the commercial side of his business to a high degree of success. On my making some comment on this, he remarked that "the surface had as yet barely been scratched". The interview was terminated by our agreeing upon a Contract of Service. Not long afterwards my wife and I were invited to meet him socially at dinner and go to a theatre afterwards. During the performance my host told me that Mr Eastman desired that we should all return with him to the Carlton to take supper with him and see the crowd. This was the first of many social entertainments, in London and later in Rochester. His bearing on such occasions was extremely dignified and courteous.

While in Rochester my wife and I had a standing invitation to the periodical Musical Evenings for which invitations mainly to members of the Kodak Staff were sent out to about 100 people, at which really good music – generally a quartet – was to be heard.
In an interval midway a supper, mainly of corned beef hash, was served in the Dining Room. Everyone seemed very happy.

While Mr Eastman, at that time, seemed anxious to acquire a more cultured mind, I should have guessed that he had not a wide literary knowledge, that he was not, as it is said, "well read", but was very competent and very eager to pick up current knowledge, in which he was well informed.

Outside of being well read and possessing knowledge of the Fine Arts, he was beginning at that time to cultivate the more "refined" people of Rochester.
In the early years of my acquaintance with Mr. Eastman I found that he had the reputation of being very stern in all his business dealings, particularly in his expectation of efficiency being shown by his staff. I therefore for a time stood in awe of him. I must, however, frankly say that experience soon showed while that he was undoubtedly strict with the wilfully slow and inefficient, he was appreciative of good work honestly done. If I had to criticise I might say that I sometimes thought - and so did Mr. Gifford - that a few words of commendation at more frequent occasions would have given some hardworking employee encouragement and led to still better results. Personally I never had anything indicating blame or dissatisfaction.

At some time during the Great War 1914-18 he wrote on one occasion to me:

"This is no time to throw bouquets but I presume you know how I think about you."

So I had nothing to complain about - but at the same time he shrewd me as not being lavish enough with others who I know were deserving of a word or two of praise and encouragement. He struck me, however, as being naturally just - on all occasions he told me he took pride in that he had never lost a man.

Mr. Eastman was always well but quietly dressed. He seemed to take pride in his ties having them always well ironed. On his last trip to Europe he wore a long-sleeved black overcoat which by reason of its being bright yellow in colour made him very conspicuous. American diplomatists from a certain State would be on a voyage or on safari, it was nearly as though they would be on a voyage or on safari. It was nearly as though they had taken an interest in him as a man of culture.
As regards Mr Eastman's human qualities, I should have taken him to possess a cold and certainly an undemonstrative nature. I do not think that I ever saw him with his equilibrium disturbed. He happened to be in London at the time the result of the Goodwin Suit was made known. The news arrived to him in London at a time when a variety of other troubles were on the tapis, and his only comment was: "Well, this is the last straw", and he said no more about it.

Just at the end of the Great War he expressed his great anxiety over the supply of gelatin, so many calves having been slaughtered during the war. He had had some exchange of communications with Herr Heinrich Stoess of Ziegelhausen and had found him it impossible to make a bargain. I suggested to Mr Eastman that he give Stoess one more chance by inviting him to come to London and try and arrive at a settlement. Stoess came and long discussions followed. He found Stoess very difficult to negotiate with as no sooner was anything settled than it was reopened. It was finally left that Mr Eastman, sailing, I should go out to Ziegelhausen and endeavour to bring the conversations to a point. At this juncture I said to Mr Eastman "I often marvel at the patience you show in negotiations. It has been a lesson to me."

He always believed in losing no opportunity of cultivating good relations with our important customers. On his last visit to Europe Mr Louis Guenmont, who was on the point of retiring, was very pressing that Mr Eastman should take lunch with him at his apartment on the Rue Victor Hugo. When reference was made to the long course of friendly relations that had existed without flaw between Guenmont and Eastman.
THE BRIDGE HOUSE,
WEST OVERCLIFF DRIVE,
BOURNEMOUTH.

30 May 1940

Dear Mr. Foreman,

I am sorry that I have been so long in sending you any material for the writer of your projected life of Mattison. I am not good at this kind of work and am finding many distractions as a consequence of the war. Consequently, there is a strict embargo on what I can send or write, so the simplest plan is to send nothing.

I am sending you one or two notes. They are very crude and unfinished, but I understand that they are wanted merely as data or material to be "baked into shape" by a competent writer. The passage of time sometimes goes against this, and it is not easy to recall past events in detail. Already in the few years since the Battle of France began, the memories of those are beginning to fade away.

The verses I found have been edited by any of my

Kingston Secretary Mrs. Martin. She has been informed

Mattison, T. C.
that they are at present by your request to be treated as quite confidential.

There are one or two matters connected with
the Bates House which I will try to write and
send you by a subsequent mail.

I trust that you are keeping well.

Yours sincerely,

T. C. Mattison

F. W. Ley coefficients
Rochester, N.Y.
EASTMAN KODAK COMPANY
ROCHESTER, N.Y.

June 7, 1940

To Colonel Solbert:

You will find herewith a letter from Mr. Mattison, together with his rather sketchy recollections of Mr. Eastman.

This memorandum is not quite as complete as I would have expected to get, but I think this can be accounted for by the fact that Mr. Mattison is far from well.

FWLovejoy

Mattison, T. C.