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The report of the Frick Committee on the management of the Equitable Life Assurance Society of the United States, is the key to an understanding of the most remarkable controversy that has ever raged within a financial institution of its character. No controversy within such an institution has ever received the widespread interest and discussion that this has. The keenest interest in it has been manifested in this community. The Star will therefore publish this report in full. in convenient instalments from day to day,

THE ALEXANDER CHARGES AGAINST HYDE.

These charges constitute a serious arraignment of Mr. Hyde. They involuve his personal and official integrity and they allege a condition of affairs in the management of the soclery that is in utter defiance of all the safeguards provided by its charter, its by-laws, the general rules of law, and sound business practices. So open, flagrant, obvious, persistent, and dangerous are the practices of which Mr. Hyde is accused, that the establishment of their truth convicts of equal guilt all who were cognizant of their existence and failed promptly to set bout their correction

If Mr. Hyde involved the society in transactions of magnitude without legal authority, if he prevented the clety from purticipating, in the conto the society under its charter and bylaws, if he attempted to break down rities, if he secured his election as a gainst the wish of the proper authorisecurities, if, without the society's conother organizations that are incompatible with his position as an officer of the society, or the attention to which withdraws his services from the society if he has used the society's funds improperly for the payment of his own personal expenses or to gratify his own personal tastes or vanity, and if he has combined with others to make secret profits out of transactions with the soclety, through syndicates or otherwise or, in short, if he is guilty of one-half of what is charged against him in Mr. Alexander's letter of May , 1905, he has shown his entire disqualification for the important and responsible office

which he occupies. Upon the other hand, it is equally true that any one holding a position of trust in the society who had knowledge of any one or all of these practices is culpable in neglecting or falling promptly to disclose his knowledge thereof to the board of directors.

It is important to inquire, when, how or for what purpose, and by whom the accusations against Mr. Hyde were first brought to the attention of the board of directors

As It is pointed out in the beginning of this report, the first accusation made against Mr. Hyde is contained in the mea Sugar Company, Honomu Sugar supplemental petition to the board of the part of Mr. Hyde, and though pro alluku Sugar Company, directors requesting the mutualization Ookala Sugar Plantation Company, of the company, dated February 7, 1905 Halcakala Ranch Company, Kapapala and signed by James W. Alexander. President Gage E. Tarbell, second vice president; George T. Wilson, third vice and thirty-five other officers of the society. This accusation was in the following language: "We also deem it proper to add that in our opninion, after the most careful and anxious coning president in the absence of the President, with all the powers he lias to the welfare and progress of the trust funds held for the benefit of our knowledge. policyholders. Mr. Hyde's prominence management, and to injure its business as an institution which has been uniformly held out to the public as con-

> welfare and progress of the society," this might and should be ignored. and because "Mr. Hyde's prominence in November 14, 1904, Mr. Alexander tion of directors and officers did not statement. take place on the 5th of February, but "It is not their province to go into was deferred until the 16th of February | the management of the company or to at which time the board had before it express opinions about methods. When Mr. Alexander's communication of February 16th, wherein, after setting forth "Ledger Balances," it has been the his arguments in favor of the mutua- usage that the chairman of the comlization of he society, he makes more mittee (Mr. Wheelock?) should make extended charges against Mr. Hyde for the comparisons and the committee the purpose of advancing his argument adopt his report. I shall cross this for mutualization, and we suppose like- off my memorandum and you can if

Alexander will likewise disclose that It is cauched in the mose general terms and does not charge Mr. Hyde with any specific wrong-doing, although Mr. Alexander had at that time the knowledge upon which he based his belief that Mr. Hyde had been guilty of the specific acts with which he charged him in his letter of May 2. That Mr. Alexander made these charges against Mr. Hyde for the purpose of advancing his proposed scheme of mutualization coms clear from these two facts: first, that at the meeting on February 16, scheme of mutualization was agreed upon; and second, that at this meeting of February 16 Mr. Hyde was re-elected first vice-president. Mr. Alexander voting for him.

Now what are the facts concerning Mr. Alexander's knowledge of the president or other officers of the so- gravest of his charges against Mr. Hyde which he certainly should have sideration and disposition of matters fully disclosed to the directors in order in respect to which they owed a duty to prevent Mr. Hydo's re-election? Referring to a letter written by Mr. Alexander on April 17, 1905, to the chair the authority of his superior officers, if man of this committee, which is a reply committeed the society upon his to a published letter of Mr. Hyde adwn responsibility to important trans- dressed to the chairman of this comactions such as the purchase of secu- mittee under date of April 15, 1905, in which Mr. Hyde set out his connection director to represent the interests of with the syndicate of James H. Hyde the society, in other corporations a- and associates, and accused Mr. Alexander of being a member of said synties in the society, if, without the au- dicate also, Mr. Alexander states, after thority of the society, he has taken in denying "that he knowingly particihis own name large amounts of its pated in the profits of any syndicate formed for the purpose of underwriting sent, he has assumed any relations to, bonds or securities of which the soclety was to become a purchaser," that early in January (1905) Mr. Hyde delivered to me two checks aggregating \$40,000 which he stated were profits from my alloted participations in certain syndicates which I found upon a securities to be sold concurrently to the society." Mr. Alexander then adds; "This was before any controversy had arisen in the society," and that he turned the amount of this check over o the society's cashier "solely on my in judgment as to the propriety of the transaction." From this letter there can be no question about either of these propositions: First, that early in January, 1905 and before any controversy had arisen in the society, Mr. Alexander knew, or believed that he knew, as a result of his own investigation, that Mr. Hyde was in a syndicate to underwrite securities to be sold concurrently to the society. Second that the profits upon such securities so sold to the society were very large, as Mr. Alexander's alloted share amounted to \$40,000, Third, that Mr. Alexander conscience and judgment disapproved Alexander knew, or thought he knew, long before the annual election, of the grossest sort of breach of duty upon Hyde for reasons of his own, bearing upon the proposed change in the conpresident; William Alexander, seer tary breach of duty, which would have been close to the board of directors this a sufficient reason for not re-electing

Mr. Hyde. The committee deem it unnecessary to enter into the same detail in respect sideration of the subject, the re-election to the other irregularities charged aof Mr. Hyde as vice-president and act. gainst Mr. Hyde by Mr. Alexander. the same in each case. The charges exercised, would be most projudicial all have reference to matters occurring before the annual election of which society and the conservation of the Mr. Alexander had, or should have had Hyde which the committee has examin-

in various ways and his acts as vices of the misdoings of Mr. Hyde the com- wholly vicious and tending to autopresident are such as tend to provoke mittee finds that Mr. Alexander was cracy in the administration of the socriticism of the society, to create mis- culpably negligent in acquiescing in ciety's affairs. givings as to the conservatism of its them for so long a period and in not the benefit and protection of its policy the exercise of their responsible duty

day before the annual meeting for the cealed from the directors the irregular- sarily parallel to those of the policyelection of directors and officers of the litles of Mr. Hyde, of which he was cog- holders of the society," that Mr. Alexsociety, this supplemental petition was nizant and of which he now complains ander is largely responsible. not presented to the board of directors but Mr. Alexander openly encouraged until February 8, at the annual meet- them. In so important a matter as ing. It will be observed that this aiding in the proper conduct of the Mr. Hyde are true or measurable true accusation against Mr. Hyde is couch- examination that the by-laws of the ed in the most general language, and society provided the fiscal or examining committee. the board is urged not to re-elect Mr. committee should make of "the ac-Hyde as vice-president solely for the counts and assets of the society at the reason that his re-election "with all close of each fiscal year," Mr. Alexanthe powers he has exercised (not abus- der openly advised Mr. Hyde while he would be most prejudicial to the was entirely under his tutelage that

various ways and his acts as vice-president are such as tend to provoke critident are such as tend to provoke critident in the control of the cism of the society and to creat mis- to return but I suggest with your congivings as to the conservatism (not currence, that he be charged with the honesty or regularity) of its manage- responsibility of steering the fiscal ment." There is not even an intima- committee when it meets. We have tion in the objection to Mr. Hyde's two new members on it and it is just re-election presented upon the day of as well that they should all be under the election of any of the serious mat- reasonable observation. Let him reters that are set forth in Mr. Alexan- member that the only duty of this der's letter of May 2, 1905. The elec- fiscal committee is to prove our annual

wise for the purpose of defeating Mr. you like, lay it uside for Willie on his be comfortable. Hyde for re-election as vice-president, arrival, unless you have some other A perusal of this communication of Mr. views."

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Mr. Alexander's duty of disclosure was 583 Beretana Street, near Punchbowl. TELEPHONE BLUE 881.

From letters of Mr. Alexander to Mr. ed the committee finds that he flattered Upon Mr. Alexander's own statement and encouraged Mr. Hyde in methods

The committee also finds that so far bringing them to the attention of the as Mr. Alexander's charge against Mr. board of directors at such time and in Hyde is true, namely, "that he has such a way as to enable the directors displayed a strong personal ambition ducted solely on the mutual plan for to consider them in connection with and an inordinate and unsafe love of prominence, a great responsiveness to of electing the officers of the society. flattery, a pliancy in the hands of Although dated February 7, 1965, the Not only has Mr. Alexander con- persons whose interests are not neces-

> The committee finds that many of the charges of Mr. Alexander against The evidence submitted satisfies the

(1) That Mr. Hyde has habitually involved the society in transactions, especially of purchase of securities, which were of great magnitude without the previously obtained authority of the executive committee. (2) That he carries large amounts

of stocks belonging to the society in his own name without there appearing any minute of any act of directors or committee authorizing it. (3) That he has used the funds of the society to pay for certainly one

and the name of one other director of the society. (4) That he has shared in the profits made by banking syndicates in effecting sales of securities to the society at a time when he was a member of

(Continued on page seven.)

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