

# F. S. ROYSTER GUANO COMPANY

GENERAL OFFICES, ROYSTER BUILDING

NORFOLK, VA. January 27th, 1921.

F. S. ROYSTER, PRESIDENT.  
C. F. BURROUGHS, VICE PRESIDENT.  
WM. S. ROYSTER, 2ND VICE PRESIDENT.  
A. L. GRIFFIN, 3RD VICE PRESIDENT.  
C. S. CARR, TREASURER.

Mr. C. A. Johnson, Secty. & Treas.,  
F. S. Royster Mercantile Co.,  
Tarboro, N. C.

Dear Clarence:-

I have yours of the 26th, and note that Clark has written us.

I simply wrote him that I would expect him to pay us not less than \$25,000.00 by the first of February.

It will make no special difference about holding the annual meeting on time. It will keep until I come back, by which time I hope you will have made some substantial collections.

If George Howard expects to go to Richmond in behalf of Ruffin, I beg to advise that Mr. Jackson will be in Pinehurst next week. I have had several letters from him this week, as I expected to have seen him next Tuesday when passing through Richmond. I sincerely hope that your friend Ruffin can manage somehow to pull through without our having to advance him. Suppose you were to sell him fertilizer this Spring, how would you manage to secure yourself? It would be a great risk if you did so un-secured. I do not see how he is going to get an advance without a blanket mortgage.

I hope you will get all the charges in your tax account possible, to reduce it. You know what the law is on this. You cannot put a 1920 account in as lost, until you have exhausted all possible means of collecting it. Possibly you may be able to bring in some of your last year's accounts.

Yours very truly,

*F. S. Royster*  
~~President.~~

FSR-F