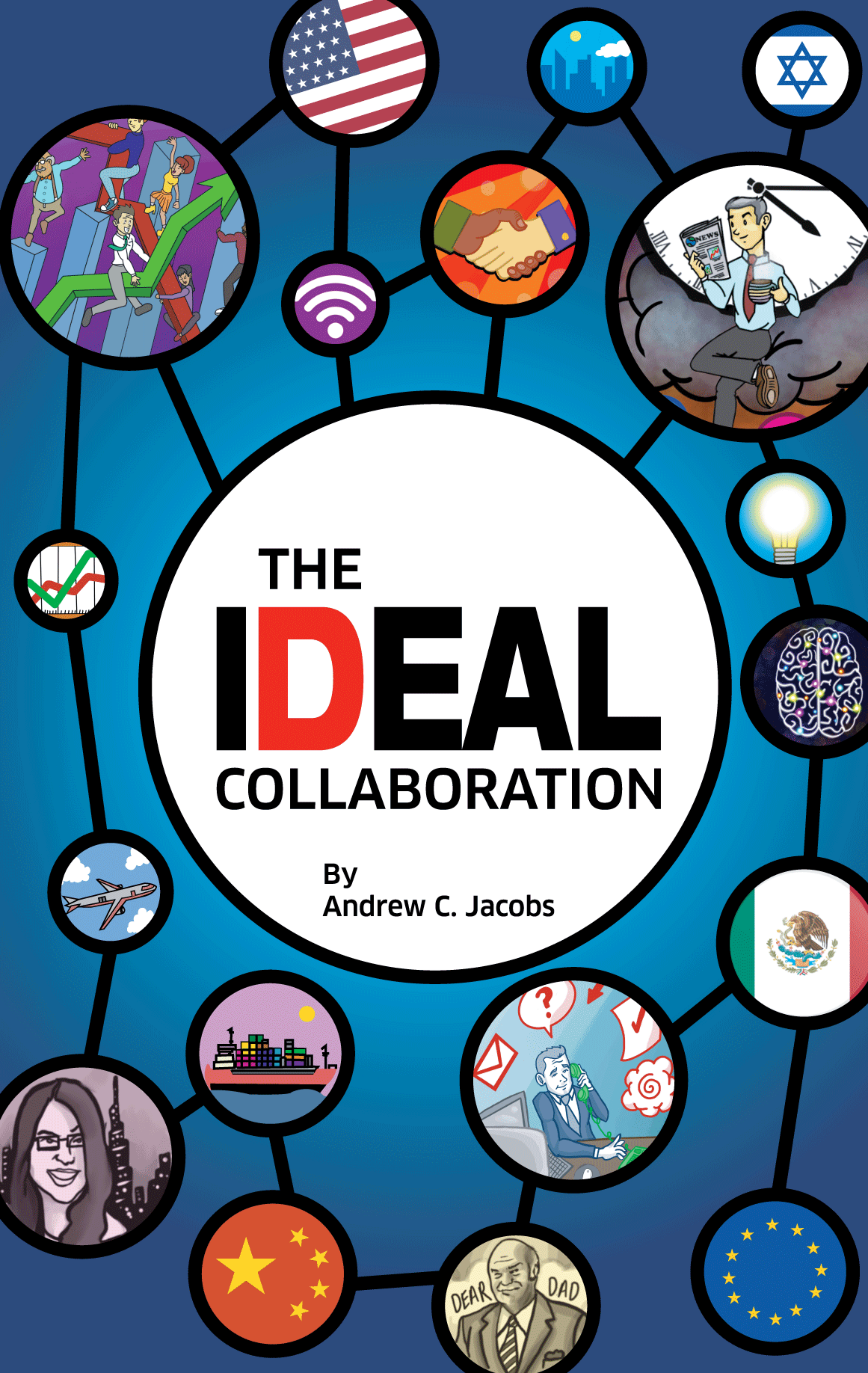


THE **IDEAL** COLLABORATION

By
Andrew C. Jacobs



THE
IDEAL
COLLABORATION

ANDREW C. JACOBS

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DEDICATION

This book is dedicated to my mother Phyllis Jacobs.

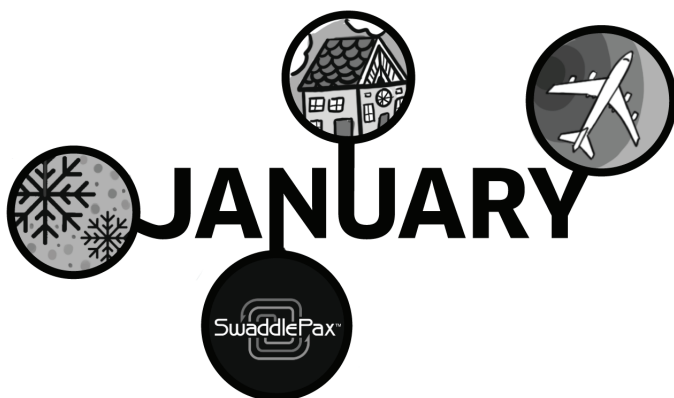
One of my greatest assets is being able to engage this amazing world from viewpoints that few others can see. I searched our family history for decades looking for those who came before me with the same traits which included the ability to invent. That search was never successful until recently when I was it talking with my mother about one of my inventions and the intense look of thought that came across her face was the same as I had myself. I knew in an instant that she was the source. Ever since my Dad passed away a few years ago I have also found out other amazing actions that my Mom took to help support and safeguard my life.

"Mom, you are the best"
Love always,
Andrew

ACKNOWLEDGEMENTS

I love my family and my job. One of the reasons I love work is because of the teams we have around the world. Centered in New Jersey, when I am not traveling, our group here is made up of a highly intelligent, innovative, stubborn (like me) people who strive for perfection and do not settle for anyone not doing their best. It is a highly competitive, energy charged environment where we all thrive. I dedicate this book to them and the rest of the Ideal Jacobs teams because without you there would not be a complete me.

Thank you,
Andrew



1/1/18

3:50pm - My Home; Short Hills, NJ

It is a new year and I am excited to get started. The cold weather of the past week has continued and is due to keep going, we are not forecasted to get to freezing, below 32 Degrees F for another week. Kayla just texted she is in the plane getting ready to take off for here. Ben was back from his sojourn deep in the Colorado mountains and Alex is safely nestled in Manhattan, most likely taking it easy from the last two week combination of the various holidays and his birthday. I just finished updating my journal so I am ready to start moving as soon as I get to the office tomorrow. There are a lot of huge possibilities of good stuff for this year. If all goes well the SwaddlePax Vest will have it's patent submitted into Canada, the Beta Test run of that project produced, distributed and the results tabulated plus the marketing, insurance and legal parts ready to launch by early March. Also by that time we hope to start a new IJ company in Canada with Don Lem selling the standard product categories of Ideal Jacobs plus BuildTak and the SwaddlePax Line.

With all of the good results from the Vest I am still concerned that my back will not improve, I did so much damage to it, totally my fault, that I cannot count on anything. Since surgery is an unwanted alternative and Opioids not a long term consideration it has spurred me on to a different endeavor. My wife has always wanted to travel more and since my time of being able to go comfortably might be time-sensitive I have decided that she is right, as usual, and we should do it now. Therefore I am starting to plan a trip for us to visit Australia and New Zealand. The plan will be to fly there, catch a cruise ship and tour those two countries. The advantage of the ship is that we don't have to continually pack, repack and take planes, I can be sure I can get food to eat and there should be enough to do at the various ports to keep us occupied. Of course I will make sure that I can get Internet and mobile access so I can stay in touch and not go

crazy. The last cruise we were on was really great and I am happy to try another one, as is Wendy.

Speaking of the Vest, the more I wear it the better I like it and the feedback from others has been as positive. I think we can make a real difference and that will help to sell itself once we release it in various countries. I still am anxious to try radio and print ads to see how they will work. It has already been very fun project and it is also something new show our customers to prove that we can innovate wherever the need arises. We have to show that we can stay in the front of the market-place whenever it takes us. Whenever our customers have something new they always want to be surrounded by people who think anything is possible, enjoy getting past the roadblocks and working out problems that always occur. When innovation is needed I want people to think of us.

1/2/18

3:55pm - My Office; Maplewood, NJ

It is great to be back in the office. I spoke with Mike and he agrees the manufacturing process we are planning for the Vest may be patentable so I emailed the Patent Attorney, told him to go ahead and start the submission for Canada, since we are starting there, and also mentioned to hold off finishing it until he could see as video of the process. Igor Gomes, head of Ideal Jacobs Europe was in today with his wife and two very cute little girls. Although we do go to see him he does not get here often and it was good to show him our expansion and plans for the future. He and his team had a very good 2017 and I am very hopeful he will do better this year plus have the addition of marketing and selling the Vest.

Utah Senator Orion Hatch announced his retirement as have many others in all levels of government, not a good indicator of a well functioning, efficient government. With the new tax changes a lot of things are different, I do not know how it will “net” out for us.

1/3/18

7:34pm - My Home; Short Hills, NJ

I got the email I have been waiting for this morning. We got the approval from the Malaysian Government to go ahead with bringing in a new partner for Ideal Jacobs (Malaysia) Corp. Berhad. I now have tickets for the end of this month to attend and run the Stock Holders Meeting to vote on that project.

I spent the day working on getting a list of various supplies for our new space. Tim the electrician and his able assistant were in plus the crew to extend the compressed air system. Our guys are also continuing to bring in equipment and they are building a specially made table to hand cutting and adhering the Velcro strips for the Vest. I did a lot of paperwork, pricing and also helped to insure everything kept moving. We are also now working on the California trip for Kayla and me next month.

I plan to transfer more selling areas to Kayla, Rich and Don in Canada. We all have to be operating as efficiently as possible.

1/4/18

2:41pm - My Office; Maplewood, NJ

A snow storm hit this morning. I was able to get into work without a problem, there were not many people on the road. I have heard conditions are not great now but I am hoping the snow plows are out by the time I go home. It has been a very productive day, some of our team was able to get in through the storm as were the electrician, his assistant and two of the compressor guys. I have been working on going through our Quality and Procedures Manuals in preparation for our quarterly meeting and our interior audit. The table for the Vest Material is ready to convert the material coming in tomorrow and we will run a trial on Monday. Very low temperatures and high winds are predicted for the next few days.

1/4/18

4:44pm - My Home; Short Hills, NJ

The journey home was snowy but not too bad and as I pulled up to our house our gardener's guys were plowing so after a few minutes wait I was able to pull into our garage. It was a beautiful thing to watch them efficiently and pleasantly do the job that would have taken me two hours. Of course, due to my back, I cannot do it anymore anyway so I was very glad we had them. I spoke with my son Alex this afternoon and then emailed him about how I wanted to proceed with the SwaddlePax shorts and am waiting to hear back from him. If all of preparation on the Vest works out we should be able to do the pre-production and short-run work ourselves on all of the future garment types. I have already learned a lot about textile production, knowledge is good. I like to learn about new areas especially when they can immediately translate into help for current projects.

1/5/18

9:47pm - My Home; Short Hills, NJ

Dear Dad,

I spoke to your granddaughter today in California. It seems that her new invention, a tool kit for 3D printer users will cost at least \$150,000.00 to launch if we make it domestically. Even if we were to decide to go ahead and spend that much money on an untried product it would be at least six months before it was available for sale. Unfortunately we had only one new product launched in the BuildTak area in 2017 and at the moment we have nothing for this year. Kayla is understandably worried, Mike however believes there is still more market-share to go after with our current products and is not overly concerned. I was pushing for more BuildTak products a year ago but I decided to leave it up to them because I felt like they did not want me involved. As I told Kayla today, it is always easy to push off new products

and investing in sales when business is good but very hard to do when the economy is slow. They will now have to scramble to find a new product to introduce quickly and I will be happy to help. As I said it is their area and if it dies we will either move the staff involved to other places or we will downsize. If nothing else this is a great lesson for Kayla not to rely on anyone else regarding getting sales, marketing and new products. She has to take command and push for what is needed, or not, the decision is hers. I have been with our company for over forty years and have seen the various cycles. The economy goes up and down, it is cyclical and the best times to move into new areas is when times are good, not when they are bad. While I have not been pushing in the BuildTak area I have been moving forward with all speed with our current product lines and the SwaddlePax Vest. As always I have no idea what will work, I know a lot of what we try will fail but I also know if we don't push ahead hard, consistently with a huge amount of effort then we will start to slide backwards. Some things in business never alter, like the cycles of change.

Regards,
Andrew

1/6/18

3:30pm - My Home; Short Hills, NJ

Dear Mom,

I had my normal Saturday tea with Dave Williams. During our talk I had mentioned that I felt that I was reaching a better place regarding Dad. Over the past few months I had been able to increasingly center on the better things he did and move the negative ones to the background. Fast forward to our discussion regarding engineering on the Vest, we were going over ways to save money in production. As we talked about how to locate the various stitching units in position there was an expression of intense concentration on your face. I had never seen it with anyone before except on me when I was working on an invention or problem. It hit me like a thunderbolt. I got that ability from you. When I asked you agreed but had kept it hidden. You did not want to be hassled by Dad for having an ability he did not. I felt badly, both that you felt you had to stay silent and that I never had an answer about genetically who handed this ability down to me.

Wendy says that I am much more like you than Dad. She said she never would have married me if that had not been the case and more has come out, especially since Dad died. Once again I will need time to try and re-focus on the good things he did, there were many, and downplay the bad, if no other reason than I did not want to expend negative energy on anything I cannot change. The good that continually comes out of this process is the positive things I find about you. The more I come to know, the bigger the debt I owe to you and ever more proud and grateful to have you as my mother. My father always said that marrying you was the one of the best things he ever did, may I add to that it was also one of the greatest things he ever did for me.

Love always,
Andrew

1/7/18

3:11pm - My Home; Short Hills, NJ

I have been trying to work out in my head how to handle the information from my Mom yesterday. I have been doing a lot of reading about reincarnation and being able to access past lives and the common thread of going “life to life” trying to better ourselves. I have multiple pathways of thought regarding my Father and Mother including:

- A. His life was supposed to be spent doing “better” than his past lives and without knowing the particulars maybe he achieved a great deal.
- B. Part of his life was designed to get my Mom out of the difficult circumstances she had while growing up and the fact that he could be very difficult was irrelevant.
- C. My Mom was given the great gift of being able to escape her childhood circumstances and for that she paid the debt of dealing with my father. At the same time she was able to not only watch out for me but pass down some incredibly important gifts that I could use.
- D. I was the beneficiary of selected people covering multiple lives and I am benefiting from the sacrifices they and our other relatives made. I was able to start from a higher level and utilizing all of I was given both internally and externally to create jobs and helpfully spread a mostly positive message.

I am not a believer in negativity, I like to think the best of people, utilizing their capabilities to help them and others and trying to take best overall view of life. I have no idea why God has decided to keep letting me find out about major stuff that happened throughout my life only after my Dad passed. On the other hand if I knew then about the fact my mom forced my Dad to hire and train me and she was the one who I got the “inventing gene” from, there were others, than I feel reasonably sure I would have treated them differently. If I had the information before I would have protected my Mom a lot more, as I would those I cherish, and I would have most likely treated my father much worse, in fact I probably would have tried to destroy him and that was something my mother would have hated. Therefore in retrospect God and she did the right thing by not telling me because like her, I tend to hold grudges, go for vengeance and will wait long periods of time to enact them. It is not a positive set of traits but additional ones I inherited from my mother which makes me a very great friend and a very bad enemy. I just called her to say what an amazing person she was to hold all this in and she said she had been walking a tightrope for sixty-five years and very glad it had worked out. She knew what I would have done to my father had I known, and preferred peace over war, a very smart woman.

1/8/18

8:59pm - My Home; Short Hills, NJ

Months ago when I was in KL in the lounge of the hotel where I was staying, a man about 30 years old came up to me as my meeting was breaking up, introduced himself and then began speaking about over-hearing some of the details my conference. He stuck me as both highly intrusive and aggressive but since I am always looking for potential salesman, for which those are common traits, I gave him my business card. He started a correspondence after that and we communicated over the last six months and it turned out he had a very common misconception of me and other Chairman. He figured that I could give him a very high paying job for which he had no qualifications. He was wrong both in the fact that I cannot give anyone employment in Asia without Ben agreeing and also that he should get any salary he deemed suitable whether it was warranted or not. I asked him to stop emailing me about two months ago and he mostly did except for tonight. He still thought I could get him a job in Malaysia, where we have no openings, he was wrong. I asked him to stop emailing me again and hopefully this time he will do so because I will stop answering. I am usually happy to try and help someone but having people ask me "for the moon" is both irritating and non-productive because the answer will be no. I bode him no ill will but I also wish that I had never answered his first email and that he will leave me alone. People seem to think I can do anything and that is usually a good thing but in certain circumstances, like this one, obviously it is not a plus.

1/9/18

3:33pm - My Office; Maplewood, NJ

Dear Dad,

Finding suppliers was an art form you taught me. Being able to seek out the best vendors for whatever product we were working on was crucial both when we were brokers and just as much when we have our own plants. Case in point regarding the new Vest garment. I got a referral from a friend for a material company in Manhattan. They sent out the samples they promised on time and I rewarded their service with an initial order for thirty-three yards of specially made spandex-type cloth which we paid for in advance. Even though there was a snow storm last week they said they would be able to have the material ready last Friday so we could pick it up. When they failed to live up to that promise the owner said not to worry he would pay to have it messengered to us yesterday. After that I could not get any information from them yesterday, I knew we had trouble so I spent part of this morning looking for a second supplier which I found. In fact the second guy is only a few blocks from the first guy, both in the Manhattan Garment District. The original supplier then said his shipment was ready but he did not want to spend his money on a messenger, by this point I just needed the cloth to make prototypes so I sent two of our guys in to get it but at the same time they are stopping off for swatch samples from the new guy I found this morning. Had the

first supplier kept to his word I would not have even looked for anyone else. He would have gotten all of the initial business with a chance at the large shipments if the product took off. Because he and his staff lied to me and evaded my calls I am extremely doubtful I will ever talk to them again unless I can't find the material elsewhere here in the US. In the end, the first supplier threw away a chance at a lot of business because he lied and tried to "play" me by blaming the weather, me and their supplier for the various delays.

You always taught me that a customer doesn't have to be understanding about anything. That is also true when we are buying from someone else unless they have a product which is impossible to get elsewhere. It is too bad it worked out this way, but as I always say it is easy to take advantage of me once. Also I have found that good suppliers are good all the way and bad suppliers are bad. The way they handle the first inquiry is the way they will always be and if I am forced to deal with them again I will keep it firmly in mind.

*Regards,
Andrew*

1/10/18

10:55am - Gateway 4 Legal Offices; Newark, NJ

Let me give you some background of how I ended up in Newark, NJ at this mediation conference. You are dealt a hand when you get married regarding family members. If you are fortunate over time the goods outweigh the negatives and when not, you can try and get away from those who are most toxic. In my case, marrying Wendy overall was the smartest and best thing I ever could have done. The vast majority of her family have proven not only to be kind, loyal and supportive but have become my friends over time. As with my family and the one I married into nothing is perfect, especially when money is involved and hence the reason I am here today. Suffice it to say that I did a good deed for my Mother-In-Law, whom I dearly loved, a decade ago which resulted in me being peripherally involved in a financial dispute. I did nothing wrong, I am sure you have heard that before, and truthfully, I did not, but the law being the law and family being family I got dragged into this mess. The two mediators, assigned by the judge in our case, this had been going on for two years, seemed competent and confident they can find a way to forge a solution. If not we would end up in court and in their words, a huge amount of more time and money would be spent which I would do almost anything to avoid. Two years, to have this mess hanging over our heads, was bad enough but another year or two seemed ludicrous which was why I will continue to be as malleable as possible in reaching an agreement so we could all go home. The two mediators seemed excellent. They already prepared us for a long day and repeatedly warned us of the highly unwelcome consequences if they failed in their mission.

1/10/18

2:36pm - Gateway 4 Legal Offices; Newark, NJ

The mediation continues, the two men in charge really know their stuff and I am hoping that maybe they can bring a settlement offer the next time they come back to our side. I am tired, have already cancelled my Chiropractor appointment for this afternoon and still hold out hope a settlement could be reached .

1/11/18

3:10pm - My Office; Maplewood, NJ

We were out of the mediation conference by 9:00pm last night. Progress was made but there was no final agreement. All in all, an extremely tough but good day and I am hoping that we might be able to come to a conclusion with one more meeting. I got to sleep at 11:30pm, was up at 4:15am and even though it was above my cold threshold decided not to ride after my exercise downstairs because I was so tired I was afraid of falling off my bike. With the new space at work there have been some challenges regarding getting in and installing new equipment, bringing in electrical and air compressor power, shelving, moving in our shipping department, the overall formatting of the space for the most efficient use and upgraded the alarm system.

1/12/18

2:37pm - My Office; Maplewood, NJ

It is heavily raining and our building is springing a few new leaks. It is about one hundred years old and is built like a fortress. As I told my people I would much rather have an incredibly solid building that may leak a little than another one that could fall down so I am only commenting and not complaining. It has been a day of working on appointments for Kayla and my trip to California and formalizing the time for our next trip to Mexico. I am also following up shipments of our sample brochures to new and current customers, the feedback on them has been excellent.

1/12/18

9:36pm - My Home; Short Hills, NJ

We have starting shipping out copies of my new book "The Mechanics of Selling the Best of Me and the Best Salesman I know." Response has been positive, more will go out to a selective group and also as a free incentive to everyone who buys a Vest. The compressed air system has been expanded in the plant which is the last power related item needed so we should now be fully operational in our new space. Our shipping department is scheduled to move in there next week. Expenses are climbing from the move and in general, everything should be at a new "normal" by the end of February so we can actually see what our new break-even mark is for gross sales to cover our expenses, always a constant worry for

me. Our teams worldwide are doing great but we constantly need ever increasing sales. I truly love my job and hope that passion stays at this high level for a very long time.

I sometimes think that I should give more money to charities but I am never really sure how much of the money is going to help the actual cause. In addition since I use most of profits to expand the company and employ more people I think that is a better purpose. There is nothing more beneficial than creating good jobs so that all of our people can in turn spread good to others. Like a pebble dropped in the water and the rings spread out, the jobs we create and continue help make our world, in a small microcosm, a better place. That works for me both in personal success but also helping a lot of others directly and indirectly. It may be a selfish view of philanthropy but I truly believe one of my "purposes" in life is employ and help people and that is where I can most benefit the world as a whole.

1/13/18

5:44pm - Smashburger; East Hanover, NJ

It has been a very good day. I was able to get in an early bike ride. The temperature was dropping and by the time I got back home it was 30 degrees F, with an 18 degree wind chill factor but it was great being out on the road again. I had tea with David, he is well and then lunch with Wendy. Afterwards was a visit to my Mom's where we talked about the Vest and the new Beta Test plus a family update. From there it was home and a very pleasant nap. After purchasing some supplies I am waiting to pick up dinner for Wendy and I and then to home for a very quiet and peaceful evening.

1/13/18

9:47pm - My Home; Short Hills, NJ

I just sent an email to a man in Romania. He had requested a Vest a few weeks ago because his back was hurting. It helped him a lot. I am checking to see if he wants to be in charge of Romania to launch the Vest. The journey continues...

1/14/18

3:11pm - My Home; Short Hills, NJ

Dear Dad,

By the time your were my age, 61, you had already partially retired, were working half days and had already ceded most of the control to me. I was happy to take over everything as quickly as possible including the most difficult jobs like handling our people and firing. You were more than happy to mostly take a back seat, make money and let me do the majority of the work. I seemingly had an endless supply of energy back then. Adrenalin used to flow through my veins in torrents that went in bursts that could last for days at

a time. It went far beyond what any drug could have done long term, which I knew, greatly appreciated and utilized it for the best for everyone, including you. My focus was to build our company and have a wonderful family life and I went after both with great gusto. It was only years later that it realized that not everyone had those incredible energy highs and what a great gift they really were. The enormity of that virtual energy factory inside me truly came into focus when a few months ago it appeared that the waves of energy had lessened and I was left with a 'normal' amount like everyone else. I was incredibly tired by the end of the day. My reserves were depleted and I felt like my career was beginning to move to a different level, one where I would have to rely much more on other members of our team. Duly I began to check and probe the potential of those around me, to assess what could be expected of them immediately and in the future and formulated a plan to bring them "up" as I stepped back. The problems were multiple in that it became apparent that the level of commitment that, not only I required but also felt necessary for the company to thrive, in the short and long term was not yet there. Our executive team, while excellent, still needed a few years to be able to ramp up to the levels I felt necessary to compete against people like me when I was in my prime. That meant that I was going to have to stay fully in command but at the same time give them enough leeway to grow quickly or replace them with those who could. I slowly began the transition without actually announcing anything and the partial power vacuum I created was ably filled in most areas except where I am best, which is sales, new product innovation and finding good people. Those areas are still lagging but the good news is that my energy has returned to their previous levels, the adrenalin surges are back, albeit for lesser durations, and once again I am moving forward at high speed. The areas other than what I mentioned above will continued to be handled by our very competent team. I am in the process of building an international sales force which will hopefully be in place and thriving within the next five years, if that happens we will be in very good shape. As far as innovation and inventing is concerned that is going to be very difficult to replace and I am hoping that Kayla, Mike and the salesman we hire will be able to move into that area. As far as finding new and good people, there is no-one who wants to or is trying to step up to handle that area. Prospective employees can be found anywhere which means it is a 24/7 job for whomever is doing it. Prospects have to be cultivated sometimes years in advance and the finder can not be prejudiced by either lack of education or the irrelevance of fancy degrees. It is a science but is very difficult to learn and I have made my share of mistakes, but with the rest of the parts of our company, I have made more good choices than bad. Picking employees is one of the toughest areas for any company because you are changing someone's life by bringing them on and then changing it again if your decision is bad and you have to fire them. It is the ultimate in responsibility and handling our team is an extremely difficult process but if you hate the process then everyone will know it. If you love doing something it is easy to see and if you don't it is impossible to hide. You Dad, hated having employees, not only did you tell people directly but it was obvious from your behavior. You were smart not to have any without

someone else to handle them. Until I can find a suitable replacement who can take my place with that same passion, the job will stay with me. I am not under the illusion that my energy will last forever. I am taking steps to create the structure to turn over what others can to better as soon as they are ready. I am happy to give up the tasks and concentrate more on that I do best and which in the end should help us all do better and last longer.

I love my job, I have a passion to take care of our people to the best of my ability, to make their work lives as positive and happy as possible and for now I can continue to surge with the energy God has given me. However, you taught me that nothing is forever and I have a responsibility to leave the company much better than when I started and that will be the final challenge I happily accept.

*Regards,
Andrew*

1/14/18

8:52pm - My Home; Short Hills, NJ

A few ago Myrna asked me to find a way to help her walk. She had a problem where she could not feel the bottom of her feet to correspond to the ground through her shoes. We came up with an idea to make the bottom of flip flop the same geometric pattern as the top of a sandal figuring if it was the same configuration from top to bottom it might help. My Mom had the same problem so she tried it last week and it did not work for her. Myrna tried it today and it failed also. I have no other solutions. Most inventions fail, time to move onto the next problem. Myrna was very appreciative that we tried.

1/15/18

3:23pm - My Office; Maplewood, NJ

A lot of our people are out either for sick or other reasons, I hope that most of them return tomorrow. The man from Romania who used one of our Vests in interested in helping to sell them there. I am preparing a questionnaire to see if he has the capabilities, potential and contacts to do it. My son Ben will set-up the website for the SwaddlePax line, it will be good to work with him again.

1/15/18

6:17pm - My Home; Short Hills, NJ

On the way out of the office Rich reminded me he will be out tomorrow. He has become very active in local democratic politics and was given a press pass for tomorrows New Jersey Gubernatorial Inauguration. He mentioned that the new administration did not appear to be too organized regarding this huge, first event and if that is a prelude of what is coming than the honeymoon with this democratic governor, legislature and the media will not last very long. As it looks now, with the state income tax now not being deductible, the advantages with President's

Trump's new tax program should at least even out if not even be to my advantage. However the harder they make it to do business here the less likely people like me will stay, create and keep jobs, put money into the infrastructure and invest money. We are not stupid and if the pendulum swings too wildly to the advantage of everyone else and we no longer have a chance to make money than we will simply move. I love this state but if they don't want me then I don't want it. In addition, once that decision is made there is no coming back so this and future administrations should look clearly as to what they are doing before they do it.

My sister texted me today that they are looking to sell their house in nearby South Orange and move into an apartment because of the increasingly onerous real estate taxes. The migration has already begun, there are a lot of houses for sale in this state that are both reduced in value and not selling as quickly because of the new tax laws, it is no accident. Wendy mentioned to me the other day again about downsizing and I will resist for as long as I can.

1/17/18

1:30pm - My Office; Maplewood, NJ

Video script - SwaddlePax origin

Hi I'm Andrew Jacobs Inventor of the SwaddlePax Vest

After years of abusing my body through various types of martial arts, tennis and exercising too hard I ended up a year ago in our local hospital emergency room. As it turned out, over time I had messed up five the discs in my back and by that point I could barely walk.

I resolved to re-condition myself to get back to some semblance of normalcy. Interestingly the only time I got relief from the searing pain was with ice or after a very hot bath when I would wrap myself tightly in a large towel, virtually swaddling myself like a baby. The weeks passed and as the intense pain subsided I began to formulate a plan as to how I could help myself. I wanted a way that I could reduce my pain daily for as long as possible. I knew I would never be cured, I would always have back pain, it was totally my fault and it was up to me to deal with it.

I never forgot how good that towel felt after my bath and I decided to invent a garment that would replicate that feeling and also be able to allow ice/heat packs to stay in position without having to hold them. That is how we came up with the SwaddlePax Vest. As you can see it does everything I needed. A continuous feeling of compression, a locating system so that ice/heat packs could be adhered and kept in position plus outside waist belts to add further compression and support as needed.

Did the Vest help me? Absolutely

Will it help you? I cannot make any promises or guarantees of results since everyone's backs are different. However, we are happy to send you a SwaddlePax Vest and if you are not completely satisfied send it back within 30 days and we will refund your money. Thanks for buying the SwaddlePax Vest.

I just sent the script to our legal team, Mike and Kayla. If it gets through them we will make a test video hopefully tomorrow and then send it to our Patent Attorney for review. We still have a long way to go.

1/17/18

2:28pm - My Office; Maplewood, NJ

Whenever trying to “birth” a new invention there is always going to be difficulties, skepticism and most don’t work which makes it all the harder to keep pushing to pursue them. However none of that stops me and when people say an idea has no merit, it makes me push harder. We are in that process now. Membrane switch panels are basically labels that have buttons that are connected via circuits to the interior guts of a product. Generally the buttons will only go on and off with no other function but I am looking to try and expand their capabilities. My first idea was to have the individual buttons be movable so that designers could create their own custom keypads while creating their products. Our idea was that once they had the first mock-up, using our parts then they would also use us for the production runs. That idea did not work. Then I thought about separating the buttons so they could be placed around a product so multiple people could utilize one keypad at the same time. That way they could use the buttons as “kill switches” for emergencies but that idea did not work. I am now going to center on trying to multi task the membrane switch panels and see if we can give them additional capabilities. As of this moment I have no idea what those could be but that is part of my job so I will think about it for a while.

The US Stock market is hitting new highs, I do not know if it is good news for the future or not.

We are picking up a new roll of material from a new supplier for the Vests. I was very unhappy with the conduct of the last supplier so I wanted to have at least two sources of supply, a very good procedure my Dad taught me.

1/18/18

3:57pm - My Office; Maplewood, NJ

I had a “great” idea about how to make pictures via a simple software system and then 3D Print it. I figured it would be of use for our 3D Printing and all of our other customers. I also had the thought of packaging miscellaneous amounts of our various label materials so we could utilize unused inventory. Unfortunately none of the ideas turned out to be functional and all work stopped on them. The good news is that I loved the feeling and passion of thinking of new stuff and even if it costs me some sleep, so be it, onward to whatever the next idea will be.

Mike and some of our team members are in the midst of starting the move of shipping from their old location to our new space. It should be fabulous once it is done.

1/19/18

2:55pm - My Office; Maplewood, NJ

I did it again!

The process of inventing is the ultimate in a process of passion and pain. There are few things that outweigh the incredible high when I think that I have a new idea that no-one else has previously experienced. If not an original thought, than a variation on an idea already in work or perhaps a new way of marketing, selling or maybe a new way to produce something differently for better quality and/or less cost. Any type of innovation, no matter how small has a thrill that geometrically increases as to the uniqueness it involved. With that however comes the flip side. Like being presented with a problem where, no matter how many ways I changed the angles, seemed to have no solution and even re-defining the problem itself, the ultimate path to innovation is stonewalled and there is nothing left to do.

I have been my current road to innovation for our 3D Peripheral Printing area the past few weeks looking for pathways for new products, processes to getting more sales and making money. At multiple times I have thought I had incredible ideas only to have them hacked apart by the people around me. Don't find fault with them, it is part of their job to keep my feet planted on the earth and to stop me from spending a fortune in resources, their time and especially my efforts when the invention has either already been done or simply will not work. Unfortunately when I am in the middle of the process, as I am now, I can't see very far out in front of me as to what can potentially work or not. The ego needed to innovate necessitates the belief that all of my ideas are worthwhile, potentially life enhancing and profitable. It is not rational and in my non-inventing moments I realize the fallacy in the belief that I can accomplish anything, innovate, past everyone else and invent the next best thing whether it is in my area of expertise or not. But being rational and creating are two different mind sets, at least as far as I am concerned, especially when things don't work.

There is nothing as ego deflating as having an idea shot down, even when it is done in the nicest way. I know it in my head that is a long path, both towards and down on the way to success and unless I travel it the whole way, the golden nuggets of the ideas with true merit will never be found. The highs are amazing, and adrenaline rush that like a tidal wave that covers me and everyone in my path but the downsides are just that, empty, feeling sad and wondering if and when the next idea will come. But it does happen, it has over the past forty-two years and enough have worked to where we have prospered globally and it doesn't matter how many times people say an idea doesn't work it just makes me try harder.

1/20/18

6:20pm - My Home; Short Hills, NJ

During the last few years I have generally read the Old Testament on Friday, Saturday and Sunday nights and sometimes also in the mornings on those days. I would occasionally switch to the Koran and the New Testament for some variety and to get another viewpoint of the world. But lately I have been having, not a crisis in faith, but more a feeling that I should be studying something else. I have been centering instead on past life experiences and writings by their authors as well as the whole area of meditation and trying to figure out the lessons I should be learning now. I have recently come to the conclusion that I will never change the world, and that the most I can do is create an extremely upbeat atmosphere for those around me, especially at work. I need to be increasingly focused to make my life, decisions, actions I take and that affect others, as positive as I can. This has resulted in not only the people around me having better lives but me having a really good time so I plan to continue on this path. But including in this journey is the thought that if I have lived before, then not only is death simply a way-station to my next life, but something that should not create terror but a guide marker as to what I can and should accomplish. Whether you call it Karma or simply making things better, it is the way I try to be and hopefully, I am accomplishing it to some degree. I love living in a positive environment and hope to be creating that for those around me and if I am then I am truly doing my job. In my further studies, I actually get a chance to go back and see if I did live before, or visit the place between lives or even go to the future I hope it adds fuel to the passion to keep moving along this path. That is one reason I am reading less of the major texts of our world's religions, because they are filled with intolerance, cruelty, killing and fear. I would rather not keep re-exposing myself to books that are negative. Therefore I have already reduced my time reading them and would not be surprised if I temporarily stop. People who are religious, may scoff at this as being spiritual with no discipline. I however view it more as a kinder, gentler view of life with the potential to promote those ideas forward. When given the choice of "fire and brimstone" versus peace, fun and working together I choose the latter.

1/21/18

4:14pm - My Home; Short Hills, NJ

It is Sunday, the weather was pleasant for January so I decided to ride outside this morning and it was a beautiful journey. After lunch I went to see my Mom. She was thinking about the design for the SwaddlePax shorts, her ideas were excellent so I invited her to the plant to see the how the Vest prototypes were being made as well as tour or new space. I showed her the logo designs Mike created which she also liked. Since a bunch of people, including me, agreed with her, we settled on that logo. It will be submitted for Trademark protections and used in the new web-

site. I spoke to my brother, he has had the Flu for three weeks and is just starting to get over it. He still does not sound well so it was good that I called him as opposed to meeting in person. He is due to go to Florida for vacation in a few weeks, I think it will be wonderful for him to be there.

President Trump's unintended consequences are taking increasingly concrete results with the activation of generations of women who had not previously spoken out. Kayla attending a rally is one result however having my wife and one of her friends go is an entirely different matter. I don't think they have ever been politically active and if they are energized to act then it means something big is happening. Historically the mid-term elections, when one party has the presidency and majorities in both houses, often brings big changes. I would not be surprised if the Senate or Congress changes hands and that will mean massive gridlock which in the end may not be the worst of all worlds.

1/22/18

3:16pm - My Office; Maplewood, NJ

I spent most of today working on getting appointments for the California trip. As always it takes a huge amount of emails to round out the schedule but in the end things usually work out fine. The Lebre's Mom did an excellent job on the Vest prototype but it still needs a few design tweaks and we are also running out of material, I will order more. We can take pictures for the website and promotional material of what we have and will keep making updated samples until they are as perfect as possible. Our new space is looking great and there is now some extra room in our back area so we have some room for expansion. I gave the okay for a few last purchases regarding equipment, shelving and some part-time personnel. I am planning to freeze everything on labor and costs until we get a good feel as to our new overhead cost and how the economy is doing. The three day government shutdown is still going on, rumor has it that it will be settled tonight. I find it amazing that our political leaders will take credit for a great feat of stopping a shutdown when their incompetence created the problem in the first place.

1/23/18

7:02am - My Home; Short Hills, NJ

I meant to write about this before. Last Saturday I was riding my bike outside, it was beautiful. As I was passing through the town of Millburn I saw a township jitney parked outside an apartment building waiting to pick someone up. I rode around the corner and I saw a woman waiting, whom I knew was mostly blind from talking with her before, I asked her if she was waiting for taxi and she said she was. I said it was around the corner and I would tell them to pick her up. I then dropped my bike next to her, I don't know why I didn't ride, told her to keep an eye on it, keep in mind that she could not see, she then said she would. I then ran

around the corner, told the Jitney to come around and get her, which it did. It was an amazing example of teamwork. I feel quite sure no one had asked her to keep an eye on anything lately if ever and the fact that I left my bike in her care made her feel great. I loved being able to help her in a small way and we both ended with smiles on our faces, a truly random, wonderful moment.

1/23/18

3:45pm - My Office; Maplewood, NJ

I did the first draft for the verbiage for the new SwaddlePax website. If everyone involved agrees we will use it as the base to expand. We have people out sick and our staff is stretched so I will try and get another part-time employee in. I am happy to pay overtime and get more people if the business is here. Work on moving our shipping department continues, inventory is being shifted, our new space seems to be shrinking daily, it is going to be awesome in there once all the stuff is moved, the new equipment is in and we can now run more efficiently.

The government shutdown is done, our politicians are inept but we still have the best system so I will keep my complaints to a minimum. President Trump has enacted Tariffs against foreign solar panels and washing machines. I am sure there will be collateral damage, I hope we can deal with them quickly and efficiently but I have no idea from where they will emanate.

Even with going to the Chiropractor three days a week when not traveling and daily exercise workouts the best I can probably hope for is to stay the way I am. Interestingly enough the Vest has made my daily life much easier and spelled the difference between being in a lot of pain and minor which is truly fantastic. Even if we don't sell one it has been worth all of the effort and expense just for the advantages it has given me and the ability to work harder, longer and more comfortably. I hope we can do the same for others. The goal will remain the same, avoid surgery and opioids for as long as possible and stay stable. I am truly fortunate to be in a position where we could develop and manufacture the Vest. Hurting my back was my fault and the Vest may be an unintended fantastic consequence of my own actions.

1/25/18

4:29pm - My Office; Maplewood, NJ

The last two days have been a bit of a beautiful blur with new business, the move, scheduling for trips and in general moving forward. I love times like this when a rhythm seems to take over, a momentum that pushes everyone forward, faster and with increased determination. We have specifically put ourselves in a global position where, if any of our customers have a new plan for the future and they need someone to do a lot of groundwork and research they can contact us. We had just such

a request today that on the surface looked like a need for an amorphous, non-structured plan that would seem to have little function. However, I believe it may be the gateway to a new era for our company and we will pursue it vigorously. With the advent of Amazon and one stop shopping for everyone under one site, consolidation in all industries is already happening. I want to try and make sure we not only survive that process but end up on top of our chain.

1/26/18

11:09pm - Newark/Liberty International Airport; Newark, NJ

It has been a very good day. I finished most of the details necessary for this trip, worked more on the next one for California, did some pricing, worked on getting the new move finished and in general had fun. We got a referral to a new potential employee from my brother's wife's sister Linda. She has referred other people who have been excellent so Mike and I interviewed the young man yesterday. We decided to hire him and he starts this Monday. Like the rest of our team he has not seemed to fit into a normal slot, a prime reason he is unemployed and also why Mike and I both thought he would work well for us. His future is in his hands, as least as long as business is concerned, so I hope he does well.

I was cold at the house before and Wendy suggested I check the temperature predictions for Hong Kong. It turned out it was going to be cool so I put in a sweater in addition to my jacket which not only felt good in the house but also kept me warm in the drive here. I rarely carry sweaters but I will definitely need it when I get back there, the weather is supposed to remain cold.

Aziz the Driver was early to pick me up, as usual it was very difficult leaving Wendy but I am scheduled to be back on Tuesday so I will not be gone long. If all goes well, I should be in my hotel in KL their Sunday early afternoon which is about 27 hours from now. My plan is to try and go to sleep as soon as we take off and eat later. By the time we get up in the air and things settle down it will be about 2:00am which means that except for two naps, I will have already been awake for almost 22 hours so sleeping would be good plan. On the other hand if I get hungry all bets are off and I will rest when I can. This flight is about sixteen hours so there should be plenty of time to do everything.

Crypto currencies continue to be in the news. I do not understand how they work, how they are traded, why there seems to be so many "coins" stolen and until I am comfortable with the way they do business or our financial people urge it, we will stay away from them. I picked up a copy of my favorite newspaper The Financial Times and plan to read it at the hotel. I am looking forward to being up in the air, time will seemingly stop and usually a great feeling of peace surrounds me like a wonderful blanket. The stock holders meeting on Monday is the next huge step in our quest to bring in a new acquisition for Ideal Jacobs (Malaysia) Cor-

poration Berhad and if it is successful I will probably sell my stock and be out as Chairman as early as April, on the other hand things change constantly so I am not making any assumptions or counting on anything until they actual happen.

1/27/18

9:12pm - In Flight

We are somewhere between Greenland and Russia over the Atlantic Ocean 8:43 minutes to go.

My plan to sleep worked and I got six hours which is excellent. Of course I am not on Asia time yet but if I can get another cumulative six hours before getting to Malaysia I should be in okay shape. I am listening to Rhapsody in Blue by George Gershwin, if you have never listened to it I highly recommend you do.

1/28/18

6:52am - Cathay Pacific Lounge

The car ride here was excellent and on time. I was able to do some marketing and planning work in route. It is an expansion proposal, which if successful, will help place us as a major supplier for our type of products first in North America and then globally. It is fun to work on huge projects, most never go anywhere but the few that do alters our future across the board.

1/28/18

10:55am - En Route to Kuala Lumpur

We were delayed an hour due to engine trouble but obviously better safe than sorry and if any of my flights were going to be delayed this was the best one to have it happen. I emailed copies of the proposal I mentioned before to Kayla, Mike and Ben Meng. Their feedback will be critical not only to the success of the proposal itself but it's potential implementation over the next decade. With our direct expansion in New Jersey and the buying of new equipment we have already been attempting to go completely vertical within our own product lines. This proposal however goes way past that effort and if approved will mean a huge branching out in many directions, all at the same time. Since I am willing to put in the money, resources and time to get the framework created without help from anyone outside the company, it would seem probable that any potential customers would want to be involved. That would be the case if they thought that both the ideas had credibility and we would be the best partners to undertake the journey. I am greatly reminded of mire then a decade ago when Lucent Technologies told us we had to branch out to Asia and Europe or lose their business. We took the huge chance and it paid off well, we are talking about that same type of huge endeavor again and I am ready for the challenge, I just have to make sure everyone else

is also. It will be good if I could get some more sleep but I don't know if that is going to happen, I will try.

1/28/18

9:46pm - Intercontinental Hotel; Kuala Lumpur, Malaysia

Once we landed I was through Immigration quickly and I got a very swift taxi driver who got me here just before 3:00pm. There was a minor delay with my room which I did not appreciate, jet lag and sleep deprived grouchiness, however I used the time well by having an iced tea (caffeine boost and rehydration) and three oatmeal muffins all of which were excellent. Feeling refreshed I got to my room, exercised then went down to the gym to the treadmill. While there I went over the script for tomorrow's Stockholder Meeting and then watched part of a movie. The shower that followed was amazingly good, it had been more than a day since my last one and I emerged ready to go. I met Ben in the lounge but he was feeling badly, a case of food poisoning so he did not stay long. I then met him downstairs for dinner which also included Chen's widow and his daughter. It was a nice evening but it was tinged with the sadness of Chen's passing. We spoke about him a lot and he was remembered very fondly. Afterwards the men fixing my air conditioning unit were still here and they said it was fixed before they left but it doesn't feel that way now, perhaps the system shuts off at 9:00pm? I leave tomorrow anyway so I am not going to make a big deal about it. It has been great to get here and time for me to go to sleep.

1/29/18

1:25pm - Intercontinental Hotel; Kuala Lumpur, Malaysia

I slept until 4:00am when my alarms woke me out of deep sleep. It was not easy getting up but I have a big day planned and was wide awake soon afterwards. After exercising in my room it was downstairs to the treadmill which was both pleasant and a nice workout. While there I went over the script for the Shareholders Meeting, from experience the more I practiced the calmer I would be. It was then off to a huge breakfast and downstairs for the pre-meeting. First Ben and I met with our Board, financial and auditor groups, members of Widad and also Cindy from IJX and LC from Ideal Jacobs (Malaysia) Corporation Bernard. We tried to figure out any questions that might be asked so that we were prepared and assigned who was to answer what if it happened.

In my case my standing orders continued to be, run the meeting, read the script, be quiet and leave the answering to the professionals, all of which was okay with me. We then changed rooms and I brought the meeting to order. There were more stockholders that at a normal meeting but the room still accommodated everyone. After asking for a moment of silence for Chen we heard from the spokesman for our accounting and auditing firms who went over the proposal. The plan was relatively

simple. Ideal Jacobs would buy Widad and at the same time all of the Ideal Jacobs companies would be spun-off to a company in Hong Kong, Ben and I would then resign, we would be done and the Widad people would setup their own Board. As I went through the various parts to be voted on one man kept standing up to ask questions. At first I was getting annoyed because he would not sit down. Then I realized however that he was asking all the questions everyone else wanted to know. We had the answers ready and after he was done everyone else was satisfied so we finished quickly and easily. After the balloting was computed it turned out that with over fifty million votes cast there was only three votes against each proposal. We had gotten approval and were now on to the next step in the process. As of now I will probably no longer be needed here again in Malaysia. There is one more Board Meeting next month and then the changeover is scheduled to occur the end of this March. This was a major hurdle to cross and our teams had done a wonderful job of preparation and execution and I am very proud of everyone involved. After the meeting I had a long talk with Ben as to where we planned to go from here. It was then back here to my room where I packed and will be going to check out soon. Seems a little strange I may never be back in KL again but that is the way of the road, we go where the business and potential leads us.

1/29/18

5:35pm - Kuala Lumpur International Airport

My mind has been whirling as to what happens to us next. The conversation Ben and I had this morning solidified and codified our rolls going forward. He was going to be in charge of the financial issues and overall planning for the future in Asia which meant getting Ideal Jacobs Xiamen back to being a private company in some capacity and part of our global network. My roll is to be in charge of sales, innovation, new product lines and anything else that can grow our companies. It will be amazing to be able to operate without a Board of Directors, even as good as our Board was and simply be able to contact Ben or he to me, to make any types of changes or additions which can happen immediately. Between the Vest and the new proposal for the continued vertical expansion of our NJ Plant, which would then spread to IJ Xiamen there is a huge amount of work for me to do within the next six months. It will also mean a lot of money to spend which will have to be done either out of profits within IJUS or I will need to tap one of my Retirement accounts since the money from the stock sale from Ideal Jacobs Malaysia will probably be over time and not immediate. We will be planning and building for five to ten years ahead which will mean that the profits will not be immediate but the increased value of our companies over time will hopefully make the wait totally worthwhile. Today's meeting meant that Ben and I will stay together for the foreseeable future. I have no problem with that,

he is a fine, honorable man, I trust him and look forward to continuing together for the future. We have a very good working relationship, he is good in areas where I am not and the same goes the other way. Neither of us is jealous of the other's abilities and have joy in the fact we can cover almost everything between the two of us. I know what needs to be done, I start as soon as I get back home.

1/29/18

6:50pm - In Flight

Dear Bunny,

As you know I believe in God, fate and reincarnation. Today was one of the more noteworthy days in my life because the shareholders of Ideal Jacobs (Malaysia) Corporation Berhad agreed amongst other things, to take on another partner and effectively ended my participation in the publicly held company. If this actually happens then it will mean we have come full circle from when you first forced me to go to Asia twenty years ago. That move by you became one of the most important in my business life and to be able to take our company public there was a long time dream. You were the one who said I had to see Hong King. You were the one, and probably no-one else could have done it because you meant so much to me, to make me leave the safety of the US. Leaving home was one thing but going halfway around the world to see a place of wonderment that would change everything was past my ability to comprehend. But I did it and you were right. Like my mother you have been an instrumental part of my life and your positive influences have never diminished. The last time Kayla and I were there I could strongly feel your presence. I am incredibly thankful to you for having the foresight in putting this plan into action many years before I even considered it. You were an amazing woman, a stunning presence and your abilities continue to surface even after you passed. Thank-you for being such an amazing second mother to me.

Love always,

Andrew

1/29/18

7:38pm - In Flight

I am currently flying to Hong Kong and am sitting next to a very nice man who works for Federal Express. When he first sat down next to me he starting sniffing and then ate his peanuts one by one which made me crazy. Jet lag and sleep deprivation were in full effect and I know from experience that I was incredibly grouchy and had to watch my emotions. I then realized that I had to engage him to get rid of the negativity I felt towards him. It turned out he was a really pleasant guy, worked for that huge package carrier, was in the process of integrating one of their competitors they bought into their network and his job was to make the transition go smoothly. I realized that I was meant to talk to him not for my benefit but for his. He had eighteen months to go on this assignment and

if it went well he will then obviously be considered for a higher level. We spoke about how his job was going, the relationships he was developing with the people they were taking over and his efforts to bring everyone onto one team. It sounded like it was going well and I asked about the Chairman of Fed Express who is the biggest stock holder, his son is also very high up in their company. Being in a family business myself I offered the following advice to help this man advance. It was obvious that the owner's son was going to take over when the father either retired, passed away or was forced out. When that happened there was a good chance the son would clean house and put his people into the top positions under him. It would be a good idea if this man made it is business to meet the son and try and foster some type of relationship with him so that when the time came for the son to come to power then this man might leap over others, who had not made that effort, to become part of his top team. I also suggested that he write a diary that he would sent to various people, including the boss's son documenting how his assignment was going, how it could be better, how the company might improve and anything else he thought relevant. I don't know if he will take my suggestions. I don't accept advice from anyone who had not directly done what they advised and since I had, I figured my views had value. Theory is useless, if the person giving it has not directly, successfully done what they suggest then their counsel should be forgotten the minute it is given.

Hi Wendy,

The time is coming very soon for me to jump off the cliff again. We will know later this year if we have the chance to go public in Hong Kong. If we do it should take about two years to get onto the exchange. Why am I doing this? I have always found business to be exciting. Building our teams around the world has been an incredibly stimulating and prosperous experience, sometimes not easy but overall a lot of fun. This would be my last chance to do something like this, Hong Kong is the second biggest exchange in the world and there is no-way we would ever do it in the US so this is the end of the line. I also feel like it has come full circle for me. Your wonderful Mom forced me to go there and how appropriate that we should go public in China. I am sure she is smiling just for the fact we are trying, let alone actually do it. Bunny and my Mom were very similar. Both were over shadowed by their husbands, but both had incredible gifts, insights and used their influence when they could to make huge life changes for those around them. It is amazing to me that at sixty-one years old I am appreciating both of them more than ever before. Why do I want to do this? The challenge is irresistible. We have already been through the process in Malaysia, as far as I can tell we made our major mistakes already and learned the needed lessons. We already have a team in place to do things the right way for our locations left in place and a crew that is hungry for global expansion. I want to do it because we can, I want to do it because if we don't, we will never get the chance to do it again and I want to do it because your mother made it possible. Without both

of my mothers this road would not have been possible and I want to honor them both by doing something everyone would have considered inconceivable when I started forty years ago. Our success will be theirs.

Love always,

Andrew

1/30/18

4:50pm - Cathay Pacific Airlines Lounge

I arrived last night on time and for the first time for this airline we passengers were taken by bus to the drop off area. The good news was that it was much closer to a Immigration than normal so the time I lost in the bus was more than made up with the better positioning. I was through Immigration quickly, my ride was ready and we zoomed off to Kowloon. It was already after 10:00pm, I was exhausted and most of the ride was spent napping. It was wonderful to be back in Hong Kong. My hotel was undergoing renovation so I could not get up to the rooftop pool area to look at the Harbor and it amazing lights. Disappointed I thought about walking along the pathway by the water but the hotel construction blocked off the access and the thought of walking by myself, now after 11:00pm did not seem safe enough so I went to sleep. I slept late until 6:00 am and awoke to a plethora of emails. I had to deal with only one of them and ended up calling Conrad in New Jersey to go over how to prepare some metal identification labels. He is a wonderful resource and I am very glad he is working with us one day a week. I exercised in my room then went to the gym. There was a young man in there exercising and speaking on his cell phone at the same time. I found this highly annoying but again, jet lag and lack of sleep does that so I put on my noise depleting headphones. He eventually left and I was alone in wonderful solitude. After a huge breakfast I spoke to Wendy and gave her an update about yesterday's meeting. There are a lot of changes coming with a few definitive time markers so we will have to stay patient and watch how things play out. It was then off to the local supermarket for provisions for this flight home and then I did walk along the Harbor promenade. The weather was chilly and windy but it was great to be outside. One negative note my back has been bothering me. I have the Vest but without the frozen ice packs cold it was not helping, something good to know. I look forward to wearing it again at home. I need to figure out a way to handle the ice pack situation when traveling since the airlines won't allow them in carry-on baggage. There must be a good way.

I had a sales call to a friend of Don's from Canada. He was a nice man named Gene, a mechanical engineer born in Russia who had migrated to Canada and then here. He was a delightful guy who worked for a hobby products company. We got along and there is a chance for business.

It was then here to the airport and I will soon leave this lounge for the gate.

1/30/18

5:33pm - Hong Kong International Airport

Collaboration Comes From Everything

I know most people don't realize it but New Jersey has some of the most beautiful country areas of any state in the Union. My Dad used to frequent them as often as possible so a good part of my youth was spent hunting, fishing and target shooting. Being in that type of environment juxtaposed to my suburban Jewish daily life which gave me a unique perspective in some areas. For instance when many people talked about the horrors of hunting, how guns were evil and gun owners menaces but my perspective was the opposite. Besides owning and using firearms ourselves the people we knew were all law-abiding really good people, the kind you would want to know especially if there was trouble. Regardless when certain new types of products come to the market place I tend to view them from a slightly different angle than most. Take drones for example. The first thing I thought about when Amazon announced they were going to use them to deliver packages was how many people would use them for target practice. I did not think much more about it until I was on a sales call yesterday. I was visiting a potential client and one of their products lines was manufacturing drones. He was in the R&D department and part of his job was helping to think of new products. Figuring I had nothing to lose and always trying make a lasting impression. I mentioned my thought about creating a game where you could shoot down drones. Not actually destroy them but they could light up when "hit" like a video game. This would, instead of being a virtual game, be an active experience in real time. He warmed to the idea, we brainstormed for a while and actually fleshed out a very cool concept. I told him the he was welcomed to the idea and in return he gave me a lead into a new type of 3D printer that might need our BuildTak product. Obviously, we got along and perhaps in the future we can do business but I don't think I would have cracked through to his inner side if I did not have my highly unusual background, thank-you Dad, and the ability to invent, thank-you Mom. Nothing in life is ever wasted and I find that it is the more unusual past events, capabilities and eccentricities that can help separate us from the rest of the pack.

1/30/18

1:34pm - En Route to NJ; Over the Pacific Ocean

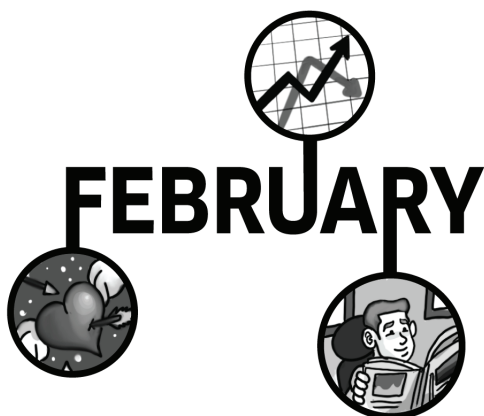
I was watching a documentary on Digital Currencies. I did this because I did not understand them, why they were popular and what possible use they could be. It seemed to me that since they had no inherent value in them, then it was simply a bubble that would eventually have to burst. Now however I have a different view and can see the potential global use. Some of the original people involved were highly critical of the global banking system, it's stranglehold, in their view, on all types of

financing, markets and money transfers that occur in incredible numbers all over the world. In their view these abuses helped lead to the 2008 financial meltdown. The forced system where most of the world's citizens had to work within a system was perpetually stacked against their own self interest and survival. Enter digital currency whose main feature is that it can transfer funds from one person to another or entity to entity without going through a central bank. In other words it was like one person handing a dollar to another without using their bank accounts to make an electronic transfer. Obviously banking and government entity would not like this because they would not only lose out of the profit from the transfers but control of the system. But I could not figure out before what was the inherent value of the digital currency companies themselves. They had no product, not backed by gold or an actual government with assets. It looked like they some guy just set-up a company and said for others to buy their currency because it would give them independence. But I was wrong, they do have a product and it is huge if they can tap into the market. Right now there are billions of people around the world who, because of their governments or their banking systems cannot set-up their own bank accounts. If they can't do that then they are seriously impeded from being able to save money, invest, get mortgages, loans, create companies and do everything else we associate with being able to better our life positions. Digital currencies can be used like an on-line bank without utilizing a government or banking system. They can completely go around the impossible roadblocks that are radically affecting their lives. Therefore these digital currencies have real worth and I now understand why and how they operate, why people could invest in them and the power they have that could transform the world. Whether the banking and government entities of the world will allow them to survive and grow and whether they will enter the realm themselves remains to be seen.

1/31/18

12:19am - My Home; Short Hills, NJ

We landed early, thank-you Cathay Pacific, I was though Immigration quickly and Aziz was there to pick me up. I was home before 9:30pm only to find Wendy sick from either food poisoning or some type of bug. I was very happy to be home, see her and she started to feel a little better as I unpacked my clothes and put things away. She is now asleep and I am hoping that she will feel much better when she wakes up. Now we wait for the paperwork to continue in Asia. I will eventually want to cash in some or all of the stock to cover any tax ramifications as well as pay some company debts and also finance our new product lines. We have to wait to see what the Malaysian Stock Market does, I think that potential and current stockholders should be very happy with Widad taking over, they are a much bigger company with the chance to enhance stockholder value much sooner than we could have alone.



2/1/18

3:29pm - My Office; Maplewood, NJ

Yesterday was a blur. I got up at 8:30, exercised inside and then went to the office. Because of the prep work I did in the plane, the WIFI was working, I was in really good shape and my main areas of interest were giving Mike, Vinnie and Kay updates on my trip, the Vest development, the metal logo prototypes for a new potential customer and overall making sure things were okay. As always our team did great while I was gone and I had a wonderful few hours getting back into the swing of things. It was then off to the chiropractor which felt really good and then back home to a quiet, peaceful dinner with Wendy, she was feeling better, and then to sleep early. I slept through most of the night, there was a gap about 2:00am but that was not unexpected with jet-lag, and I was up at my normal time. Unfortunately my day started here with firing a new employee who, after four days was not working out. It is always better to pull the trigger quickly and accept the fact that I made a bad decision and never should have hired him in the first place. It was my choice to employ him, my responsibility and my job to let him go. The rest of today went well, sales for January were good and February looks okay so far. We are starting to get more inquiries for our new metal shop and we are also discussing putting in new 3D Metal printing equipment. There are always more things to buy.

Dear Dad,

I have been reading a lot about past lives, reincarnation and doing things over until we get it "right". If that is actually the case then it is no longer true that when someone dies we can't "fix" the problems that occurred before they passed. There is a "karmic" reckoning each time someone dies and it would be in everyone's best interest to try to make things as good as possible across the board while they are still alive so that in the next life they can start at a higher level. I know that I have been blessed with the life I have. Thanks

to you and Mom I grew in a really nice environment, got a great education that extended into our business. You both gave me every possible benefit to excel and for that I am truly grateful. You also gave me all the tools I needed to be able to launch out on my own and whatever successes I have achieved were built on the foundations you both laid out. Wendy and I have striven to do the same for your grandchildren, hopefully after long, wonderful lives they can say the same about us. As time has passed, especially in the last few years, I have spent a lot of time thinking about you and why you turned out the way you did. I have come to the conclusion that in the end you did exactly what you always said, you did the best you could, as did Mom, as have Wendy and I with our kids. Everything else is superfluous but the good news is that there is still time for you and I to work out the rough spots before we actually meet again. Perhaps they were left over from the past lifetimes we shared together. From what I have read family members and close friends often travel together through time. If that is the case than I feel confident that we will meet again and I will look forward to having a few "do-overs" so we both move ahead on a wider road together.

Love,

Andrew

2/2/18

2:57pm - My Office; Maplewood, NJ

We are putting together a proposal for one of our larger customers that could change the destiny of our company. I wrote the first draft. It was bold, confident with the willingness to jump over the cliff to see what was below. It was also however extremely pushy and had a slight tinge of arrogance. I left it up to Mike and Kayla to do the re-work, which they completed and I just sent it to the customer. It has been toned down and since it is going to middle level employees of the customer it is much better because my version probably would have scared them off. I have a definite way of doing things, it is highly aggressive and has worked well over the years. However the level has been increasing which means I have a bigger potential to polarize my communications. In that case we need to get past the middle to get to the top so using help from Mike and Kayla seems to be the wise path. Regardless it is my decision so now we wait to see the impact. If there is little or none I will attack again at full steam.

2/3/18

2:02pm - Special Cut Haircutters Livingston, NJ

After learning a decent amount about digital currencies their stocks dove downward this week. Various countries and banks are now restricting or halting their use. I don't think there was anything else that could have happened because both countries and banks would never permit an outside group to take potential business and control from them. When they take over the digital system I believe there is a huge market and I may jump in to invest at that point. Speaking of the stock market it had

a bad day yesterday with serious drops across all of the indices. No-one knows what will happen next but a lot of doom sayers are, of course are predicting disaster. In our case since we are planning to go private in Malaysia the price of our stock is now going to dictate how we handle selling it when and where possible. There are all types of tax ramifications to selling the shares and those discussions will begin in earnest next week when I see Gary.

2/4/18

9:32pm - My Home; Short Hills, NJ

My Mom threw herself a 89th Birthday Party last night. Except for Kayla, Lisa and Ben everyone from our immediate family was there. It was very pleasant, Rachel's two little kids are very cute and I spent some of the time walking outside the restaurant in the hotel between courses. My brother is still adjusting to retirement, it is starting to sink that it is really happening and I reminded him that this was simply a pause to what he wanted to do next which could be a combination of anything. I think he will need at least six months to truly embrace the idea and decide if he likes it or wants to supplement it with something else. Irene's husband's business is doing well and in the miEDT of an expansion, very fine to see things are going well. I find myself continually glued to the stock reports about Ideal Jacob (Malaysia) Corporation Berhad. We did not sell any shares yet but that doesn't stop me watching. Right now it is going down but we still have at least three months to go before anything is finalized so I have to stay calm. It has been a good day, I was actually able to go biking, just warm enough to be comfortable wearing my outdoor clothes. I had tea with my brother and then my friend David, they are both well and I am still re-adjusting back to NJ time. I had some trouble getting to sleep last night and since I had hoped to be asleep already tonight, it could be a long evening. Right now it is raining and the temperature is supposed to drop. It may be above freezing right now but is supposed to get cold enough so that the roads could freeze. That could mean "black ice" the terror of any biker so I plan to walk outside tomorrow for exercise. The Super Bowl is going on as I write, I have not checked lately, Philadelphia was leading but as you can tell I am not an avid fan. Political pundits have already decided that next year's mid-term election will be a landslide for the Democrats. They have been wrong a lot lately and I would not depend on anything they predict. The rain has such a pretty, calming sound as it falls onto our house, it will lull me to sleep soon.

2/5/18

1:23pm - My Office; Maplewood, NJ

The initial script for the Vest Video is done, I am sure it will change.

2/6/18

3:43pm - My Office; Maplewood, NJ

Yesterday and today have been spent in working on the California trip, it is getting close to being completed, it astounds me sometimes how many people we have to contact before we get actual appointments. On the other hand it is a reason to email people and any type of communication is usually good and keeps us in their minds for at least a little while. There was also lots of pricing, marketing, working on the new SwaddlePax website, checking on the Beta Test Vest samples and in general working on finishing up the move. I got a call from my old tennis coach Paul. I had sent him a Vest and we went over how to use it. Happily it takes very little instruction to utilize it so we will see how he likes it. Gary was in today, we worked on taxes due from last year and projections of what can happen this year.

Wendy was grilling our dinner last night and it caught on fire, she was not hurt. She turned off the grill and fire went out but when she asked me about it I told her I had thrown a glass of water on it in the past and it went out. On further thinking about it however I was not comfortable with that solution for her and early this morning, after I exercised, I took the grill plates off to see what was happening. It turned out there was a huge deposit of ashes around the perimeter of the cooking area that had caught fire. Had I taken the time to check it when I cleaned it the last time I would have seen it. At least I did do it this morning and after the cleaning it should now be okay for the immediate future. I don't like having things catching on fire especially when I am not around so there is now one less thing to worry about which is always a great thing.

2/7/18

2:45pm - My Office; Maplewood, NJ

The two Sharperson brothers made amazing time today in the midst of a snow/sleet/rain storm and brought back a large amount of shelving and a refurbished heat compression press to our plant today. Once the shelving is up in our shipping area then we can load a lot of our inventory and make it look neat and orderly. US stock markets are up again which is really good news after the huge slide on Monday. Kayla is at a trade show in California and checking out the new technology emerging for 3D Printing and Robotics which is amazing.

If we are going to create the "Super-Plant" I am envisioning we will need at least another \$500,000.00 invested before the end of this year. While our customers will obviously like the increased capabilities they will neither help us nor guarantee business so we are on our own. IJX came out with some new products, including technology to help replace membrane switch panels. It is excellent they are moving ahead in their strength areas and we will sell them as they develop. Time to go back to following-up on people we have not sold or spoken to lately. It is not

exciting but has to be done, part of my job as head of sales.

2/8/18

4:23pm - My Office; Maplewood, NJ

Today my Mom came in for a plant tour and lunch. Driven and accompanied by her aide Elsie they went through our facility and I must admit I was a little worried about what she would say. She is our former ISO Quality Auditor and still has very strong views regarding cleanliness and order, since we are in the miEDT of a huge move I was concerned that we would not live up to her standards. However since I told everyone she was coming they launched a herculean effort to get things into place and they did a great job. Mom was very complimentary including liking the Beta Test design for the Vest and lunch was very pleasant. As I anticipated they were early and even though I had a hour slot for the tour and visit they were out well before. Speaking of the expansion we are continuing to move more stuff into the new space. The new Heat Compression press is in position and Vinnie will negotiate tonight for a used Heidelberg press we would use for die-cutting plus a large laminator for our BuildTak products. Our proposal to set-up a "mega-plant" went out to a customer last week. It would mean a virtual total vertical ability to make almost anything albeit only small quantities, plus take care of their innovation, alpha and beta testing, short-runs, repairs and end of life product lines. The mass runs would be produced by us except for those we could not handle and those would be sub-contracted to approved suppliers. The customer is cautious about the proposal but wants to talk further. Meanwhile as we are expanding the Dow Jones Industrial Average went down 1000 points again and is now below 24000.00. We have already committed to getting bigger and I will not stop it. I am hoping we are positioning ourselves correctly so that if things get bad then the vacuum created by those going out of business will come to us. If the economy stays good we will expand within the market place. Part of the challenges of being in charge, you have to live with the stress and constantly thing about "what if."

2/9/18

1:42pm - My Office; Maplewood, NJ

Dear Dad,

The expansion here in New Jersey continues. We agreed to buy a used Heidelberg Windmill press yesterday along with a laminator and some other items. Another printer was going out of business or being absorbed by someone else. The consolidation of our industry that started soon after I joined our company in the early 1970's has been winding down since the vast majority of them are gone. Who would have thought that when our company started for the second time and it was just you and me that we would not only have survived but grown as we have? Mom was in yesterday to take a tour of our new space and go over our newest product line which involves a new type of compression vest for those of us, like you and I, with bad backs. While we are

still primarily printers we have divested to a great extent in that we can make almost anything and that is the way I like it. I want to be able to build anything that we can invent, innovate and follow the demands from our customers. You hated having “bodies” around and made no secret about keeping the overhead to a bare minimum. I am different, I wanted to as big as we could be as long as we stayed profitable and it has been an incredible adventure. It was however; a journey you would have hated so it is just as well I bought you out when I did and we could go our separate ways. Still it would have been nice for you, as it would have been for grandfather, to walk through our operation here, see what we have done, our capabilities and where we are going. I have to think it would have brought you both the same sense of familial pride as it does me. I love my life, I love my family and I love our company, I realize it was not what you wanted and I fully understand that it well might not be what Kayla wants. In the end each generation gets to decide where to go next and their available amounts of energy and time mean they will get to make compass settings for the next journey.

*Regards,
Andrew*

2/10/18

6:19am - My Home; Short Hills, NJ

I just had a dream where I was supplying various types of 3D Printing components to various people in order for them to print finished products in order. In other words the material were pre-programmed to print in order so that the a finished product came out with everything already completed inside. In essence the software utilized determined “genetically” what components would be printed so that a finished working product came out. These “products” could be anything simply dependent on the components utilized. Therefore if we could create a system where we would build piece by piece or molecule by molecule and had a binding agent between each one that would act as a conductor so that each one could “talk” or work with each other than we could build anything including machines or maybe even living organisms. If we had access to the genetic “molecules” that could create living matter than we could theoretically build/clone brains, nervous systems, plants, and whole beings. Interesting concepts, I will think about them more.

2/10/18

3:30pm - My Home; Short Hills, NJ

It is the weekend and like most Saturday's I had tea with my friend David. Discussion often centers around his Real Estate business and mine. I try and judge the state of the true economy by his “feel” of what is happening with people buying, selling and renting commercial properties. My opinion is that if people are buying and selling a lot, that means there is a corresponding strength and robustness to the economy in that sector and across the board. After all if people need space to start and

grow their companies and others are selling to realize their profits than that is an indicator that people think conditions are good. That is the feeling he gave me today which heartens me greatly for the expansion we have already started. The Winter Olympics have begun and the head of North Korea is making efforts to talk to South Korea. I am not sure of his end game but it will be interesting to watch. I am in favor of anything that will reduce the threat of nuclear war.

2/11/18

6:30pm - My Home; Short Hills, NJ

It started raining yesterday afternoon, I checked the forecast and had gotten out biking before it started. However, during my ride it became apparent that my bicycle needed a serious adjustment, some of the gears were sliding, so I put her in my car before I went to see David. I got to the bike store and they were able to work on her immediately. David met me there and the time with him was calm. I then ran a few errands and spent the rest of the day with Wendy, it was very pleasant being home. This morning I exercised inside then walked outside in the rain. It was not an issue as I was dressed for the conditions, thank-you for that training Dad, and then it was to lunch with Wendy. Afterwards I went to see my Mom. I had gotten a text from Ira, he is in California, that she had a rough night but after I spoke to her she seemed fine. That was also the case this afternoon and she was looking forward to going out with Irene and her husband David for dinner. The rain has now mostly stopped, Wendy and I are in for the night and after I finish writing I will check on-line more to buy amethyst gem stones. I asked Wendy and the kids to get me some for my birthday. I love the deep purple color, they are my birth stone and I believe they have healing and soothing powers so I like having them around. I also started packing for next week's trip, it will be good to see Kay again.

2/13/18

3:43pm - My Office; Maplewood, NJ

Once again our government is acting in a way I do not understand. The Republicans are amassing huge amounts of debt in direct contrast to their historical bent toward fiscal conservatism. Who knows, within a few years I might actually become a Democrat. Most world stock markets seem to have stabilized, a very good thing. We got the prototype for the new SwaddlePax Vest and it looks great. I sent the information to a clothing manufacture in Bangladesh, courtesy of Don from Canada, to get an idea of pricing. We are also putting together the package to send to IJX for them to quote. Obviously my preference is for IJX to make them and since they have the room in their Xiamen plant it could all be done in-house. The latest Vest prototype and a copy of the instructional video is going to the Patent Attorney tonight. We are also sending a copy to Lou our insur-

ance agent, we are trying to be very careful not to promise anything that will be a problem. As far as that is concerned I don't think I promised any type of benefit but that is for the professionals to decide.

2/14/18

2:52pm - My Office; Maplewood, NJ

It is Valentine's Day here in the US although it seem the holiday is slowly spreading throughout the world. Any event that promotes love has got to have something to it, if nothing else then forcing people to focus on the people around them, acknowledge the good and take action to show it. Wendy got my cards and flowers, Kay got flowers and having those two very important women in my life happy is a truly wonderful thing.

Kay called me yesterday and asked if we could meet in Chicago to make sales calls since she had a 3D Printing event a few hours from there in late March. I thought it was a great idea, cleared the schedule with Wendy and spent part of today going after appointments.

Sometimes I think we should have finished the move into the new space a month ago and then I realize how much has to be done and I tamp down my expectations and remember how much work still needs to be done. The good news is that every small change makes a difference and it is truly starting to take shape as well as the modifications to the rest of our space. The Winter Olympics are in progress and the US is doing well. Business has been good, something I never, ever take for granted and our people are looking happy. Everyone likes to be busy, growing with new challenges and have things continually improving. It is something we cherish knowing the rougher times can happen anytime and I am continually grateful for everything we have.

2/15/18

4:20pm - My Office; Maplewood, NJ

There was another mass school shooting this time in Florida. I cannot imagine, nor hope I ever have to, feel the loss of a child. It must be a truly horrible, ever recurring experience. My prayers are out to all of the victims both who died and were injured, their relatives and everyone else who will carry those enduring memories for the rest of their lives.

2/16/18

2:46pm - My Office; Maplewood, NJ

Today is my birthday and as per my wonderful daughter I started to embrace the idea yesterday. I am incredibly grateful for the life I have and part of that has been the chance to create a working and home environment where the people involved are happy, productive, intelligent and working towards future betterment in all areas. Regarding work, it is, I believe one of the core reasons I am here. We create good jobs that enable our people to have positive, productive lives and that positive flow of

energy extends through them to their families and friends like concentric circles from a stone tossed on a pond.

Kayla and I had two appointments cancel on us for next week's trip. She felt badly about it but I reminded here we contacted a lot of people and the benefit we got from the renewed communication is already worth the expense of going. Regardless we will use the gaps in our schedule to do some fun stuff together as father and daughter and that should be really fun and both of us are looking forward to it.

2/16/18

9:39pm - My Home; Short Hills, NJ

I have got to say this has been one of the most pleasant and enjoyable birthdays I have had on a long time. I was able to focus on all the good, not think about getting older and had a really great day ending up at the Chiropractor and then home to a wonderful dinner. The weather had turned warmer here but is going back to winter tonight. The winds are blowing the temperature is dropping and there is a forecast for possible snow tomorrow night.

2/17/18

4:01pm - My Home; Short Hills, NJ

The outside temperature was 30 degrees F, 2 degrees below my normal threshold but I really wanted to bike so I added some more clothes and went forth. It was cold but I am glad I went. I then met David for tea, a very pleasant time and after lunch it was over to my Mom's. The bonus was that my brother was already there so I got a chance to see him too. After we left her, Ira and I went for walk along the apartment grounds and gave us a chance to talk. He has been retired for about a month and is still not sure if he did the right thing. However since he did not miss having employees or getting to and from work especially in inclement weather it still seemed like a good idea. He should be much better when Spring arrives and he can start fishing. My Mom had given me a metal picture frame that contained a picture of her Mom as a very young child which meant it was over 100 years old. It was not in great condition so I dropped it off at the frame shop in our town. They will do their best but it will take some time to fix.

2/18/18

6:24pm - My Home; Short Hills, NJ

For some reason I do not understand. I have been delaying trying out the new SwaddlePax shorts. It was probably because I thought they were too small or they would not work but after I used them last night they seemed to fit. Today I ran a combined first test with my Vest to see if they made a difference in my sciatica. My plan was to try and stay standing for thirty minutes and I am incredibly happy to report that I lasted more

than forty minutes and I think I could have done more. After talking it over with Wendy we agreed we should try some type of attachment system from the Vest to the shorts so they did not slide down while in use. We will work out some straps to test after I get back from California. It will be really exciting if the combination of the vest and shorts can actually help people like, me with problems like sciatica so we will keep testing to see the limits of what is possible. It has been a very good day. It snowed last night, our snow shovelers did a great job and after exercising this morning Wendy and I went out for lunch. It has been a very nice, relaxing day and most of my gear is ready to go for tomorrow's trip.

2/19/18

10:47pm - Newark/Liberty International Airport; Newark, NJ

I was up my regular time, worked-out in our basement then went outside for a good walk. There is still ice and snow on the ground from the weekend but warmer temperatures this week should melt it II way. Aziz the driver got me here in good time and I have a little over an hour before boarding. Check-in was swift and I am now sitting in the lounge. I think it has been recently re-furbished and is quite nice.

2/19/18

2:24pm California time - In flight

Before boarding this flight I had to wait on a line. For most people that would not have been a big deal but for someone with a bad back standing up and not moving causes a lot of pain. I got around it by crouching down on my knees when the pain got too bad. A man with a service dog came nearby to sit down and I could tell by the way he reached for his back pocket and moved in general that he too had a severe back problem. Judging by his haircut and overall fitness he looked like he was current or former military and after we got on the plane I went over to his seat. Handing him my card I told him I thought he had a bad back like me and that we were Beta-testing a new brace that might help. If he wanted he could email me to participate. He seemed a little surprised, took the card and thanked me. If we can help him, and others in his position, it would be a great honor to do something for the people helping to protect us.

I have been monitoring my email, things seem fine in New Jersey, we have an excellent team and I am very fortunate to have them.

2/19/18

7:39pm - Intercontinental Hotel, San Francisco

Our plane got it early, great flight! Thank you, United Airlines. My driver took me here and after getting settled, walked to a local Whole Foods Supermarket for supplies. Once back here I ate dinner and was going to go to the lounge but got tired and decided against it. I will attempt to go to sleep soon, I have a 3:00am alarm set and it would be good to get

some rest. I am greatly looking forward to seeing Kayla tomorrow.

2/20/18

1:34pm - Intercontinental Hotel, San Francisco

I was asleep by 8:00pm last night and got up at 3:00am to exercise. The gym was crowded by the time I got there, which surprised me because it was so early but will help me to plan for tomorrow and Thursday. I ate in my room and Kay was right on schedule to pick me up. She looks great and we caught up on the way to Samina our first stop. The buyer there was interested in our new capabilities and they use what we sell so the chances for more business are there. The buyer also really liked the Vest, she had been in a recent car accident. We are sending her one today as part of the Beta Test project. It was then back to San Francisco we met a man we had been dealing with for quite a while. Within the last four years however his situation had changed and he and his wife were now the head of sales for a company that makes metal products in China. They are doing great, are extremely happy and we had a wonderful conversation about how things were, are and where we hope our companies will be. They too liked the Vest and we will send one to his wife. Once done there Kay brought me to a market to get lunch, sort of Sushi with all the ingredients in a bowl. We took it to her apartment/office so we could eat and I could see her place which was awesome. She got me an Uber ride back here and the driver was a martial arts specialists who was working on a marketing plan to link clubs together for joint inter-club team sparring. I told him I thought it was a great idea. He also liked the Vest idea, I did not offer to send him one but gave him a good gratuity.

Kayla is coming over here soon and we are playing “hooky” and going to the Botanical Garden for some fun. She is wonderful to be around.

2/20/18

5:41pm - Intercontinental Hotel, San Francisco

Dear Dad,

I have been thinking about guilt. I think we can both agree that it is a negative process from start to finish. In my definition guilt is a process. Something negative whether pre-determined, spontaneous or accidental is thought, said or done and once that occurs the ensuing negative feelings both from the person who did “it” and the person or group whose received the action can have immediate, lasting implications than can range from minimal to life changing. I was blessed with a quick mind and from boyhood onward I have had the ability to destroy most people verbally. In the beginning I used this “power” recklessly which caused me great trouble. It necessitated the need to be able to learn to physically fight and just as importantly made me realize how badly I could hurt someone with just a few carefully chosen words that seemed to come innately out of my mouth as needed. As time went on and I realized the negative power I possessed, I determined that I would only use it when it was absolutely needed and to create a system within my own brain that

would have a one second delay before I said most things, to determine if they were harmful, negative and in my and the other person's best interest. I also found out how much more energy it took to give out positive messages than negative. It is as easy to complain, say mean things and cut others down in an attempt to make me and others feel better. But it did not feel good when I did that so over time I have resolved to only go from the positive side and when I had nothing good to say simply keep quiet.

This has led to an incredibly wonderful life where I have the continual chance to make life better for others and myself through positive reinforcement and doing the right thing as much as possible. However once you have seen the "good", it makes doing the "bad" ten times worse. I have straight jacketed myself into a corner where, when I do make a mistake, like I did today, I beat myself up for hours or sometimes longer. In today's mishap the person I slightly maligned wasn't even there and will most likely never know I even made a minor comment. However I knew I did it and not being positive meant I failed and the idea of that was also driving me crazy. I am not perfect, but having Obsessive Compulsive Disorder, amongst other things, meant I have to continually try and reach that level. Logically I know I have to let myself make mistakes, to breathe, because if I don't I will choke off my ability to think and react spontaneously which allows me to invent and innovate. I am in the throes of an impossible dilemma which only gets worse with jet lag and lack of sleep which I also realize, greatly affects me.

You taught me when I was first in the business forty years ago that I had to learn myself before I could figure out what other people needed and I could then sell "that" to them. You trained me well, you enabled and forced me to learn what made myself tick and what I found out was that I was at war within myself. I defined myself as a pessimistic optimist. I am trained to see all that is wrong and bad and then am designated to turn it, by whatever means possible, to positive and good. That switching process takes a huge amount of energy and by definition cannot work 100% of the time which is where the guilt rushes in. If I make a conscious decision that I have to do or say something in advance that may be construed as wrong or bad and I have weighed out the alternatives than I am okay with the outcome. However the guilt comes when the reflex in my brain takes over and I know I am about to say something I shouldn't and do it anyway. Guilt is controllable to an extent, but I am not sure how far I can ratchet down my thinking process to eliminate it entirely. Just by writing that I realize I can't and that I should give myself a little wiggle room. Maybe I should have given you a little bit more also. Putting myself in other people's skin is mostly not a problem for me and through your training and my undaunted pursuit I have become good at it. But while I can be okay with almost all the world regarding human failings and their innate right to make mistakes and be human. I did not give you nor me that pass. I thought you should have been perfect, you were my father and you should have always had my best interest at heart even when it meant you might not have gotten everything you wanted. The more human you became to me the more angry and disappointed I grew because I felt you had everything and could do anything you wanted. That belief then became solidified within

me that I should do what was right, and while my tolerance level is high for everyone else it is incredibly low for you and me. I like to think I took the best of you and Mom, negated the balance and helped build it into the best I could be but in the end the idea of perfection, not making mistakes never hurting anyone unless they deserved it constitutes a standard that can only be strived for and never achieved. Here is the hard part Dad. As it was with my career in Martial Arts, tennis and exercising, I constantly pushed myself to the breaking point until eventually my body rebelled and I am now suffering from the consequences. There are limits to what is possible and maybe guilt, in my case is the pressure release valve. In my quest to control everything maybe a little bit of guilt and remorse is not such a bad thing because it reminds me of the things I have done wrong, resolved never do them again and that I can often be wrong. Perhaps there is also a side benefit that getting too good at something may start yielding negative results. If I become too afraid of making a mistake, cutting off my impulsiveness and immediate reactions then that cost is too high, therefore a little guilt is okay and it was time to give myself and you some slack.

*Love,
Andrew*

2/20/18

6:31pm - Intercontinental Hotel, San Francisco

Kay and I went to Golden Gate Park which was beautiful. We climbed a hill to see an awesome view on the city and the water. It was a good time to stretch our legs and talk about life. We then came back here and went to the lounge. Kay had a CPR course tonight so she left and I then went down the street to a Middle Eastern Restaurant I had spotted yesterday. I got some Chicken Schwarma with rice, vegetables and humus and then came back here and had a feast in my room. It was still early so I came up here to the lounge to write and get a Diet Coke but it is now time to go back have a snack and get ready for sleep.

2/21/18

7:06pm - Intercontinental Hotel, San Francisco

I was up at 3:00am, exercised in my room and then it was then downstairs to the gym. My time on the treadmill was productive and unlike yesterday, I had time to go to the lounge for breakfast. They had an excellent selection and I ate a lot. Later Kayla picked me up and we were off to Flextronics, a contract manufacturer and a big customer. We met two people and went over our new product lines, we are hopeful for doing more business. From there it was to Oracle. The supervisor who saw us was one of the remaining survivors after a major layoff last year. He was in charge of maintaining a lot of equipment and may have a need for our new product capabilities and the ones we are planning to add. He was also very interested in the Vest, he had a problem with his back and will become part of our Beta Test Group. From there it was to Symantec

where the buyer was Taiwanese and just gotten back from being home visiting her family. We have done business with them and are hoping for more. After that it was back to Flextronics to see another engineer. After showing him our new metal and plastic capabilities he thought there was potentially do more business. He too had a bad back and will let us know if he wants to join the Vest project. From there it was off to visit one of our plastic suppliers. They make a special lens that is part of a large project and I wanted to meet them in person. The head of sales gave us a tour, they are an injection molding plant, and one of the best, most efficient and neatly organized facilities of it's type I had ever seen. It was then back to San Francisco where we met with one of our financial advisors who lived here. He does work for our company, us individually and has been really helpful with getting Kay connected into various volunteer areas after she moved here last year. At that point both Kay and I were pretty tired so I came here and she went home. After I printed our boarding passes for tomorrow I called Wendy who is well and then I went to the same Middle-eastern Restaurant as last night, to pick up my dinner. It was just as good and combined with the fruit and cookies already here I had an excellent meal. I am now really tired and will get ready to go to sleep soon. It has been a very good, productive day, onward to San Diego tomorrow.

2/22/18

10:25am - San Francisco Airport

I was up at 3:30am, worked out and went to the gym. After a very hearty, enjoyable breakfast and on my way back to my room, things got a little crazy. We had been asked for a price reduction for a part from a customer in Texas which I originally thought we could not do but after checking with IJX, we can produce it there and were able to meet the challenge. It looks like we will need to do that more of this type of exercise since it costs so much more to produce in New Jersey, it is fortunate we have IJX but no accident since it was why they were built. The goal of creating the "super plant" in New Jersey continues but since that will be focused on short runs and extremely varied product lines it should not be a problem with moving the mass run business more towards China. It may mean some personal changes at home but so it goes with an ever changing environment. If our people and suppliers cannot convert to whatever function is needed then they will have to be replaced with those who can.

Whenever I fly I do my best to ignore jet lag but it usually catches up to me and this morning it happened. I am tired but am still doing the same office and sales-related work plus the sales calls and training with a Kay. That is my job and I do not complain because if I did the next step would be to cut back which can only lead to retirement and that I will put off as long as possible. We have no sales calls today so that makes it easier and at least one nap is probably in my future. I am also short-tempered

so I will resolve to avoid any altercations. Kay is sitting two rows behind me and is probably asleep, always good to catch up when possible on the road.

I find it fascinating to see what happens when I am away from the plant, if anyone decides to cause trouble, be difficult or try and grab authority. Apparently 'stuff' has been going on since I have been away. If it is not handled by the time I get back on Monday than I will take matters into my own hands. It would seem best that they take care of it themselves and keep me from getting involved but I have found that most people don't act in their own best interests.

2/22/18

11:21am - En route to San Diego, CA

I read the history of the Coca-Cola company, by the way I am drinking their product as I write this. One of their main priorities was to continually try and figure out how to sell Carmel colored/sugar flavored seltzer water to people around the world. Think about it, they have billions of sales a year for a product that theoretically should not have such a loyal customer base, like me, but they do. The questions becomes if they can do it for a product that does not "do anything" it should theoretically be infinitely easier for the Vest that does. Since it is not a medical product, we make no claims of what it can accomplish and the sole basis of improvement is my personal experience and those in our trial tests. It would therefore seem that we have to focus on what it has done for us, make it very easy to purchase, use and return and to create an aurora of success around our brand. People will want to be part of a team that has creating a potential alternative to heavy drugs or surgery, depending of course on the individual.

Here are the basics:

People with bad backs are often over 50 years old, over-weight, don't exercise enough and have other health problems. Their back pain is usually bad enough where they either take over the counter drugs like Acetaminophen or go to stronger pain meds like Opioids which can lead to addiction. If the situation is bad enough some people elect to have surgery which works well for some, bad for others and over time sometimes degrades in it's effectiveness.

Therefore most people should lose weight, exercise to build up their backs and core muscles, take over the counter pain meds only when needed and use ice to help reduce the inflammation in their backs. However it is a chicken and egg problem because if you are already in pain, and I have been there, then the last thing you want to do is exercise. Few people can stay on a restricted diet permanently so they often settle for increasingly more powerful drugs, less movement and eventual surgery. Therefore anything that will help to break this cycle, which means to help

reduce the pain level, which is the key, will enable them to help fight the good fight on the other fronts. Our Vest has helped me with the ability to reduce my own pain which in turn has given me the gift of time to be able to sleep better, exercise more and spend my daily life without the general use of pain meds and also avoid surgery. That is the hope that we can offer because it worked for me, and others in our trial programs to reduce our pain to keep living and improving over time. We cannot guarantee it will work in anyway because everyone is different and have different combinations of symptoms and life histories but we believe it has the chance and are willing to give a full money back guarantee if it doesn't help. The question is are people willing to pay money for the chance to feel better.

2/22/18

4:28pm - Four Seasons Hotel, San Diego

We landed early, our ride was ready and we were here just after 1:00pm. Kay and I spent the day doing various stuff including working on the Vest Marketing and another IJUS employee reorganization.

I have been emailing with Mike our Patent Attorney regarding the Vest Canadian Patent application and we now have the instructional video up on YouTube but only for the people doing the Beta Test. Don in Canada is readying a marketing attack on a Trade Union there.

2/23/18

11:10am - United Club Lounge, San Diego

I was up early, exercised inside then walked along the hotel grounds. It was a beautiful sun-rise and the weather was cool with a brisk wind. I walked up and down the hills and had a very pleasant time. My breakfast was fruit from San Francisco and my last three muffins from home. Our ride was early and our able driver Mat took us to Starbucks for some tea before the call. It was then onward to a customer for which we make a very intricate lens piece with gaskets. We toured their facility and had a good talk with their buyer. Hopefully there is a chance for more business. It was then to Whole Foods where I got provisions for my flight and then here. Boarding for me starts in less than an hour, Kay is less than an hour past that.

2/23/18

5:41pm - In flight to NJ

We were delayed getting off and as it turned out I think Kay and I left about the same time. She should be home within the hour, hopefully she remembered her car was at the airport, she usually Ubered back and forth, so the potential was there to forget. Over time it has become evident that Kayla does indeed have the ability, brains, tenacity, fervor and passion to take over our company and bring it to new levels. The ten year

apprenticeship we spoke about when she started will be needed to help her fully develop but from what I can see she is the “whole package.” The tricky part is getting her to believe and embrace that and have it continue and grow over time. One primary way is for us to spend time together so that I can teach by example, support what she is doing and in general have us grow together. She is as crucial to me as I am to her. She is one of the very few people who can tell me when I am stepping over a particular line and I will listen. She can advise me when I am not being clear either with her or others and she can force me to deal with questions and issues where others dare not tread. No relationship can be all one sided everyone has to win. Since her nucleus is not fully formed and won’t be for a few decades she has the ability and the desire to take in alternative views and philosophies that I might disregard. In a way she acts like a filter between me and the rest of the world and as time goes on and we move into new areas that ability will only increase in benefits for us both.

Few people understand what our company does and to a higher degree what she and I do which prompts her peers and her close relatives to make the assumption she has an easy life with no stress, makes lots of money and has a travel schedule that is the envy of the world. In reality she lives in a pressure cooker, like I do, constantly monitoring the world around us and picking the avenues that will best suit us all. The responsibility of two hundred and forty plus global employees affects me greatly and does the same to her. Their livelihoods directly depend on our ability to sell, make good decisions, expand and make enough money to keep going and make it all worthwhile. I know she is in terror of destroying our company after she eventually takes over but in reality she is the only real chance it has. Of course she always has the final decision about whether to stay. If she wants to move on in a different direction that is really okay with me. She is my daughter first and employee second and her well being is what I care most about. If she decides to leave, while I am still here or sell it afterwards, whatever works best for her is fine with me. While having our company continue, after I am gone, would be good I am much more concerned with having a happy daughter. Her development is on an incredibly fast track and although I understand why she cannot see it herself, she is light years ahead in all areas from when she started. When I was being trained my Dad used to tell me he never would have put that type of effort into anyone but me. I saw the same in Kay and in fact I pursued her for two years to come with us. There is no-one I have ever met who has the raw potential, mental capacity and toughness to take over and I wanted her to have the chance, no matter how much effort it took, to maximize what she could become. I am overjoyed when I see her in person, almost cry when I have to say goodbye and totally proud of a truly fantastic human being. We travel again next month, I can’t wait!

2/24/18

4:28pm - My Home; Short Hills, NJ

On the way in to landing I got an email from our Patent Attorney, his team has been working on trying to get a patent for our BuildTak product and they got a call from the Patent Office that there might be a chance for success. They needed to speak to Mike and get some clarifications on our Patent Claims which set-up a host of emails and they were still working on it last night after I landed. It would be really good to be able to get that protection.

I was asleep by 11:30pm, got up at 6:15am, worked out in our basement and then went outside for a glorious ride in the low 40's F weather. After getting cleaned up I went to see my friend David for our regular Saturday morning tea. It was very pleasant, we spoke about business, philosophy, handling guilt and other deep topics that only good friends can dive into immediately upon meeting. I mentioned that even with jet lag and lack of sleep no-one ever wants to hear me complain about anything because it sounds weak. They, including our family, global teams and friends who all want and expect me to be like granite, someone they can count on for strength, leadership and courage. Whenever I fail at that, however slightly, they often attack because they count on me to protect, defend, support and listen as needed. It is the role I wanted so that like before, there is no room nor option to gripe and when I do I have to accept the consequences. As I learned from my mother, I would rather be respected then pitied. Everyone makes that decision and for me, not being in charge is not an option. From there I went to buy supplies for lunch and after that went over the package of information that Kayla had given me while on our trip. The bulk was from the trade show she had attended the week before which included data sheets on special adhesives, robotics and 3D metal printing. It has been raining here off and on for a few days, good for the spring crops and vegetation.

2/26/18

3:17pm - My Office; Maplewood, NJ

I was up at 2:00am for the Board Meeting which went well, it ended at 3:15am, I then exercised and went out for an early bike ride. It was then here to the office and after being out for a week there was a lot to catch up on but our crew was excellent and I am very fortunate to have them.

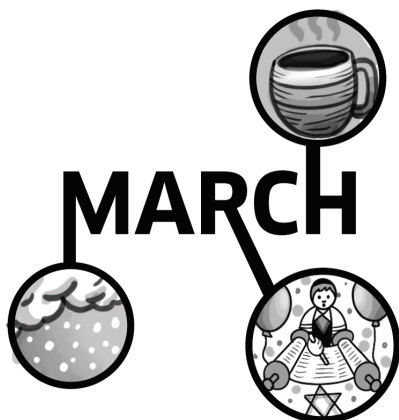
2/28/18

7:22pm - My Home; Short Hills, NJ

February was a good month for us globally and March looks good so far which means I have about four weeks of relative calm regarding our finances and can push on new areas. The Vest project is moving along, the logo is done, the website is being handled by Kayla and my son Ben,

the wrapper copy for the packaging box is at the Patent Attorney, Igor's Mom is making prototypes and the new Beta Test units are being put into the field as they are made. One went to my old High School Band Director, the father of my Chiropractor. One of his first comments was that the straps needed to be re-adjusted which I believe can be done with an auxiliary belt which we will most like sample tomorrow. Kayla, Mike, Don and our crew are working on the new Tumbler machine that Kay wants to sell to the 3D market as well as the tool holder that she invented. It takes a while to get products to market especially when a lot of money, design and testing is needed. I am hopeful that at least some of what we are all work on will get into the marketplace, give us brand recognition and become profitable. Our plant here in Maplewood continues to be re-configured to include the new space and equipment, not to mention the implantation of the database that has been in work for almost three years. A lot is happening and we still have to produce and make money while all the changes and innovations are happening, it is not dull and I love the energy.

Kayla is quietly moving into her new role as head of marketing. She is working with me on the Vest project, all of the BuildTak projects and is also helping with all of the main company advertising and marketing, it is a lot but I think she can handle it.



3/1/18

4:24pm - My Office; Maplewood, NJ

Today is the 49th anniversary of my Bar Mitzvah. Always amazing what dates stand out in one's mind. This was my first real test under incredible pressure in front of people. I prepared for that day for years and the fact that it went well was a great omen for what was to come. I learned that intense preparation could help deal with the feeling of butterflies in my stomach and that lesson was ingrained in me for all time.

President Trump said he was going to install tariffs next week on items such as steel and aluminum. The US stock market reacted by going sharply lower and by the time the Asians and Europeans put retaliatory measures in, probably next week, the stock markets of the world will also go downward and we will all be in a mess.

Vinnie shot photos of me in the Vest for the website and shipping box, more will be done tomorrow. I will write the script for the second version of the Instructional Video and submit it to the Patent Attorney for approval before shooting it. More Vest Prototypes are shipping and we should have all of the results by the beginning of April. It is a very exciting process.

3/2/18

2:29pm - My Office; Maplewood, NJ

Kayla is quickly moving into an integral spot as our "go to" person for marketing and sales and I am very happy to have her in that roll. I just got off the phone with Don our man in Canada. He was having a frustrating day, no-one he was supposed to see was around and he seemed a little depressed. I told him he had to either figure the day was lost and bury himself in paperwork or he could change the narrative and control his own destiny. He asked me how and I explained that he should try something that seems impossible. In other words go after a potential lead for

business that had almost no chance with the idea that simply attempting the almost impossible will bring his “mojo’ back. We talked about the Vest and I mentioned that he might try and find someone famous who could not only use it themselves but also help market it. He did not seem convinced so I thought for a moment and looked up past heads of the Royal Canadian Mounted Police. It turned out that they got a new chief only eight months ago so I figured that the newly retired head man was probably going crazy with boredom and his Linked In address showed he did not have a new job. A man his age, in his past profession probably had back problems so I sent him an email through Linked In telling him about our invention, offering him a sample to test and see if he wanted to try and help market it throughout Canada. The odds of him emailing me back are incredibly small but the fact that I “put it out there in the universe” can be enough to change the energy flow. Don agreed and is now looking for people himself. Once he is back in action things will turn his way but he has to know he has the power to change the energy of life if he puts in the effort. I will be watching to see what comes from his efforts today and if by some amazing chance the former head of the RCMP actually contacts me back.

3/3/18

9:29pm - My Home; Short Hills, NJ

Between the President happily declaring there will be a trade war, which will have most likely incredibly bad consequences for anyone in business, and our governor passing all types of anti-gun and anti-business legislation it makes me wonder what is going in this country. If it gets to the point where we can no longer make money than we will have to seriously consider making major downsizing changes once we run out our current lease. I really want to stay here but if we can't be profitable then it is time to wake up and understand that running into a gale force wind is a recipe for disaster and if our government doesn't want us either here in New Jersey or in the US at all then we have other options. We have run into these problems continuously over time and they are not getting better, I hope we do not have to make any serious, short term changes.

Meanwhile the big storm that hit the northeast part of our country finished this morning and we were very fortunate to receive virtually no snow, just a lot of rain. Ten degrees colder and we could have had three feet but we lucked out and I hope that continues with the additional snow forecasts for this week. I saw my Mom today, I brought her a framed picture of her Mother when she was three years old. The metal frame was not in great shape and we had a framer in town who is very good, repair it and my Mom was very happy with the result. The picture was taken 115 years ago, amazing how long ago that was.

I also saw my friend David for our usual visit for tea and while walking saw that the bicycle store that I frequented had almost no inventory

in the windows. It turned out that they had apparently been bought by another company and would re-open in a month. However it did not look good to me especially since the sign on the door advertised that they would be open for repairs today and they weren't. I emailed two of their people but have not heard back. This was a very big issue for me because I bike a lot and need a local place for repairs. Luckily David knew a guy who had an alternative place set-up so I should be able to go to the next town when one of my bikes needs maintenance. Barbara and Cliff took Wendy and me out to dinner to celebrate my birthday. They had been traveling so it was the first chance we had to get together. It was very pleasant and we were home before 8:00pm, always a good thing.

3/4/18

8:51pm - My Home; Short Hills, NJ

I found myself being manipulated this weekend. With the talk about tariffs and trade wars I figured we should check on producing the Vest and the other garments within the US. We have already done that with our main business and most of the BuildTak line and then it hit me like a sledgehammer that my actions were exactly what the President wanted. By threatening and potentially going through with the trade war I was already contemplating bringing in business from outside the US and producing new lines in-country. Maybe he is not as clueless as I thought or maybe this was just unintended consequences for something he just felt like doing. I am not sure but regardless I am modifying our course, hopefully NAFTA will stay in effect and we can get the Vests up to Canada without a great deal of extra cost. I was able to bike outside today, it was very pleasant and I saw my brother. He is slowly adapting to being retired. I think if it ever happens to me I will have a lot of trouble with the process.

3/5/18

2:57pm - My Home; Short Hills, NJ

I went over the Patent Application for the SwaddlePax Vest and other related garments and it looks great. I have one addition which is the new joiner piece which acts like a large thick rubber band to help keep the two waist bands in the correct position for those people with large stomachs that stuck out. I have already sent back the documents with the okay to proceed with that one addition, We should be Patent Pending in Canada within 90 days. Meanwhile more Beta Test units shipped to Don Lem today as well as one to Mizan our local spandex supplier who will give us prices for the Vest both domestically and from Shri Lanka. We got the preliminary SwaddlePax Website first "look" from my son Ben today and it is great. We have working on the SwaddlePax pants design. I have been testing the SwaddlePax shorts and found that it does help reduce the sciatica pain in my left leg, it also enables me to stay standing much

longer than normal. I don't know why it works so well but I am obviously thrilled by the results.

President Trump says he will not be dissuaded, the Trade Tariffs are coming and the rest of the world appears to be readying their response, I fear an ugly time lies ahead if he continues on this path.

3/6/18

3:52pm - My Office; Maplewood, NJ

Talk of the pending Trade War continues but Republican leaders here in the US are trying to reduce the threat level. I believe the president will put on the tariffs, the world will do the same against us and we are in for a rough time. Hopefully I am wrong. I just texted my brother. The annual Shad (fish) Run begins in the spring and I am checking to see when he wants to go fishing. It is amazing that seventy-five minutes away is a completely different world of beautiful woods and a scenic river that will take your breath away. Eileen and I will also begin talking about what flowers to plant in our new pots on the patio outside our office. Even though a winter storm is predicted for tonight and tomorrow Spring will eventually come and it is fun to plan for it.

3/6/18

4:18pm - My Home; Short Hills, NJ

I was up at 3:45am due to the potential storm, exercised inside and was at the office by 7:45am. There was no problem with the snow although about half our crew elected to stay home. It was a morning of personnel meetings, working on new projects, pricing and keeping an eye on the weather. We even commented as the day went on about how the storm had been mis-predicted because not much was happening. Then about noon the weather changed drastically and by 12:45am I declared we were closing and everyone had to get out quickly. I am glad I did because the roads starting getting bad and I got home with a minimum of sliding but was very happy we left when we did. I got an email later from Vinnie that he got home safely, he also agreed it was good we closed when we did. I am incredibly pleased we got as much of the work day in as we did so it all turned well. Once home I was really tired and took a long nap which was both peaceful and quite restful, the snow falling outside helped in that endeavor. It looks like about 4-5 inches are down already and we could get double that. I am incredibly pleased that both Wendy and I are safely inside and we have people to plow us out when it ends, probably around midnight.

3/6/18

8:41pm - My Home; Short Hills, NJ

I thought the total amount if snow would not be too bad, turned out to be fourteen inches, not a small storm. It will take a while for it to melt.

3/7/18

3:18pm - My Home; Short Hills, NJ

I was up at my normal time 4:15am and when I got downstairs the first thing I did was check the driveway to see if it had been plowed. Unfortunately it had not so I emailed Nick and he said his people would be there by 8:00am which was fine. He also mentioned that there were a lot of downed power wires, trees and closed roads. After I worked-out I went outside to put salt on our driveway and fell while doing it. It was not a big deal but it cautioned me all the more as to how icy it was. We live on a big hill and the traffic was going slowly over very snowy roads but everyone kept their heads so it was all fine and halfway down the roads cleared so I decided to stop off at the pharmacy and food store for supplies on the way. Our people got in so all is well here and it has been a fun day of general work. As soon as I finish this entry we will record the next version of the SwaddlePax Vest Instruction video. We need it done by next week and so far we are on schedule.

President Trump is using his threat of Tariffs to try and force Mexico and Canada to do as he wants with NAFTA (North American Free Trade Act). I am not sure if it will work. China has already said it will retaliate in kind for anything he does towards them. Sounds like a recipe for disaster for me.

3/9/18

10:22am - My Office; Maplewood, NJ

Dear Dad,

Sometimes I scan the obituary section of the newspaper and this morning a name caught my eye. Pete Hollander passed away. When you and I first started going skeet (shotgun) shooting in Kenilworth (NJ) he was one of the best shooters there. He was more than that, he was also one of the nicest guys and I remember the really good times we had shooting together. Even though I was barely a teenager he treated me as an equal, something I would never forget. Class and style oozed out of him and it was an honor to know him. Those years were some of the best you and I had together. Target shooting, hunting and fishing on the weekends we used to go everywhere and I remember it being a huge amount of fun, meeting incredibly diverse people and learning outdoor skills that have kept me safe decades later. I still marvel at the amount you taught me, that I can handle myself in the woods, know how to use a fly rod and a gun and your passion for the outdoors that comes alive again every time I venture forth. You were a Renaissance Man and never happier then when you were thinking, learning and living in the moment and I always envied your unfulfillable need to explore new areas, expand and push all horizons to the limit. You forced me into a dimension that I never would have experienced by myself. Left alone I would have gravitated to more conventional areas of sport and leisure and I would have missed a whole world that few others see. You pushed me when I did not want to go, forced me to learn what was necessary for the task, made me learn to think

and plan so the amount of possible surprise and harm were limited, in other words you forced me to grow. Knowing how stubborn I was and still am that must have been a quite an endeavor for you but in the end, please know you succeeded. As a parent myself and hoping not to sound too self-serving, well done, you did a good job.

*Love,
Andrew*

3/9/18

9:13pm - My Home; Short Hills, NJ

Yesterday was spent in dealing with the aftermath of the latest snow storm. This morning I took a walk around our block and the one above us and the tree damage was substantial. Driving in yesterday was crazy but everyone kept their heads so it was uneventful and coming home was no problem.

Today was a day of pricing and working on the Vest both for the new website and also the mass production. After getting several groups of prices I decided we would use IJX for at least the beginning orders and if they got bigger would re-check their prices later. They would also have first shot at the other garments that are in development. Vinnie took more photographs and I am hopeful we gave my son Ben everything he needed to get the Alpha Test ready of the new site within the next few weeks. Alexis is working on the artwork for the box and Kevin on the newest edition of the demonstration video. Elsewhere sales have been good but one of our biggest customers just alerted us to a slow down in their orders which only goes to fuel my intensity for more and new business. Mike continues work on implementing the new database. I will get an update in a few weeks.

President Trump has said he will meet with the leader of North Korea. The US posted large jumps in job creation, the stock markets have been good and there are talks of more New Jersey tax increases which will make it even harder to stay here.

3/10/18

5:18pm - My Home; Short Hills, NJ

I was up early, worked out and then went to have tea with my friend David. He is well, business has been good and we spoke about sales, the Vest and where we think things are going. He and his girlfriend were going to a rally to ban all gun ownership and repeal the Second Amendment to the Constitution. I told him that if he was successful in our state than that while be the final hit, in additional to the increasing taxes, to start moving my company and us out of the New Jersey. That also means taking the jobs and our money out and leaving incredibly liberal, progressive people like my friend who could then give up the rest of their rights, money, assets and live under a dictatorship which he thinks would be better.

Obviously we totally disagree on this issue and will most likely avoid discussing it forever. Otherwise we had a pleasant conversation and walked over to the bike store that had gone out of business. Turns out there were three people in there and one of them was the repair guy who gave me his business card and said he made house calls which was of great relief to me and meant I did not have to find someone much further away. As for the two other people one was the former manager who gave us some details about what had happened, which included the former company going bankrupt, the botched chance for another company to take over and one last option for a new company if enough investors could be found. Since it is very important for me to have this shop running I offered the potential of me investing and the former manager said he would get back to me. Feeling much better I left David and went to buy tuna salad at a local bagel store. There was a line and I thought one of the servers motioned for me to come over and be served but she then ignored me so I figured I was not meant to eat the food and resolved not to go back there for a very long time, if ever. From there it was here for lunch and then to see my Mom. We have a nice talk about relatives and business. I gave her a rundown of the Vest, Shorts and everything else and then the glow in her eyes about how far we had come reminded me of myself and then it hit me. There was no-one in our family who attacked business and good or bad, took chances the way I have. She not only understood but was in favor of it and I realized I got "it" from her. The willingness to go for it was her legacy and when I mentioned it she agreed that given the chance she would have liked to have tried what I have done. Her circumstances dictated she would never have the option but it came through when she pushed my Dad to bring me into the business and train me for battle. It is another reason she is so supportive of Kayla in business and pushing forward. Amazing after all these years once again, like with Inventing, a light bulb goes off and I realize, as Wendy has always said, how much more I am like my mother and not my father.

I later went to two supermarkets for provisions and am making dinner. It is very quiet and lonely around here without Wendy. I heard from her, that she and Alex had arrived safely in Scotland and I hope they are having a blast. Things will get better tomorrow when I see my brother and the work week then begins on Monday.

3/11/18

3:00pm - My Home; Short Hills, NJ

It is a gorgeous winter day here in New Jersey, 43 degrees F with a bright sun and cobalt blue sky. It is now Eastern Standard Time here on the east coast which means an extra hour of daylight and Spring should be coming along in the next few weeks. Right now there is a lot of snow on the ground which is starting to melt and I can hear the sound of water

coming off various points in our house. I heard from Wendy. She and Alex are well and should have finished their Distillery Tour by now. I exercised in our basement, went for my usual walk then met my wonderful brother for tea. He is well and our conversation went from family to business to politics. Afterward I stopped off for more supplies then came back here and did some shoveling and backyard cleaning of some of the fallen tree debris. After I finish some editing I will start preparing my lunches and dinners for this week as well as tonight's meal. I love it out here in the protected fresh air, it is calm, peaceful, a fantastic place to write, edit and take a nap.

3/12/18

2:03pm - My Office; Maplewood, NJ

Kevin did two versions of the new SwaddlePax instructional video. It is being reviewed by our team, this is becoming real very quickly. Alexis said she should soon have a proof for the wrap-around cover for the shipping box.

3/13/18

4:36pm - My Office; Maplewood, NJ

It snowed a little last night and into this morning, not enough to cause a problem but enough to make me worry so I did not go to the office first but straight to my dentist. Once at Dr. Brown's I found out he was having back trouble. I was planning to show him my Vest anyway, he had only seen an earlier iteration. I decided to give it to him with the hope for immediate relief and he could be part of the Beta Test. He did try it and liked it a lot. It was great seeing it have an immediate, positive effect.

Once done there it was back here to a very pleasant day of pricing, marketing and general stuff. With Wendy away it is much easier at home during the work week since by the time I get there and finish dinner there is a not a lot of time before I get ready to go to sleep.

President Trump fired Rex Tillerson and is hoping for a fast replacement. I think Mr. Tillerson will miss his job but not his boss.

3/14/18

6:09pm - My Home; Short Hills, NJ

Wendy and Alex are both big fans of the television series "Outlander". In fact they will be taking a tour of some of the places where they filmed while they are in Scotland. It turned out that the series is filming where they are staying, got a glimpse of the stars today and will try again tomorrow. Between the fabulous places they staying, the wonderful food and drink, the great scenery, the various Whiskey Tasting and other tours they are having a very fun time.

I spoke to Kayla numerous times today which is always pleasant. She is starting to get ready for the combination trips of the Chicago Area, Af-

rica and New Jersey that will be starting next week. She is greatly excited by them all and I can't wait to see her next week in Illinois.

The weather here is seasonable, there were snow flurries earlier, however I been able to walk outside almost every day so I am not complaining. Because of re-freezing water from the melting snow, also called "black ice" I will probably not even think about going biking until this weekend.

Igor's Mom modified the SwaddlePax shorts but when I tried them on they were too small for me. We will have to modify them again so they can fit, typical situation for new inventions and I will be patient until we find out if they work. Business has been good for the month so I am planning to be calm for the next few weeks.

It is very quiet around here without Wendy, I miss her. She is a strong and calming presence and is due back mid-day on Saturday. I will be very glad to have her home.

3/15/18

3:44pm - My Office; Maplewood, NJ

It gets dark much later now. In a few weeks, Spring will be starting and the outdoor biking season with it. I look forward to that, warmer weather and the beginning of the gardening season. I got some pictures from Wendy. She and Alex fulfilled one of their dreams. They got to meet the two stars of the series "Outlander" and we now have photographic proof. They were so excited when we spoke, it was wonderful, their trip has been fantastic. It has been a good day here also. Die Master Dave created a steel rule die for the large size of the Vest which meant that he can easily make samples by hand without using the laser or going on press. We only need a few more for now until we get the material samples from IJX and if they are okay, a full scale prototype and if that is okay, a small order. The pressure is on both Don and me because we are planning to launch in Canada the end of next month and it would be very good for everyone involved if sales started soon afterward. I just signed off on the Patent Application, we should know some details in a few weeks. Business for this month has been good which is excellent for all reasons including the R&D and Professional Fees which are building for the various new projects plus the extra overhead from the new space.

3/16/18

11:11pm - My Home; Short Hills, NJ

As previously reported I had found one of the repair men from the shuttered bicycle shop in town. Juan and I made plans today for him to go to my house and do maintenance on my two bikes. With every new relationship there was a little turmoil at first. When he called while I was at work I thought he was at the wrong house but turned out he was at our place but trying to get into the house as opposed to our shed which

housed my bikes. Once that was clarified he called me later to say that one was bicycle was completed but the other needed parts so he took her to find the right replacements and she should be back next week. This is all fine since it has been very cold and the chance for sliding and crashing on ice patches has stopped me temporarily from biking. It was a good, productive day at work and I heard from Wendy. She and Alex were back in Edinburgh and were ready to come home tomorrow. She liked the card I made for her which included multiple colors and very bad drawings but the positive intent for a fine journey came through loud and clear.

3/17/18

8:58pm - My Home; Short Hills, NJ

I was up early for a Saturday, 5:30am, exercised in our basement and then walked outside. I met David early due to the fact Wendy was coming in from Scotland and I was going to pick her up. My phone was acting very strangely which caused a big strain on me because I would not be able to hear from Wendy after she landed in order to meet up. Therefore I used David's phone to text her so that when she landed she knew I would be waiting for her outside of Customs as opposed to picking her up outside. My mind was not calm and I was not terribly good company for him which I apologized for more than once. However David is a very nice man it did not bother him that I left him earlier than planned so I could get to the airport. I did get there in time, in fact I had to wait because she and Alex's luggage did not come out for fifty minutes after they landed. I did not care I just did not want to be late. Besides it gave me the chance to see my son, give him a hug and tell him I was very glad he had a great trip. We then left him to catch an Uber back to Manhattan and Wendy and I drove home. She had a wonderful trip, had some great stories to tell and even though jet-lagged she was in a great mood. After we got back I went to see my Mom. She is well and she loved the new Vest with the SwaddlePax patch on it and had a construction modification for the SwaddlePax shorts which we will utilize. We are having a lot of fun talking about the SwaddlePax garments whenever we see each other. Once done there it was back here where I did not do a lot of anything except read, start to pack for this Wednesday's trip to Chicago and take a nap, I eventually went out to get Chinese food and then we relaxed for the rest of the evening. It was great to have her home and our house was complete again.

3/18/18

3:46pm - My Home; Short Hills, NJ

Let me catch you up with world events. Vladimir Putin won his fifth term as President of Russia. President Trump is still threatening the world with trade tariffs. Europe is trying to reduce or stop the tariffs before they begin. Chinese President Xi Jinping can now stay in office for life. The

President of North Korea and President Trump are still scheduled to meet sometime soon. The US is now producing enough of our own energy to be not only self sufficient but also export. NAFTA talks are still in progress and the President is threatening that if we don't get a better deal he will not excuse Canada or Mexico from the tariffs he is planning. Locally our new governor is raising taxes and threatening ever increasing gun control measures. He plans to spend a fortune for those who did not earn it take it from those of us who do. On a brighter note, life here is very good, it is great to have Wendy home. Spring is formally coming this week and next week, we will start planning what flowers to put in for the "first planting" of this year both here and at the office. Plans for the SwaddlePax Vest launch for the end of next month are still on schedule but may have to be pushed back to make sure we have enough product on hand in case it starts to sell right away. Kay got food poisoning yesterday but is better now. It is a beautiful late winter day here in New Jersey, in fact I opened up my bedroom window to bring in the fresh air. There is still some snow on the ground but if the weather stays like this it should be gone by next weekend.

3/19/18

2:52pm - My Office; Maplewood, NJ

More work on the SwaddlePax Vest launch. We are gathering testimonials, some are interesting because they promote some different advantages of the vest than I had anticipated including it's use when someone has the Flu to help fight the body aches and make it easier to sleep. We have to make changes for the shipping box cover, more photos were needed. Kayla is checking on what size the photos need to be for the website being done by Ben. I gave the go ahead to IJX for prototypes for the various Vest sizes I am hoping they are here within four weeks because then we can put in some inventory and be ready for the launch in Canada. I spoke to Kayla, she is feeling better and we are both excited of seeing each other in two days.

3/20/18

1:43pm - My Office; Maplewood, NJ

Hello and welcome to the April Edition of the Ideal Almanac

We have been in the miEDT of a major expansion at our manufacturing site here in New Jersey and as always, surprises happen whenever machinery and people are involved. For a lot of today's printing and laser-oriented equipment, a good knowledge of software is extremely useful if not mandatory. That ability, being able to use and understand computers and their languages is a skill that is being taught at our schools, to the degree, that most of our younger people have little problem operating them. It is to the credit of our older employees that they had resolved to also learn those new areas so they can not only keep up but flourish with the

new technological advancements that seem to happen weekly.

However there is a huge amount of older equipment that is not computer based, in fact there is no software involved at all and to operate those machines quickly and efficiently, the level of expertise needed is extensive. We just put in a new “old” press that was built in the early 1970’s. It was made by the Heidelberg Corporation, one of the highest quality builders in our industry and it is a thing of beauty. In fact it looks like an antique, a piece of art and the amount of dials and knobs on it would stump anyone not acquainted with it from the old days. That is the reason I am bringing it up. We bought that press for very little money, it was in pristine shape and worked incredibly well but unless you have an older, highly experienced operator the odds of getting and keeping it running are slim. As it happens of VP of Global Manufacturing Vincent Santoro literally grew up using one and in his hands, this new/old press works to it’s maximum capability with no strain for anyone.

Once Vinnie gets it totally up and running he will pass on his knowledge to our other people but again, without him, the press would be worthless which is the reason it was so cheap. Being able to utilize older equipment is one of the “perks” of having older employees of which I include myself. Yes, we may not be able to work as many long hours as before. Yes, we may not be as fast but the cumulative knowledge and experience we as a group bring to our company creates a level of value that few companies match. We are able to directly access five decades of printing, manufacturing and machinery experience that enables us to not only use what worked in the past but add it to today’s problem solving and create “morphed” solutions that again, set us apart. Getting older does not have to mean losing touch and not being useful. In the correct situations that experience and knowledge combined with the energy of our younger members make us able to compete globally on all fronts. I am truly energized at how well this new “old” press has worked and we are already looking for more. The odds are also very good that we will be able to get those and other types of equipment for very little money because we are one of the few companies remaining that can utilize the technology of the past for what is needed now.

3/21/18

11:40am - My Office; Maplewood, NJ

I got an email last night from United Airlines that my flight was cancelled because of an impending snowstorm. That created a flurry of activity including calling Kay, who said she could handle the trip alone, which I was very happy about. I then canceled my hotel and driver, Marina handled my ticket refund, so everything settled down and I was able to get to sleep. Instead of getting up at 1:30am, so I could workout before I left, I slept until 3:00am worked-out and then got here early to beat the snow. So far there has not been a lot of accumulation but the weather forecast is

still for a lot of snow coming and this was exactly how the last big storm, started so I am not doubting their veracity. Kay took the overnight to Chicago and is now at her first call. It turns out there will be two people at the meeting and I am hopeful I prepared her well enough to get through it easily. Some of our people decided not to come in today but enough are here to keep our production and shipping going which is excellent. I always hesitate to close even with a horrible forecast because they have been wrong or delayed or the anticipated conditions were not as bad as predicted. I would much rather be with Kay on this sales call and thought I would get out this morning. I considered going late last night, I should have done it. I will remember for the next time.

3/21/18

2:40pm - My Office; Maplewood, NJ

Kay's sales call went well. Turned out they may need a technology that we developed a few years ago, to take adhesive and ink off of faceplates, that we never utilized before. She did well and the two men she saw even commented on her knowledge. She is now on her way to one more sales call and then it is to her hotel. Tonight she is scheduled to have dinner with her cousin Sam, I am sorry I will miss it. The snow continues here and it looks like the roads may be starting to get icy so we are closing at 3:00pm. I have been working on editing last years book, the first quarter is done, my goal is to have the second quarter done by this Friday afternoon. Joe Biden sounds like he is running for President again. I would love to see him and the President debate.

3/22/18

4:30pm - My Office; Maplewood, NJ

Kayla made sales call in Illinois today, things seemed to go well. I spent most of the day editing last years Journal Book, am going a little crazy and have to stop. The Dow Jones Industrial was down more than 700 points. There is talk of a trade war with China. All we can do is react to what we think will happen.

3/23/18

2:30pm - My Office; Maplewood, NJ

More pricing, more editing and I am a bit frustrated. I had expected to be out of the road with Kayla but obviously I was meant to be here instead. More good reviews in about the Vest, the marketing is moving forward. I hope to be in Canada in May to help with the launch. We are now in a global trade war, and with it more changes in the Trump cabinet. US stock markets were way down but have stabilized for now.

3/24/18

1:10pm - My Home; Short Hills, NJ

Kayla just called me from a 3D Printing Trade Show somewhere in Indiana. She was telling me about all of the fantastic people there, she knows many of them from past shows and how she loves to be around them. They also love to be around her, there are not a lot of women in that world who knows a lot about 3D Printing in general and is able to innovate and invent herself. Most of the conference was filled with “geeky” really smart guys and let’s just say, they really like having her there. Since she did not have a booth for this show she has been hanging out at our BuildTak distributors and other friend’s locations so she is having a blast. She is leaving for a short time now to participate in one of the anti Gun Violence marches that are happening nationwide today. Once done there she will be working until midnight and part of tomorrow, Sunday which means that she will be incredibly tired when Monday morning comes around and she will have already flown here. Letting Kayla loose in a Trade Show is a sure fire bet that she will meet the bulk of the people involved and sell whatever is possible. She is now in charge of trade shows globally for us and will also take over the SwaddlePax shows as soon as we launch. Those should be really fun because we will do them together.

3/24/18

9:34pm -Home, NJ

My mind is usually in motion especially regarding new inventions. I had come up with the idea of a pillow with an attachment to help neck support. I have a problem in that area and have not found a suitable solution and am currently wrapping a shirt and using it like a tube underneath my neck when I sleep. Obviously this is not the most efficient or long lasting way to support my neck while I sleep, especially as I move around so tonight Wendy and I were talking about it. She asked if it would have a hot and cold ability like the SwaddlePax Vest and without thinking I said yes. She had an ice pack with her, from using it on an angle injury and it suddenly occurred to me how I could incorporate that into my idea. I just ordered some materials from Amazon and as soon as they come in we will make a mock-up to see if the design inside my head will work on my neck.

3/25/18

3:15pm - My Home; Short Hills, NJ

I met Ira for tea at noon. He had been to a Tao Kwok Do Tournament with his son-in-law Jeff and grandson. Jacob did really well and graduated to his next belt. My brother loves spending time with him, he likes Jeff also. Once together he and I spoke about our families, the President, business and getting along with employees. Since retiring he is happy to not have to deal with anything business related anymore. He is also feel-

ing well and as always it was great spending time with him. Later I went to see my friend David. We normally meet on Saturday's but he went to an Anti Gun Violence Rally in Manhattan yesterday with Janet. He said there were probably a half million people there and the speakers were interesting and inspiring. He also said he walked for about hours which really tired him out so he was sore today. His views and mine are very different regarding guns so we did not speak anymore about it but I applaud his willingness to exercise his right to be heard. We then spoke about business, real estate from his side and then our expansion, especially regarding SwaddlePax. He was very upbeat on our chances however he urged me not to spend a fortune on conventional advertising but instead go through Trade Shows and Social Media. I said we will try most avenues and I was highly heartened at his feeling that we had a very good product.

3/26/18

2:40pm - My Office; Maplewood, NJ

Kay got in last night from Illinois, she looks great. I had trouble sleeping but was very happy to get back into the office after the weekend. It has been a crazy day working on the SwaddlePax Artwork for the box cover as well as marketing and working on a new process to take thick adhesive off of metal and plastic panels. If it works we have a new area to sell. More proof-reading on last years book, I have a long way to go. Mass confusion with President Trump and his tariffs. The stock market is back up.

3/27/18

3:55pm - My Office; Maplewood, NJ

One of the hardest and most fun parts about being in business is finding new products. The best way to stay in people's minds is to keep coming out with new ideas. Of course it is better if they can benefit from those products but even stuff they will never use is still of interest. Kayla has been working on a few new BuildTak inventions which will hopefully come through soon.

One of our former employees came up with an idea for a special light to be used when 3D Printing. Apparently there is a need to be able to see what is happening in very tight spots and this idea would solved the bulk of those issues. He was in last week with the original idea, back today with some further innovations and we hired him to create prototypes hopefully ready within two weeks. He will be working with Mike and Kay as well as the balance of our team. I am really happy our team may have a new weapon to unleash at the next few 3D Printing Trade shows.

3/28/18

1:49pm - My Office; Maplewood, NJ

One of our customers has a bunch of used metal and plastic faceplates which they want to re-label. The problem is that our labels are

meant to stay on permanently and taking them off and ending up with a clean surface is extremely difficult. We have however come up with a possible solution and I am waiting for the video link so I can send the demonstration that Die Master Dave and I did on one of their panels. It seemed to work well but it is a 2 - person job, takes time and the adhesive solvent is not cheap. I would prefer helping the customer with some special tooling and they do it but I have a feeling they will want us to do it for them. If so we will give them prices and if they are willing to pay it we will go forward. I love new technology and trying "way out" ideas.

3/29/18

9:25am - My Office; Maplewood, NJ

I was walking past the flooded area in front of our house yesterday, highly distressed that the storm sewer in front was plugged up which had been causing flooding for months. I did not realize this had been the actual cause until the man who put in our new water system came by. It turned out his work was okay but the sewer was blocked so I called our town Public Works Department and spoke to a nice woman who said she would take care of it and when it wasn't done left two more messages and still nothing happened. Finally, while walking yesterday, one of my neighbors who had seen us put in the system asked me how it was working and I told him, a little too sharply, that I was highly displeased with our town. I decided then to email our mayor and ask for help. That was yesterday morning. Within ten minutes she had replied with an apology and said she would get it fixed. Within an hour I got a call from the head of the Town Public Works apologizing for the problem. It seemed that when I called I left a message about my sewer, they did not realize I meant the storm sewer so they were checking the wrong system. He then said his team was already working on it. I thanked him, apologized for not being clear and then I emailed the Mayor thanking for her quick work. I went home last night and for the first time in memory there was no water pooling on the curb in front of our house. It was wonderful. I looked for my neighbor this morning to thank him for spurring me on to the actions of yesterday but he was not out walking his dog, I hope to thank him soon. Our township did come through, it was great to see our government working well.

3/29/18

3:45pm - My Office; Maplewood, NJ

I got a call today from one of our former employees. Usually that means they are looking for a job, a recommendation or needed something. In this case it was to let us know that another one of our former employees had passed away. His name was Dave and worked for us from 2000-2003. We had kept in touch after he left, he worked for one of our suppliers until shortly before his death. He was a very nice, quirky kind of

guy, the type of person I love to have around because he viewed life, like I do, from an unusual perspective. He was not old and I hope his passing was peaceful. We will have some trees planted in his memory in Israel.

3/30/18

2:40pm - My Office; Maplewood, NJ

I was up my normal time and saw it was foggy outside. I decided that if it was foggy and the rain prediction was pushed off that I would stay mostly dry while riding. First wrong assumption of the day. Ten minutes into my ride it started to rain. I stopped and put on my rain jacket. A few minutes later I stopped to put on my rain pants. Second assumption, they were in my backpack, unfortunately they were not. Therefore I was now biking, getting wet and I was too stubborn to go back home. I hadn't biked in a while and regardless of the weather I was still enjoying it. I kept going, happily the weather conditions eventually improved and I actually got into a mind space where I thought nothing except being "at one" with the road. It was glorious and I got back home wet but totally refreshed. I then finished my workout and came here.

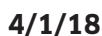
3/31/18

9:31pm - My Home; Short Hills, NJ

It has been a fantastic day. After waking up early I worked-out in the basement until it was time for Kay to leave for the airport. Today was the day she had dreamt about. She was on her way to Kenya, Africa to visit her friend Alyssa. It was very sad to see her go but she was going on an adventure and was incredibly excited.

Once she left I finished downstairs and went outside to go biking, the weather was very pleasant. As soon as I got back the boys were ready to go shooting, we had also all been looking forward to that, so we loaded the car and it was off to my club. I had been worried that there might be still be snow there or flooding but there was very little of each. My friend Sal joined us and we all had a very pleasant time. Both Alex and Ben are good marksman and Alex let me know that he wanted to go monthly so that he can improve quickly. Ben is going home to Colorado but will be back in time to shoot before the year is over.

Tonight was the second night of Passover so we went to Barb and Cliff's for their Cedar. Jessica and her family were there, Barry and Emily, Andrew, Cliff's brother and his friend also attended as did Cliff's mother Myrna. It was a lot of fun. Kayla should be landing in Dubai in a few hours on her way to Kenya, I hope her flights are going well.



We got a text from Kayla after midnight that she had arrived in Dubai and a few hours later she was on the plane ready to go to Kenya. I had left my phone on in case she needed us and it was great news regarding her progress. I was up at 6:15am, not unusual for a Sunday and after working out and biking I went to see my brother. He had been to a Cedar last night that had gone late so he was tired.

We had a pleasant time and after stopping for supplies and a quick lunch at home I went to see David. He was having an issue with my relationship with the National Rifle Association regarding their position on guns, stopping the excess control on them and his view that I should be upset with them because of their conduct. He and I will just have to disagree and then we went to talking about the President and the mid-term elections. I said that judging on what I had been hearing from people above the age of fifty years old I thought that the Congress would stay Republican the Senate might shift and the President had a good chance of being re-elected. He liked those comments as much as about the NRA so we changed subjects again this time to the Vest.

He was very positive on his review of the garment itself, the additional potential products lines, markets in Canada and the plan in general. This was very nice to hear and just continued to solidify our movements forward. It was then back here, preparing my fruit for the week, five containers for daily consumption in the office and also washing one of the pillows for the new "neck/pillow" invention. I read some of my bible, always good to do, not only for religious reasons but for different perspectives on life. I had some paperwork to review for our Malaysian Group and after I finish this entry I will go get the pillow in the dryer and run some tests on the new invention. It will obviously need a bunch of changes but it is always thrilling to start something new to see if it will

work. We got a text and picture from Kayla, she is in Kenya with her friend Alissa, excellent news!

4/1/18

8:57pm - My Home; Short Hills, NJ

Dear Dad,

It is Sunday night and as usual my thought are running towards business, the potential for good and bad. I had tea today with my friend David. You and his father were great friends and happily that has been the same for David and I. I have begun to sketch out an exit plan over the next decade for me and the business. If Kayla is to grow and take over I have to be willing and able to hand off as much as she can handle along the way. I also have to make sure that I take care of myself and I am cautiously optimistic that our new SwaddlePax garment line will give me that pathway. The best thing about it is that it can be used by anyone but it is specifically aimed at people over fifty years old so that I am the perfect spokesman for that group.

For the future we can tailor our R&D for this group so it will both help me and then others. I love the idea of both selling huge amounts of profitable product and helping people so I think we are on a really good road. I don't want to be "that guy" who keeps hanging on when time and technology have passed me by. If I plan this correctly I can stay in front of the marketplace as long as I want and have our teams take over more of the day to day so I am concentrated on the few areas where I am best. The only thing worse to me than being forced into retirement is being irrelevant. There is nothing worse than having dead wood in a company and when the time comes I hope I have the courage to leave before my people have to force me out.

Our teams are really amazing, they do a fantastic job, are loyal to our company and fight hard to do whatever is necessary to move into new areas and keep our customers satisfied. It is an honor to lead them and to make us bigger, stronger and more profitable. It is also an incredible amount of fun. One of the best parts is that our work-place is also a sanctuary from the rest of the world, a protected place where we all watch out for each other and move towards common goals. I don't know whether this new product line will be successful, I do know I will give it my best and put as many resources towards it as possible. New areas are exciting and bring us onto different pathways. I have been through this before, if it doesn't work we will accept it and move on but if it does, oh my, what a world we will open up.

Love you,

Andrew

4/2/18

2:55pm - My Office; Maplewood, NJ

Don Lem has a contact in Canada who is a Martial Arts Champion and has a bad back. I sent him an email to see if he would be interested in helping to market the Vest. It snowed today about 5 inches. More potentially coming next week, glad I did not plant my flowers.

4/3/18

4:40pm - My Office; Maplewood, NJ

I called the National Jewish Fund today. That usually means that someone died and we are having trees planted in their memory. Unfortunately today was no different. We found out a few days ago that Dave Creighton, a former employee passed away. He had been ill for a while and we found out through one of his friends who also used to work here. He was a very intelligent, quirky man, who I liked, which describes a lot of the people on our team. He was with us a few years and then decided to move on, there was no acrimony and we remained in contact sporadically. The older I get the more this happens and it makes me acutely aware of the wonderment of life and the hope, and my belief, that we have multiple lives and often meet the same people again.

Stock markets are going crazy lots of big up and down swings. The President has personally targeted Amazon for his wrath, they do not seem worried.

4/4/18

4:33pm - My Office; Maplewood, NJ

We made a lot of progress with the Vest. I spoke to our new Canadian lawyer Lewis who will be our point man in trying to make sure we are covered in all necessary areas. At this point our main marketing will be through SwaddlePax.com but we will also use other groups like Amazon and maybe some “point of purchase” stores. We found out today that our Canadian Patent application has been submitted which is good because one of our well-meaning Beta Testers in Canada shared a Facebook picture of the Vest to a selected group. That meant the idea was now “out there” with the potential for duplication but we are covered so it should be fine.

The response from the picture was very positive and people wanted to buy it, which is excellent news, but it is not quite ready for sale. Since the response was good we will now expand our marketing to include Social Media Sites. We also started the process for Flammability tests that is needed in Canada as well as a bunch of other paperwork so it has been a very productive day. Vinnie and his team are getting ready for a Voluntary OSHA inspection, we are part of the SHARP Group, those companies with the best Health and Safety systems in our area. That meant that our new space should be totally up to their highest standards by the time they get here in under two weeks.

4/5/18

4:35pm - My Office; Maplewood, NJ

Every so often I have to go biking when it is 32 Degrees F with a stiff wind to remember why I should not do it when it is that cold. Regardless I did it again this morning and by two thirds of the way through I was starting to feel warm. It was actually a very pleasant ride but it looks like the

same conditions for tomorrow morning with a chance for rain so I may walk instead. I took my car in for a new tire and while there continued to edit last year's Journal. I am still on month eight so I have a while to go. Most of today was spent working on getting our new Canadian Company formally launched along with the necessary insurance and approvals so we can sell SwaddlePax there. I have also been working on the new SwaddlePax website which is going to be awesome. Stock Markets are up again and the Dow Jones Industrial average is only off 1600 points from it's all time high, which considering the last few weeks is pretty good.

4/6/18

3:16pm - My Office; Maplewood, NJ

The Global Trade War, although, not officially on, is in full stride, I am very uneasy about the possible ripple effects.

4/7/18

9:31pm - My Home; Short Hills, NJ

As I went out this morning to go biking I saw our gardeners starting the Spring cleanup. It is an annual event that I look forward to both because they get cleaned but is also a harbinger of life to come. There were a lot of branches down from the last two storms so they had a bunch of work to finish. This meant that they believed the snow was done and after seeing my Mom I went to the plant store which was the first time for this new season. I bought three bags of soil and a bunch of potted Pansies that were wonderfully colorful. After getting back home and changing I went out and put them into my pots. They looked beautiful and it was great working the soil again. I got about one third done and may have the time to do more tomorrow. I am looking forward to Spring.

4/8/18

3:50pm - My Home; Short Hills, NJ

I take a lot of chances, some work out better than others. In this case it was not a horrible outcome but the temperature dropped more than I anticipated and many of my newly planted flowers did not seem to make it. I was taking a chance planting this early in the season, I knew it, but I felt like planting yesterday so no regrets or second guessing. Maybe I will re-plant next weekend. Elsewhere I biked yesterday, this morning and both days were right at the coldness threshold but I am glad I did it. The next few weeks should start warming up and I look forward to reducing some of the clothes I wear to stay comfortable. I saw my brother today, he is well and very excited that the fishing season officially started here in New Jersey yesterday and, in his words, he will go when he feels like it not from the dictated times of working. I think he will actually start to enjoy his retirement now that the warm weather is approaching.

I went to a local bedding store this afternoon to buy some new pillow

covers for our house and also two new pillows for the new pillow/neck invention. The first two that I bought were way too heavy so I am thinking these will be more suitable and that we will have a new version to check by the end of this week. I heard from Lewis, one of our new Canadian Attorneys. He had reviewed the second draft I did for the Class 1 Medical device selling license and okayed. One of our other Attorneys, Colin, will submit the application for the new Canadian company name, I hope this week. My friend David was very supportive in his comments about the Vest project, he wants me to speak of it in more positive, quantitative terms regarding success but I have never felt that saying that something “will happen or will be successful” has ever worked well. Everyone is different and we have to follow our own pathways, mine is a lot of fun at this moment.

4/9/18

3:07pm -My Office, NJ

It has been a day of paperwork, pricing, working on Kay and my next sales trip and editing. In other words lots of paperwork, but all were necessary. It turns out that the license necessary to import the Vests into Canada will probably take about 3-4 months and there is no accelerating it. That delay will force us into either waiting or finding distributors inside of Canada who are already licensed. This was not our plan and is causing some re-evaluation as to the best way to move forward. Regardless of the time delays we are going ahead. I am figuring this as a challenge not a huge problem and we have to figure out ways to deal with it. I will give it a lot of thought.

4/10/18

4:34pm -My Office, NJ

Another day of pricing, marketing and editing. Since we need a special license for importing the Vest into Canada which will take 3-4 months I have temporarily switched gears to see if we should launch in Belgium or Mexico first. Igor and Paulina are checking if there are any licenses needed in those countries. Meanwhile Don is seeing potential customers in Canada. His efforts have been fruitful for our standard lines and his calling on customers means that Kayla and I do not have to go there for at least another six months. Since the Canadian Vest launch is delayed he needs to be valuable elsewhere and it is great to see him pushing for every opportunity.

I spoke to Jacque today, he owns a metal fabrication company with his brother that we sometimes utilize. My father found them as a supplier more than thirty years ago and besides being an excellent, high grade and dependable source they are also really fine people. We spoke about family and I told him that if he ever ended up alone in business and we had room that we could talk about him moving in with us. That has been one

of my long term goals, find all of the people my age in various aligned industries and as they downsized then bring them in to “live” with us. Not only would they have a great environment with positive people but we could cross polarize with business and the transfer of experience and knowledge would be fabulous.

Vinnie plays accordion and keyboards and has been invited to play at various venues with the friends he has made over the past fifty years. Last year he participated in a concert at the New Jersey Garden State Arts Center in front of thousands of people. There is talk of a band getting together to do some touring this summer with some big names from the past. Vinnie may be asked to tour, if so I will not stand in his way. This would be a culmination of a life dream for him and we will help him every way we can. Back to editing last years journal.

4/11/18

2:10pm - My Office; Maplewood, NJ

Too cold to bike so I walked outside this morning after my in-door exercises. It was beautiful with a clear sky and wonderfully clean air. We are working on trying to put a finish on a new type of 3D Printing material that will become part of our BuildTak Line. It is a very strong plastic that resists modification so we are working on a new way to put a “grain” on the surface’ to make it easier to print. We should know if it will work later this week. Most of the preparations are now done for Kay and my Mexico/Texas trip for early next month. I will go back to finishing it in a few weeks. Since our Canadian Vest launch has been delayed we are now going all out to see whether it will be Belgium or Mexico. Both Don and Paulina want to get started as soon as possible so motivation is not an issue. I somehow think that I am being moved by a higher force to start this in a country other than Canada and will therefore let it decide for me, based on what is possible and best. Congressman Paul Ryan has announced he will not run again after his current term is over, my guess is that he will run for President.

4/12/18

3:05pm - My Office; Maplewood, NJ

I generally find that an initial impression is usually right 95% of the time. Case in point I just called a potential supplier. I asked for sales help and the receptionist said she could take the information. That is rare because most people, if it is not their actual job, will rarely take the time, trouble or risk getting something wrong. Feeling ever more confident with this person I quickly went through what we needed and I could tell she understood. I told her at the end that she should be in order entry, implying she was too good to simply answer telephones and it turns out she already was. The phone call probably lasted less than three minutes. How many times throughout my career have people told me I judge too

quickly, I am too fast to act on my gut and I should give people the benefit of the doubt. Unfortunately the people who usually advise that are either not in business or at a level where I would heed their advice for this area. Time either reduces or increases a person's ability to analyze and interpret data and at this stage in my life doubting my first impression is a pathway I rarely travel.

I have set-up a competition between Don, Paulina and Igor to see who can launch the Vest first. All want it and know that the resources allocated for the first launch will probably be more than the others. I just Skyped with Don, turned out he was in a sales call with a group of guys, some of whom I knew. They are interested in the new type of lenses that IJX is now selling. It is great to have a salesman in the field.

US Stock Markets are up. The President has not made a decision about a Syrian Air Strike, he may change his mind becoming a member of the Trans Pacific Trade Pack, which would probably be very good for us in general. If NAFTA could be settled things could continue to improve.

4/13/18

3:20pm -My Office, NJ

We got the paperwork for starting the new company in Canada called Ideal Jacobs Import Inc. Don has taken up the challenge to be able to sell through distributors as opposed to being delayed four months for a direct medical import license so we shall see how that goes. He has a contact in Canada into their Martial Arts Sector. If my tests with the new walking pole invention works out this week I will approach them about setting up a self-defense program for anyone over fifty years old. It will be not only be a good workout but will help provide some relief about fear of being attacked by dogs, wolves, people etc. It has been an excellent day with pricing, marketing and working on everything. Sales for the month are good which is great because my mind is relatively calm. I can feel myself going into "vacation mode" which means I am excited and happy which is really good.

4/14/18

4:41pm - My Home; Short Hills, NJ

I had a lot to do today so I was up at 6:15am, worked out in our basement, went bike riding, without thermal underwear, wool socks or heavy boots for the first time this season and had a blast. Once cleaned up I went for tea with David, he is well and as normal, we discussed business and life. One minor note he thought the Vest should only sell for about 50.00 USD, that is way too low for us and if that is the case this project is dead. But we will keep moving forward until actual consumers let's us know what is possible. I then had tea with Ira, he is excited about starting Trout fishing soon and continues to do a lot of work on my Mom's finances and other related areas. My next stop was my Mom's. I

showed her the new walking staff, defensive invention, she liked it. I will keep testing it while away on vacation. After getting supplies and bringing them home and getting a snack I got a haircut. Once back here I took off the coverings for our porch furniture, moved everything into place and then put out the various lawn ornaments in the ground to supplement our flowers. Oh yes and I also planted the three broccoli plants Ira gave me. Wendy should be home in forty-five minutes so I will start dinner soon. It is beautiful and calm here, the birds are calling each other and the start of the Spring emergence of our flowers, bushes and trees is a great taste of what is to come.

The US. Great Britain and France attacked several Syrian sites in retaliation for a chemical weapons attack on their people. Russia has vowed a response, I hope they don't.

4/15/18

1:46pm - Woodloch Resort; Hawley, PA

I woke up to falling temperatures and by the time I went hiking it was 40 degrees colder than yesterday afternoon. Back to wearing thermals, I had a very good ride and was home in plenty of time to finish packing and be on the road by 9:30am. After a quick stop for a beverage Wendy and I arrived here before noon and as we were checking in a very nice woman looked at us and it turned out she used to live on our street. Annie's Mom and Wendy are still very good friends and she is now married with two children. Her husband is a professional hockey player in Canada and Wendy had contacted her via Facebook to see if he would like to try out the Vest. She never heard back and while talking to Annie today asked if she had gotten then message, turned it she did didn't and when Wendy told her about it she said she was sure her husband would like to try it. We will send one out next week. I have to think it is divine intervention as I have not seen Annie in probably a decade, she does not live anywhere near here. The odds of this happening are so remote that I choose to think God is helping and I will pursue it with great diligence. Having a Canadian Hockey Player's official endorsement, which will cost us money, could be a very easy, direct way to meet a lot of Canadians. Beside if it helps him with his sport related injuries then it could also be helpful to others in both professorial and not-professional sports of all types.

4/16/18

7:36am - Woodloch Resort; Hawley, PA

I spent part of yesterday afternoon walking on the grounds here trying to figure out how to modify my walking pole idea. The original premise was to have hooks in the poles so that when out walking if a dog or other danger approached you could lock the two poles together to create a thrusting protection device. In theory it was a good idea but

yesterday proved it would not function. The main problems were that the poles were too long, it was too difficult to lock them together and the changeable grip positions that would be needed could not be done with the current poles. I therefore reduced the length of the poles, they were adjustable and made them more like the size of a walking cane. I could then rotate my grip around the handle and use it like a sword thrusting forward, I deleted the idea of locking them together but realized that if I took a step forward, like a fencing lunge, using the pole like sword then I could use the other pole as an anchor in the ground behind me. After practicing a little this seemed to function well therefore, weather permitting it is supposed to rain, I will work on it more later today.

Wendy and I had a very peaceful dinner last night and she then asked me if I wanted to play bingo? It started at 9:00pm which, for us is really late. But since it was just on the other side of the building and we were on vacation I threw caution to the wind and agreed. We went into the room with a bunch of other people and as the play began I realized a few things. First of all, I didn't particularly like playing Bingo. Second I was really tired, therefore after 25 minutes I left her there and came back to my room to go to sleep.

Spring has already started back home but here it still looks like winter. I tried to get a kayak to paddle in the pond but there were none out yet. That was not a big deal since there is always other stuff to do. I shot five arrows at the archery range, that fulfilled that urge. They had an outside wood fire burning, it was very pretty and smelled great. It is very pleasant here.

4/16/18

4:41pm - Woodloch Resort; Hawley, PA

I have a confession to make. It will not surprise you. I have the self-image of an overweight/fat child and with that came mocking from various relatives and alleged friends. While I know in my soul that they did me a huge favor since I am still in good physical condition it left me with a problem. I am constantly afraid of gaining weight and start to dwell on the subject whenever I am away from home. I normally solve it by exercising until I can't move which tends to work well and when I get home everything is fine but I still have that fear. Hence the reason my legs are sore right now. After I exercised in my room after breakfast and then went out for a long walk, I then went out for another walk after lunch which totaled out to more than three hours. I am not sure that is a good thing but part of being Obsessive Compulsive means I have to keep going until I either "win" or can't go any further. Having "stuff" is not always a bad thing. When kept in control like being obsessive, germ phobic, having attention deficient disorder and various food allergies they can all combine together to create a force of will that will work like a cannonball towards life goals. On the other hand it can also screw you up in mind and body

and it is a very fine line between positive and negative. I am on vacation, I am not good at this because my various phobias do not work for me when out of my normal structure. It is the reason I am in no hurry to be away. Still I knew it is a necessary thing to do and good for everyone around me to get a break from me. Therefore I will work harder at doing vacation better. Although I don't think the purpose of time off is to make myself work harder to relax, but I will try and figure it out.

A Vest went out to Annie tonight, I texted her mom who is very nice, she said she would watch for it and get it to her daughter as quickly as possible. So many people have bad backs that anything that can help with less or no drugs or surgery has great potential.

I just spoke to Kayla, she has a Trade Show next week and then another one two weeks later after we go to Mexico and Texas on sales calls. I am looking forward to doing SwaddlePax Trade Shows with her, I think it will be a blast.

4/17/18

11:26am - Woodloch Resort; Hawley, PA

I spoke with Don from Canada. There seems to be no way around the import license requirement so as soon as we get incorporated in Canada we will submit the license application with the money needed and hope it won't take much more than three months. Meanwhile as I write this there is an OSHA Safety meeting going on at our plant. There is nothing wrong, it is part of our membership in the SHARP Program but it is a little nerve racking. This is where Vinnie shines so I am confident we will get through it without a major problem. I walked this morning after my in-room exercises and used the two walking poles I had purchased. My original idea to make them into a combined self-defense weapon will not work. I have modified the idea to create a defensive sword-like staff but I need a special handle so the operator can shift from walking to defense with a quick twist of their wrist. I just ordered something on Amazon that might help to make a good solution, we will know later in the week after it arrives. Meanwhile my back is sore my Vest is on and it feels good.

4/17/18

2:39pm - Woodloch Resort; Hawley, PA

Wendy "lowered the boom" on me at lunch. It turns out she wants to accelerate our downsizing to an apartment much sooner than we previously agreed. I was not happy in that I really like our house and have no urge to move to someplace smaller. I was actually pretty upset and went for a walk by myself. As I walked it started to lightly sleet, it was absolutely gorgeous. I began by thinking how unfair it was that I was being forced to consider moving faster than I wanted and I was angry at the idea of both downsizing and getting old. Most "old" people downsize to

smaller places and I did not want to be one of them. As I walked I tried to think of our overall situation to get a better perspective. I love my wife, I love our life and I really like our house. If we moved I would have to give up my garden, our porch and the privacy of our backyard. Neighbors would be much closer and I would probably be able to hear them which would not be pleasant.

On the other hand, I would not move unless I still had my own space which would probably keep me as mentally leveled as I feel now. As for the garden I already told her I would trade it for an amazing view of the New York Skyline. After all, the older I get the less I will be able to do a lot of heavy planting anyway so I might as well bargain for everything now. She wanted three bedrooms I said four. We will have to be near a place I can bike, walk in peace and not much further from my office than I am now. I have also already told her it will not cost any less so if she is looking to save money this is not the way to do it because anywhere we move will have higher taxes. If she finds a place I like then I will consider moving, my guess is that it is not going to happen quickly which is fine with me.

4/18/18

8:50pm - My Home; Short Hills, NJ

Last night ended very peacefully after an excellent dinner and I was up at 4:15am to workout in my room and then go outside to walk. It had lightly snowed last night and it was just below freezing but I was dressed perfectly and used the two walking poles to both continue to work on my new walking staff/self defense idea and make it easier to walk. After an excellent breakfast we headed home and after one stop to pick-up lunch we were back before noon. After eating and putting away my stuff it was out on the road for a short bike ride. The weather had warmed up to 50 degrees F and mostly brilliant sunshine so it was very pleasant. It was then off to my Chiropractor where in addition to getting traction, heat, electric stim and getting adjusted we also spoke about the progress of the SwaddlePax project and the walking staffs. John is a very good person to bounce off ideas and he likes to think outside the box. Besides it give me a chance to see if my ideas have any chance for success before actually spending any time or money. Once done I came home to a lovely dinner and we relaxed the rest of the evening.

Turns out we will have to get the import license for Canada no matter how we sell it. Therefore we have the choice of waiting to start selling the Vests until we get it or start advertising and going after pre-sales. We have not made a decision about that. Don has been going to Canadian medical product retailers in Toronto, many seem to want it. The new SwaddlePax Pants prototype is on desk, I will check it tomorrow. We also have to get moving on prototyping the shorts, we also need other people to test it besides me.

4/19/18

4:35pm - My Office; Maplewood, NJ

I awoke to rain falling so after exercising in our basement I went out for a walk. I could not understand why I was so sore. However when the rain stopped I put down my umbrella and used it like one of my walking sticks. It was then I realized that the motion I had been using to test the self-defense idea had been simulating cross country skiing which is an incredibly rigorous form of exercise. That explained why my body felt like it did and reinforced my ideas that maybe we have something here for not just protection but a new type of exercise regimen for those over fifty years old.

It was great to be back in the office after a few days out and we got some welcomed news, our new company in Canada has been formally recognized by the Canadian Government and now we can go after the Medical Device Importing license which we have to obtain before we can sell the SwaddlePax line. I also saw the results of a "sanding test" we did for a new BuildTak material, which were good both before and after using them for 3D Printing. We now have to find a way to mass produce the material in a consistent and cost-effective manner. We start on that tomorrow. The OSHA Audit went well while I was gone, our plant looks great and I am very proud of our team. While this was going on Mike and Kayla were getting ready for the next 3D Printing Show. We had upgraded our Trade Show Booth so that plus all of the needed suppliers were readied for action.

4/20/18

9:14pm - My Home; Short Hills, NJ

After speaking with Don and Igor Lebre it seemed that getting sports personalities as our spokesman might be the easiest and fastest way to get us to a big group of potential SwaddlePax customers. Of course that meant spending more money. This was all happening at the same time that we are undergoing a major expansion at IJUS and taking on more debt. I am not comfortable with owing a lot of money and spending even more for the short term. On the other hand as long as business stays good, which is never a given, funds from Asia become available, not a guarantee, and the Vest itself sells, all should be well. If all or some don't then we should still be okay just the rollout will be slower. Access to capital is the key to all new ventures and we have that but a healthy paranoia about owing money is always a good thing. I don't want to put us into any financial danger but at the same time not stop our potential for huge, profitable growth. I am not afraid of taking chances, actually I like taking risks, but we still have to hedge our bets in case our products don't sell, the market slows down or any number of negative things that could happen. It is good that I am both worried and excited, it shows my body is reacting to the stress and potential good at the same time. It is a feeling I am used

to and it make me feel alive because it means we are about to go off the cliff and that the time is coming soon to see if we fly or crash. We have done all this type of thing before, one of the great benefits of long term experience, I am ready to move forward. However we have never truly soared, we have never had the chance to double and triple our size over a period of a year or two and keep replicating that rate. It is an experience I would like to have for many reasons and it is not just the money. It would be fascinating to witness a product line go "viral" and I would like to see how we and I handle the process. It would also be a wonderful validation of our innovative abilities and processes. However since we have never had that kind of massive growth I am sure there would be a steep learning curve that would probably be pretty traumatic as well as fun. I would sure like to get a chance to have the\at adventure. But I am getting ahead of myself, we are nowhere near that stage and until we can improve our cash position there is no way I will assume a lot of debt which means no huge advertising or marketing plans at least for the immediate future. When the time is right we will launch, I hope I know when that happens.

4/21/18

5:08pm - My Home; Short Hills, NJ

It is Saturday, I exercised in our basement and then went riding. I saw David and he liked the idea of a celebrity spokesman for the Vest. He thought it would be cheaper than I thought, I hope he is right. I then went to the plant store. I bought soil and way too many flowers which I found out as soon as I got back here and started planting. I took out the ones that had been eaten and the new one looked great, have been watered and sprayed multiple times. I am hopeful that they will not be eaten anytime soon but you never know. Elana dropped by to bring me some muffins and to chat, Wendy then came home and then she and Elana caught up, they are also good friends. I am sore from the planting and put new ice packs into my Vest, I have been wearing it all day and it feels great. North Korea says it is disbanding its nuclear weapons testing and military capability. If so and if it is because of President Trump I will happily acknowledge his success.

4/22/18

6:28pm - My Home; Short Hills, NJ

It has been a fabulous day. The weather has been great, mostly clear skies, high about 70 degree F. I exercised in our basement then went biking and planted the balance of the flowers in the our garden. After lunch I visited my Mom, she is well and highly interested in the flowers I was putting in. I got my zeal and appreciation for gardening from her. I traveled back again to the garden store for more dirt and I ordered a shipment of dirt and rocks for the office which should arrive tomorrow. I have already emailed Eileen to figure out where the pots should be placed before they

are filled. I will also bring my extra flowers I did not use here and the anti-critter spray. By the time I finished planting here I was pretty tired and did not do much more for the rest of the day except go out to get us Chinese Food and Sushi for dinner here. It has been a really nice, peaceful week-end.

4/22/18

9:12pm EST Our House NJ

Dear Dad,

The older I get, the more experience I gain, the harder I work, the more chances I take, all seem to place me into a mosaic of time in which I have little or no control. You know me about control, wanting and needing to seemingly have a grip of what is and will happen. I plan, I check and figure out what I think will happen. Sometimes I am right and others not but still keep trying. Lately, I have been reading a lot about post death experiences, what happens when we die, how those who have passed and even animals can come back to try and help guide us not to mention the idea that God is watching over us and we are all part of a plan. I used to hate the term "surrender to God's will" and I never understood it before but I am beginning to figure it out. With all of my planning and allocating of resources and time for me and my teams it has eerily become apparent that certain things happen for a reason that I can't explain. For instance meeting Annie at the resort last week after we failed to find her on FaceBook. Her husband could be a main key for our marketing in Canada, since he is a professional hockey player. Plus the fact it will take about 3 1/2 months to get our import license for Canada which is probably the same amount of time it will take to be able to sell our stock in Asia. Or that we had been talking with Don in Canada about becoming a salesman for us but did not have enough potential business until the Vest project came up and in turn he has already been selling our regular IJUS products. It's like we are part of overall plan and the best thing I can do is not fight it but endeavor to have all of the pieces in position so when everything comes together we are able and very willing to launch. For a man who loves control I am finding that I have continually less but if I am a part of this overall plan then I am very happy to be part of it and if that means that I should be more patient and keep looking towards a broad path then I will do so.

I hope all is well, please give grandfather and grandma my regards.

Love,

Andrew

4/23/18

11:58pm - Overlook Hospital; Summit, NJ

I had something removed from the inside of my nose thirty years ago and the scar started to look a little weird so I decided to have it checked. I went to my dermatologist who then sent me to an Ear, Nose and Throat Doctor whose office I just left. Although he thinks it is not a big deal, he can't even do a biopsy on the area until I first get a blood test and have a CAT scan of my head. I then went downstairs to this office and am waiting

for the blood test. Since this is probably not a big deal I am attempting to stay calm.

4/23/18

3:28pm - My Office; Maplewood, NJ

I finished my blood test in very good time. The results should be back in a few days. I then went to get an Iced Tea and spent the last few hours of the work day back at my desk. I need to stay calm about this, if there is something wrong it is better we catch it now. It is always good to be back here one of my sanctuaries in life. Plans continue for our outside patio with flowers to be planted in the next few days. We got a sample of the Vest from a supplier in China, it looks good but needs some modifications.

4/23/18

4:54pm - Roseland, NJ

I am at my Chiropractor and my equilibrium had been restored.

The potential medical issues and legal hassles are back in perspective and once again, along with the help of the treatments, I am feeling good. I just emailed my landlord to get permission to put a sign on our patio area. We are putting in flowers and others stuff to make it a haven for our people and I want access restricted to our employees. Hopefully he won't have an issue with that. It is going to be awesome by the time we are done.

4/24/18

3:57pm - My Office; Maplewood, NJ

The application for the Canadian Import License has been submitted. However instead of 3 1/2 months it could take 4 1/2 months which meant that we will probably have to launch in Europe and Mexico first. I started testing the Vest we got from one of our potential suppliers. It is basically good but will need some changes. We ordered a special sanding machine to see if it can be used to make a new BuildTak product. It will be in on Friday, in the meantime we have been working on how to mount the plastic sheets on the incoming sander so we can get a consistent result. Conrad will help with that tomorrow. Business feels like it is slowing down which is not good especially with the expansion but we will continue forward with the hope it will not actually happen. If trouble comes then we will take appropriate measures. Our outside patio area is starting to take shape, the pots we bought last fall are now filled with dirt and some have flowers, Eileen will now be in charge of that area.

The Dow Jones Industrial Average is down about 450 points. A man with a truck killed a lot of people in Toronto, they say he was not a terrorist. I checked with yesterday's doctor. They are waiting for approval from my insurance company so that I can get a brain scan. After that, making

the assumption everything is fine, then he can actually do the test. I need to get the second proof reading done on my 2017 Journal book, it needs to be finished by the middle of May.

4/25/18

4:55am - My Home; Short Hills, NJ

Panic attack in progress. What happens if:

There is some type of medical problem?

It takes 5 months to get the import license for Canada?

What if we can't launch it any place else in that time?

Business slows down and it becomes really tough to keep our expansion going including our new Canada Office?

The takeover is delayed and I can't cash in the stock to take care of our debts and fund the Vest campaign and other new product research and launch?

My stomach is jumping!

What if, what if what if!!!!

4/25/18

2:10pm - My Office; Maplewood, NJ

As is normal my Panic Attack abated and by the time I got to the office I was once again roaring forward. It has been a very good day with inventing, pricing and working on marketing the Vest. Paulina's husband showed it to a doctor in Guadalajara in charge of the Chiropractic group of a large hospital. He liked it, had changes and we will make him new samples. It sounds like they can approve the use themselves for the city and if that is the case then we may have a streamlined way to get into their market.

We are going to Toronto and Niagara Falls with our fiends the Green's in June. The hotels, flights and cars are already arranged, they are marvelous traveling companions.

I rarely stop being concerned which sometimes leads to direct worry which occasionally leads to panic attacks. But they do happen and are a continuous reason to keep reevaluating what we are doing and where we are going.

4/25/18

4:47pm - Roseland, NJ

Work continues on the new combination walking staff/sword invention. Die Master Dave will take the gun stock handle I bought and mount it on one of my staffs to see if we are closer to the switching ability we need for a fast transformation to the defensive weapon.

I know if my head what we need. Once this is done we can make the final changes using 3D printed models. If it works I will create a quick exercise routine to make it easy for the transition from walking to self-de-

fense and also get an exercise workout along the way. We can add music and lyrics to help with the movements. I am sure it will be embarrassing for my family but it is for outside the US so their friends probably won't see it. We have the thinner material in stock for the Vest modifications required by Omar's contact. As soon as we get the sizes we can make prototypes.

4/26/18

4:35pm - My Office; Maplewood, NJ

Don from Canada Skyped that he had a meeting with the local police force up in his area and they were interested in the Vest. The people there thought it would be great for those on "desk duty" but wondered if we had any experience with people wearing it under bulletproof vests. As it turned out we do have one person in our Beta Test doing that so we will check but also the person in charge of security system, Peter is also a Lieutenant in the local Canadian County Police. He has a bad back, likes the Vest, he has been using it. In addition Peter has extensive contact with law enforcement throughout the world so after he retires within a year he may become a sales consultant for us. We got the Vest prototypes in from IJX. They generally look good but there needs to be some modifications, totally expected with anything new. I spent a good part of today doing pricing for IJUS and forms for IJ Canada. Every time we formally open up in a new country there is always a lot of paperwork. We have learned to try and do it all as quickly and efficiently as possible because, like with everything else, the longer we wait the harder it becomes to finish. It is a gorgeous Spring day here in New Jersey and the new flowers on our patio look awesome. Once the pots are completely filled and the new chairs are out there it should be a very peaceful place for our employees.

4/27/18

3:47pm - My Office; Maplewood, NJ

It has been my life goal to create an organization and environment where everyone is treated with respect and fairness. This is supposed to be a sanctuary for all of us from the outside world where we can come together, work to our fullest, utilize our brains, our capabilities and all benefit from the good works of all. Nothing, and I mean nothing, infuriates and disappoints me more than to have one of our people violate our code. We spend more time with each other than our families and our integrity has to remain sacrosanct to the positive values that we hold dear. It is Friday afternoon and too late to do anything today about an employee's bad behavior, we will take action of Monday and I am really not looking forward to it. Why can't people do what is in their own best interest? Why don't they look ahead to the possible ramifications from their actions? The answer is simple, we are all human and we don't think first, we all make mistakes but some are much worse than others and will affect the rest of

the team and those can't be tolerated.

On a much brighter note the new grinding machine for the 3D Printing invention is being unloaded now, it is also too late to do anything with it today but that I look forward to seeing it run on Monday.

4/28/18

11:17am - My Home; Short Hills, NJ

It is Saturday and during my normal Tea meeting with my friend David I came up with a new modification for the walking staff. The last design change for the handle, to make it easier to use both as a staff and sword worked well. However I realized, after testing it, that a finger holder, like a partial gun trigger would make the transformation from staff to sword seamless. We will try it on Monday when I get back to the office. I love inventing, the surges of adrenalin-related creativity are always welcome and push me to do more. I forgot to wear my Vest this morning after my workout, my back was sore, it really makes a difference and I will go put it on.

4/29/18

4:36pm - My Home; Short Hills, NJ

I saw my wonderful brother this morning. He had been up to the Delaware River to go fishing last week and he was bitten by a tick. He is now on antibiotics for three weeks and the tick is being tested for Lyme disease. He is understandably worried, I hope he is okay.

Wendy had ordered me some Hibiscus flowers and they came in on Friday. They are pieces of root and, after planting, are supposed to bud in about six weeks. I planted them in our home pots today. While buying supplies at our local supermarket I saw my Aunt Marlene and her son Adam. She was married to my Uncle Leonard, he and my Dad has been in business together until they broke apart in a family feud that lasted twenty-five years. She and I don't have much contact but it is pleasant when we do. I had not seen Adam in a long time, he looks just like his Dad who passed away a while ago. We chatted briefly about her grandchildren and my kids, all of whom are moving along well in life. Amazing when I think back about the history in our family that we lost a quarter of a century with many of our relatives because the battle between the brothers. It is a good lesson for us all but unfortunately history tends to repeat itself.

North and South Korea are talking about formally ending the Korean War and making it a nuclear free zone. It would be wonderful if it happened, Wendy thinks the premier of China told the head of North Korea to talk peace, I hope she was correct but either way the cessation of hostilities would be a good thing.

4/30/18

2:26pm - My Office; Maplewood, NJ

Anyone who thinks that firing people is not a big deal has either never actually done it or is a sadist. The only thing worse is laying people off. At least when I fire someone it is because they did something wrong. If it is laying off then it means I did not bring in enough business and the fault lies with me. Regardless I had to do it this morning. As is normal I got complete support from my team which made it a little easier but taking anyone's livelihood away is never pleasant and is never done casually.

Meanwhile life went on, preparations for Kayla and my trip to Mexico and Texas were almost done. The two new Vest prototypes for Paulina's hospital contact are done and shipping tonight. It looks like Mexico may be our first country to begin selling the SwaddlePax line which is very exciting. Kayla, Mike and Kevin are back from the Texas 3D Printing show and we have our work cut out for us to supply the products consumers want to buy. They will stretch our capacities and force us to invest in some new processes, all very good things that I love to do. More paperwork is required for our new company in Canada, every country is different and we have to make sure we are doing everything needed as quickly as possible. I am looking forward to being back on the road.



5/1/18

3:47pm - My Office; Maplewood, NJ

It looks like sales have slowed down. The phone is not ringing much, the Internet traffic has reduced from a few weeks ago. One of my greatest recurring fears seems to be in progress. The good news is that it has happened before, I know what to do and it has always worked out so far. The push for new business and products continues. We are still working on figuring out how to put a “grain” on some new high temperature plastic sheets for 3D Printing. If we can figure out a consistent solution then there should be an immediate market.

I have spent a small fortune on the Vest development including the prototypes, legal and financial professional and setting up in Canada. If I am wrong then I am wrong, it has happened before and will happen again but if I am right, and this works then it could be a huge boost for us globally.

No word from Malaysia about the plan to bring in a new partner, Ben says it could take months therefore everything stays the same. The pressure is on, the testing continues regarding our fortitude to reach our goals, plans and our dreams. It is interesting that we have not even had a down sales month yet but I am already feeling the pressure. It is both one of my great strengths and weaknesses that I obsessively monitor the sales and money. In some ways I am too involved, care too much and the stress it creates modifies some of my decisions. As my Dad always said, I am what I am and it has worked really well for a long time so I do not plan on changing anything for the immediate future.

5/2/18

2:40pm - My Office; Maplewood, NJ

Gary, our highly competent accountant, was in today to check financials for the last quarter. Not surprisingly, we used all of the profits from

the first quarter for our expansion and increased overhead. Business looks like it is slowing down for this month which means that my stress level is rising and will continue until sales reach a higher level. Otherwise everything is going well, we are moving into the new areas that are needed for the future and I will simply have to keep my emotions under control. It is one of the tougher parts of my job. On the other hand I just had a medical test came back negative which was great news and I am feeling fantastic because without your health there is very little else. Life is about perspective and I am continually being reminded as to what is important and what really matters. I will re-double my efforts for more business and will continue to ratchet up where needed.

5/2/18

8:36pm - My Home; Short Hills, NJ

INVENTION UPDATE: Walking staff/fencing sword-Die Master Dave made the latest modification for the prototypes but it is still not easy to switch from a staff to a sword. We need to find a better handle configuration, it needs more work. In the meantime I ordered a book on fencing and another in self-defense to get some ideas on how to create a workout that blends the two together.

The amount of money needed to design, sample, test, protect the Intellectual Property make inventory, market, sell and finance is huge.

5/3/18

4:47pm - My Office; Maplewood, NJ

Testing continues for the new 3D Printing plastic process we developed, so far so good, we should have actual test results next week. I just spoke to Kayla, she is leaving for a meeting tonight of 3D Printing people. She has become part of a group of highly intelligent, technical and software driven entrepreneurs who are trying to change the world. I love it and I love her for being in the front wave of this incredible, life changing movement.

I started work on our next sales trip. This one is to New England the first week of next month. Right now we plan to start in New Hampshire, then to Massachusetts and finally to Rhode island. I have not been back there in almost two years so it is definitely time to return.

It is 91 degrees F here in Maplewood, very hot for this time of year but will cool off with the upcoming weekend. Eileen has finished putting flowers into the new pots on our patio. We have one Adirondack chair assembled and are waiting for the arrival of the second. There was a discussion about whether we should chain the first one to the railing. I decided to wait and hope nothing happened and count on the good nature of humanity. If I am wrong we will take secure actions with future chairs. Our landlord Cary was here and we went out to discuss more flowers and shrubs for our area, it is going to be awesome within another month. I

did not know he was a flower enthusiast like Eileen and me. I also do not know why I waited eighteen years before we did this, I guess I figured we could not commandeer the space until we got the additional section of our building. Whatever reason it looked great out there now.

5/4/18

3:23pm - My Office; Maplewood, NJ

It has been a day of getting ready to leave. Preparations are as done as they can be. I also spent part of the editing and checking old customers to see if we can get new business from them. Time to get back on the road.

5/5/18

1:16pm - My Home; Short Hills, NJ

I saw David for tea this morning. While talking he mentioned he had a potential client that wanted to retire who was a box manufacturer. Normally I would not be interested but since there would be extremely few buyers interested and it might fit into our on-line business I asked him to get me information so I could review it. The odds are we would not want it and that it would be too expensive but there is little to loose by getting more information.

I called my son Ben, he is visiting with a friend in St. Louis. I was looking for a compilation of all of the music he has composed for me over the years to potentially use it for the self-defense workout video for our new staff/sword invention. He is going to check is archives and offered some of his own if what is there does not work. I am very excited to see what comes out of my brain, hopefully devine inspiration, and the reference materials I have gathered for this project. If it looks possible I will enlist one or two of my old martial arts friends for help. As I said to Ben, worst case is another idea fails and that is not a major concern to me.

5/6/18

10:50pm - Newark/Liberty International Airport; Newark, NJ

The balance of yesterday was spent packing, relaxing and then going out to dinner with our friends Susan and John. We originally met them a few years ago in Arizona and then became friends. She runs a high end Jewelry Company and he is a Financial Investment Advisor. They are both very smart and highly intuitive regarding what is going on in the world and how it affects us. Dinner was very pleasant and focused on family relationships, travel and business. I was up at my regular work day time this morning so I could do my full exercise routine and also bike. When I first went outside it was raining slightly and figured to go for a walk. I then decided to throw caution to the wind, took the chance of getting wet and within a few minutes the sprinkling had stopped and I had a great ride. After eating breakfast and going on my inverter Mike the Driver picked me up and whisked me here in very good time. I can tell I have not trav-

eled for a while because I took the stupid chance of not separating my electronics out of my computer bag in the security check. It was then flagged and I lost time having to wait to get it searched and re-checked. A very good reminder for me that I have to separate my stuff and I do not plan on making that mistake again. I am off to the gate soon but will do some editing first.

5/6/18

2:14pm -In flight to Houston, TX

Before I got in this plane I got a harried call from Kayla. She was at the airport in San Francisco but had forgotten her passport. She was mortified at her mistake and was trying to get home in time to circle back to make her flight. I told her we had all made mistakes like this, it was not the end of the world and worst case she could meet me in Guadalajara tomorrow. She was very appreciative at my not being angry. We spoke again a little while later and I told her if she wasn't sure she could make the flight to call our Travel Agent Marina to re book. Eventually she got a later flight out for Houston and Guadalajara which meant she should get to our hotel late tonight. Unfortunately that also meant we won't be together until tomorrow morning but it is not a huge deal. I finished editing last year's book, a very good feeling. That meant it was now up to a Jennifer for the final edits, we will need to get a cover designed from our art department and I will have to write the forward, dedication and pick a title. The toughest part for me is over and now I can focus on other stuff.

5/6/18

4:00pm - George Bush Intercontinental Airport; Houston, TX

I use various metrics to see how we are doing as a company. One of the basics is to check the ratio of total receivables to total payables. In other words if what is owed us is five times the amount that we owe our suppliers than that is a very good thing. 4-1 is good 3-1 is okay and 2-1 or below is not okay. We hit 2-1 this morning, I just got the numbers from Mike and combined that with business has slowed up and our overhead has increased with the new space we will need to take action by the end of this month if things don't improve. The way things can improve are more sales, less expenses or an infusion of outside funds. Since an infusion of outside funds is not going to happen for a while then the alternative is layoffs. I hate that word and I don't hate a lot of things. The end of this month will be the cut-off unless I have to pull the trigger sooner. This is the part of the business I don't like. Perhaps it is better that I am on the road right now, it's the best way to stimulate new sales.

5/6/18

5:19pm - George Bush Intercontinental Airport; Houston, TX

Kay and I are already set-up for breakfast tomorrow but I would have

been much happier from all points of view being together now. As you can tell from my last entry I am in the miEDT of another panic attack. Everything is truly fine but it will only stay that way with constant vigilance. I started going through the two books I bought about basic fencing and using a quarter staff. From what I can see, if we can design the staff/sword correctly than almost anyone of any age should be able to use it for self defense. The great thing about this is that it is not a sport. Therefore there is no pretext of rules of code of conduct. The main goal will be to deflect, defend and attack any opponent whether human or animal long enough to be able to run away. That means attacking all "soft points" like the eyes, throat, solar plexus, groin etc. But to do that a certain degree of accuracy will be needed therefore we will need a set of instructions and drills so people can practice correctly, efficiently and safely. I am excited about pursuing this.

5/6/18

6:16pm - George Bush Intercontinental Airport; Houston, TX

As it turned out Kayla did arrive in time but her bag was checked by the airline so she had to wait for the next flight. I did not get a chance to see her, very frustrating. I am not sitting next to a nice young woman, we got to talking, she has sciatica issues so she will become part of our Beta Test for the shorts. She is very pleasant and is a language teacher in Guadalajara.

5/7/18

1:18pm - Chiles Restaurant ; Guadalajara, Mexico

We arrived last night on time, there as a long line for Immigration but it moved quickly. I got my luggage, very happy it had arrived and got to the hotel before 10:00pm. The driver told me that things economically and politically were not great and there was gang related violence which was very troubling to hear. Once at the hotel, there did not seem to be a lot of guests registered, I heard from Kay that she had landed and she got there about 11:15pm. I decided to wait up and I was very glad to see her. I was up at 3:15am worked out in my room and then went down to the gym where I was happily alone, it was wonderful, calm and peaceful. I met Kay for breakfast, she was a bit weary from all the traveling over the past few weeks but slowly revved up to get ready for our sales calls. We met Paulina and she drove us to Sanmina where we saw three different sets of customers. All of them said that their Mexican business was slowing up but work from the US was still okay. From there we went to Benchmark Electronics where they too said things were slowing up.

We are currently at lunch, Kayla and Paulina are talking about her life outside of work, it is nice they get along well.

5/7/18

5:35pm - Intercontinental Hotel; Guadalajara, Mexico

Dear Dad,

I have been mentally struggling for the last month and I was not sure why. True, business had slowed down to the point where we now had to consider layoffs at IJUS but there was something more. I knew I was missing something and that became clear today. While making calls in Guadalajara with Kayla and our very able IJM General Manager Paulina a familiar message came forth from our customers all day. They all agreed that business in North America had slowed down. Having the reality is one thing having them admit it is another which meant it is not a minor trend. While to many this might seem a bad thing, for us, not necessarily so. My first rules of sales states that the most important thing to a person, besides their family is their job, the second most important thing is a better job. While going to see customers is usually positive and constructive it is sometimes hard to be able to make them feel like you are offering something that will personally benefit them. If the world economy is slowing down then a lot of their marginal suppliers will go bankrupt because they are not well financed. If that happens then sudden shortfalls of products will occur, often without warning which meant that our customer's assembly lines would shut down. The fastest way for a buyer to lose their job is to have their production line stop. Suddenly our presence was no longer simply a visit. We were giving them a lifeline in case their other supplies started to go down. The plan was simple. If they got into a crisis they could call us anytime for anything, no matter what the quantity and the speed covering our expanding production areas. They could buy small amounts, only when they needed them and could go back to their old suppliers anytime with no ill feelings from us. In other words we were giving them a life preserver not only for their peace of mind but possibly to save their jobs and maybe get a better one. By their reaction I could tell we were hitting home with our message. There are virtually no suppliers who want short run, very difficult jobs that are needed quickly. There are even fewer who will quote jobs where all of the specifications are not clear and do it fast. By offering these services we are giving them a huge advantage in their planning and also the unspoken agreement that we need to get enough business to keep us interested in helping them. It is truly a win/win for everyone and we will continue to push this message for North America and Europe. My stomach and mind have gone from fear, because I could not read what was happening, to power because we have been through this cycle many times before and we mostly know what to expect and how to gain market share from the fallout. It was only through decades of experience that I believe I can see what is happening and why your tutelage was so important. There is no substitution for experience and I will pass it on to your grand-daughter and our team. It is time to attack, we are on it.

Regards,

Andrew

5/7/18

8:26pm - Intercontinental Hotel; Guadalajara, Mexico

Paulina picked us up at 8:15am and our first set of calls was at Flextronics. Throughout the morning as we spoke to various groups the message was the same. Business was slowing down, they wanted to decrease their supplier base and if we wanted to stay as a top supplier we needed to be willing to give price reductions and also move constantly into new areas to make us invaluable. From there it was over to Plexus, another Contract Manufacturer. We met with three new buyers and the head man who we have known for a while. Actually we were very happy to see him since he had been out on sick leave for a while. He seemed well and after discussing what new things we could offer the same discussion ensued regarding how we could get more business and become more important. I was very glad that we had expanded into the new metal and plastic areas. Showing the Vest was a big success and people are excited that it might be available here and I could end up doing TV commercials. The general consensus however was that if I went into television I needed to improve my Spanish. I totally agreed with them. We took the head man and one of his buyers to lunch, it was very pleasant and afterwards it was over to a different Flextronics location. Discussion there mirrored the others over the past two days.

It was then back here where I exercised again in my room and Kayla and I had dinner downstairs, we enjoy each other's company. We called Wendy and after Kay finished talking Wendy and I spoke about our days. She and Barbara had gone to visit a Medium. They had a wild time and the woman told them things that only someone with a connection to those who were departed could have known. Wendy and Barb, through the Medium, spoke with their Dad and Mom over various family issues and it was good that they both got some closure from the experience. I already believe in an afterlife, Wendy had not before but was leaning a little more towards the possibility. She wants me to go back to the Medium with her and I agreed. We both think my Dad may try and contact us. Time to clean up and get ready for bed, I am getting up early tomorrow, we go to Dallas. President Trump is pulling us out of the Iran Nuclear Agreement, as usual I do not know if that will be good or not.

5/9/18

3:58am - Guadalajara International Airport

TO ALL IDEAL JACOBS EMPLOYEES:

Hello everyone,

I write you this note while on a sales trip in Mexico, with a Kayla, on our way to Dallas and then Austin, Texas. The feeling I have had regarding the US economy has been supported by our current trip. After visiting many of our biggest customers it is evident that the global economy is

slowing down. Forget news reports to the contrary, I have seen the future and we will act now. Happily since we have been in business almost 100 years we have seen the coming of numerous recessions before, we know what will happen. Business will continue to slow down, despite our massive efforts to get more and some of our less well-financed competitors will go bankrupt leaving us the chance to gain more sales. However the route to more market share will take time and in the meantime we will have to double our efforts to greater efficiency both in our purchasing and time spent so that we can make the most money from what we sell. Many companies in the coming months will slash their R&D and Sales budgets in order to save money, we will not because it is only through innovation and selling that we will get us more business. However it may mean cutting back in other areas and in that regard I urge everyone to maximize their efficiency, utilize their brains for the most innovative ideas ever and remember that if you are not busy every second with your normal "job" I suggest you immediately find other ways to be useful, productive and add to our sales potential. As I have said we have been through this before and if I am right, the road ahead for the next year or two may be very tough, but historically we have always come through the other side better, bigger and stronger. We hold our futures in our own hands, you can help define your own destiny, do not allow yourselves to become non-essential and under utilized. Thank you for all your efforts, get mentally prepared for what is coming and hopefully it won't be so bad when it actually happens.

Regards,
Andy

5/9/18

5:48am - Guadalajara International Airport

My last entry was obviously very difficult to write. I sent it to a Mike for review before I will send it globally. My guess is he will feel as I do that our people should know, what I believe is coming, so they can make themselves as indispensable as possible. There is nothing else to be done for the short term, we will continue selling and innovating as much and as quickly as possible. I feel we are well positioned for a slowdown except our overhead is too high, we will have to remedy that, at least partially, within a few weeks. We have a great crew, I will be very sad to see some of them go and hope we can bring them back as quickly as possible.

5/10/18

7:05pm - Renaissance Hotel; Dallas, TX

It has been quite a day. I was up at 2:00am and Kay and I landed in Dallas before 8:30am. We were both tired but as soon as we got through Immigration we dressed for work and were both ready for the day. Our driver for today was named Nick and he drove us to our first call

at Nautilus Hyosung Americas a company that makes ATM machines. During the ride I called Mike at the office to go over the announcement I wrote this morning and he agreed with most of it. Although he also wanted to encourage our people to do more cross training if they had extra time. I thought it was a good suggestion and he and I will talk on Monday to get a final announcement that we can send out. The sales call went well, we make labels and do some packaging work for them and as always, are hoping for more.

The next stop was to Commscope and due to my misunderstanding we went to the wrong location. Luckily we found out just in time and Nick got us there so we could have a quick conference which went well and still have time to get back to Dallas for lunch with my Uncle Allan, his friend Dorothy and her daughter. It was very pleasant, we spoke about family and work, both Kayla and I were extremely interested to hear about his former job, he was a national sales manager. He told us that for forty years, for multiple companies, he was away from home every weekday and only home for the weekends. Kayla travels more than I do but even she found it amazing he lasted that long on the road.

From there it was over to Flextronics where we met with one engineer. He really liked the Vest, our other samples and marketing ideas for Kayla's 3D Printing Line. There is a chance for business, the question is, will his group remember us after we leave. It was then onto Sanmina where we met two buyers who I have known for more than a decade. They do mostly short-run defense oriented work and will see if we can become involved. Finally we went to a company where the buyer used to work for Flextronics. We don't see him often but it was good to touch base occasionally in case something came up.

Nick then drove us to Whole Foods for supplies and after we checked-in at the hotel Kay and I parted ways for the night. I went to the gym and the treadmill, just finished most of my dinner and will get ready to go to sleep soon. First I have to bring my ice packs downstairs to get them to freeze them overnight. I did not have anything cold for my back today and will ice it now for a little while. Kayla did great today, she is really amazing and we are very fortunate to have her with us, not to mention she is a fantastic daughter.

5/11/18

1:15pm - En route to Austin, TX

I was up at 3:30am, exercised and met Kay for breakfast. We are both looking a little weary but happy. Our first call was to another Flextronics location. We saw two people both of whom, were very pleased with our new capabilities and the Vest. From there we went Nokia to see a man we had last seen in Shanghai who lived in India and was now transferred to Texas. He seemed happy with the move, as was his family and looked forward to being here for a while. He really liked the Vest as does almost

everyone who has seen it which makes me very happy. Sales calls were then done so Kayla found a great Mediterranean Restaurant where we picked up food and she changed clothes. Nick is now driving us to Austin we have about an hour to go. I emailed my cousin Keith and we plan to see him tomorrow between sales calls. I believe we have not seen each other for more than five decades. We are riding behind a pick-up truck towing a boat, I don't think he has any idea how close the boat trailer is coming to the concrete medium in the road. I hope he is a really good driver.

5/11/18

7:19pm - Intercontinental Hotel; Austin, TX

After stopping off at Whole Foods for supplies we arrived here to this beautiful hotel. Once settled Kay and I went off to explore the city by foot. We both liked water so we walked down to the nearby Colorado River which is big and beautiful. We talked about family and business and relationships in general, the basis of all business, and had a very pleasant time. Once back here we split up for the night and I got cleaned up, ate dinner and then called Wendy. She is well, had a good day and is looking forward to my return tomorrow as am I to see her. I am tired and feeling good. Malaysia has a new Prime Minister, Tun Dr. Mahathir Mohammed

The election results were published this morning. I do not know if that will affect us there.

5/12/18

5:49pm - En Route to NJ

After working out and breakfast with Kay we were driven to our first call by Nick, our excellent driver, to a new Flextronics location. We saw one of their mechanical engineers, a buyer and there looks like there is a chance for business. Once done we went to see my cousin Keith, one of Uncle Alan's sons. It has been more than fifty years since I last saw him but the time melted away immediately replaced by an excellent vibe of good karma and humor. He fell in love with Kayla as a kindred soul and the two of them spoke like they had known each other for years. It was fun catching up from both side sides of the family and it turned out that he also had back issues so we will send him a Vest. Before parting he invited our whole family to see his crew in Austin or at a minimum that Kayla and I should spend more time with him on our next visit. From there it was to Thermo Fisher. This was also a new location for us and they were interested in labels and membrane switch panels. They have an actual need so we will send them data sheets on Monday and prices for some prototypes. It was then to Whole Foods where I got provisions and then to the Airport. After checking-in Kayla wanted "Barbecue" and thoroughly enjoyed her pulled pork sandwich. A while later is was the time in all of our trips that I don't enjoy, which is saying goodbye. However we are

scheduled to meet in New England in about three weeks so it won't be long before I see her again.

Since I believe there will be a global economic slowdown we have already changed our pricing structure. We will be looking for ways to save our customers money through material substitutions and alternative manufacturing processes to offer general cost reductions covering wide swaths of business. If we can do this then we should be able to start taking over business from our competitors by "changing the specifications". If there is a recession then the buyers will be forced and much more willing to consider alternatives. This will be our chance to take in more market share.

The trip has gone extremely well showcased by Paulina's efforts and Kayla's continuing advancement regarding sales and business in general. Her potential is off the charts, she just has to believe in herself and that comes with time and experience. She has come light years from when she started 3 1/2 years ago. I am a truly blessed man with three amazing kids and a wonderful wife, I never take them for granted.

5/12/18

7:12pm - En Route to NJ

In keeping with my own edict that R&D must continue even if things are slow, I just finished going through a book about basic quarter staff fighting techniques. A quarter staff is simply a stick usually about an inch wide with varying lengths like six or eight feet long. It is made of extremely hard, dense wood so if you get hit with one you will likely feel the results for a while. I want to merge the basics of quarter staffing with fencing and general martial arts self-defense techniques to create a new type of self defense system centering on our new walking staff/sword. Our new product which I have just nicknamed the "Staff" will not have a pointed end, is not made to cut but is primarily used to temporarily disable by thrusting into various "soft" points of the human body or threatening animals. If I am truly serious about this I am going to need help with formulating the use of this new Staff but first I need to modify the actual tool into a better ergonomic design. It needs to be light but balanced for quick and easy use, not only as a defensive weapon but also used as an aid walking and hiking. I have a lot of work to do on this.

5/13/18

5:28pm - SmashBurger; Florham Park, NJ

We got back on time last night but there was a problem with the landing bridge and we were delayed but it did not matter since I had to wait for my luggage. I was amazingly calm as verified by Mike the Driver when he took me home. It was great to see Wendy and after cleaning up and mostly unpacking I was asleep by 12:30am. I did not sleep well and was up before 7:00am and exercised. I had planned to bike but the

rain changed my itinerary to walking, which was fine. I then went to see David for tea which was very pleasant and he liked my idea for the new workout program using the Staff. I told him I thought the economy was going to go down, he did not agree. I told him we had already started altering our marketing to fit what I thought would happen. I of course, could be wrong and I hope so. We brought tea over to Wendy, she was working at her friend Randa's Jewelry store for the day and then I went home. The afternoon was spent in getting food and flowers, which I then planted. My timing was good as it is now raining off and on and they should like it. Right now I am getting Wendy and I dinner and once home I plan to be in for a quiet evening. It is great to be back, I love to be away and the same when I return.

5/13/18

4:06pm - My Home; Short Hills, NJ

Our original plans to go target shooting got scrapped because of impending rain so after I exercised this morning I was able to get in a bike ride before Alex arrived. It was wonderful to be outside again, I had not been able to go since last Sunday and it felt great. After Alex arrived we went to see my Mom, Wendy and I had already taken her to lunch a few weeks before to celebrate, but I wanted to make sure she was not alone. As anticipated she was thrilled to see Alex, catch-up with him and then hear about my trip where I saw her brother and nephew in Texas. My brother also stopped over and it was great to see him. He is doing well, very happy with the accomplishments of our President, he made a point of saying that and happy we were going fishing this Tuesday. Alex, Wendy and I then had lunch. Alex stayed for a little while talking to Wendy but should be back in a Manhattan by now. It was great to see him and catch up while we were driving.

My basic research for the Staff is now completed. The books I read went over the basics of fencing, quarter staffing and various martial arts, most of which I already knew. Now the task was to combine everything together to make it easy and simple for someone fifty years and older with backs issues to be able to defend themselves. Obviously whatever techniques were used has to be simple for those with physical limitations. Being able to do anything at all and not freeze is the first priority and this is the list of how to act in a potentially dangerous situation.

1. Avoid any situation, when possible that could be dangerous. Always conscious of your surroundings.
2. If you can't avoid a fight then try and talk your way out of it
3. If that doesn't work than give up your valuables
4. If that doesn't work than utilize the Staff to create distance between you and your attacked to give you time to think and defuse the situation

5. If that doesn't work than strike your attacker using a lunge technique, aim for the torso, it is the biggest target and easiest to hit.
6. Depending on where you strike him, if he is disabled then run, if not than continue lunging at him at various targets until you have time to run or he is incapacitated and then run anyway
7. Do not get fancy and try to hit someone in the face, neck, arms or legs the targets are too small and if you miss the strike the odds are good they will take the Staff from you and also be very angry
8. Most bad people do not want to get into an actual fight and will pick on someone who has no chance of hurting them. You want them to see that you are prepared and then they will pick on someone else.
9. You are not out to win a fight, you want to survive, as soon as you can run, get away do not wait around to see if they are okay or if they have friends who will come after you
10. Bad peoples are bad, do not worry about what motivated them for robbing or trying to hurt you. If they attack you could end up badly injured or dead, they made their decision to attack you, you owe them nothing, defend yourself in every way possible.

5/14/18

6:14pm - My Home; Short Hills, NJ

It rained again last night which meant that our new flowers got a great drink as did the rest of our garden and front and back yards, they look great. I love this time of year with the trees almost totally bloomed, birds are singing and everything is really pretty. I went biking after my indoor exercises and then it was off to work for the first time in a week. Even with the preparation I did beforehand it was a very busy and delightful day of catching up, seeing our great team, pricing and working on new projects. Mike and Kevin will leave this Thursday for the Makerfair Show in San Francisco. Kayla will run that Trade Show for BuildTak and as becoming increasingly more evident, she is highly competent to do so. I spoke to her a few times today, she was understandingly tired from the last few weeks and the next few will do nothing to change that. However she is in great spirits and is doing a wonderful job. Don in Canada broke open a new account today, he too is doing really well and I simply try and get him what he needs and get out of way. Good news, I put up three bird houses a few years ago in our back yard and for the first time I saw a bird go inside, perhaps we have a family moving in.

5/15/18

5:10pm - My Office; Maplewood, NJ

Today was the long planned event for my brother and I to go Shad Fishing in the Delaware River. We had both been looking forward to it for weeks and after I exercised I left to pick him up. On the way I noticed that

there was a lot of traffic on the normal road we took to get there so we decided to take an alternative route. That pathway however took a lot longer but it was very scenic and since neither of us was in a big rush it gave us a chance to talk and relax. Once we crossed over the water to the Pennsylvania side we were fishing very quickly. The river was gorgeous, the water clear and cold but the fish were not near us so we stayed for a while and then gave up. We took the regular route home and stopped for lunch at our normal spot. It was pleasant and calm and as I dropped him back at his house we resolved to do it again before the summer ended. Once I got back to the house I showered to make sure that the insect repellent and any ticks were off me, came here and dove into the paperwork. I had a great time taking care of most of it. We are still catching up from our trip and both Kayla and I are still following up on leads and potential new business which was the great result of our sales calls. There is currently a heavy rainstorm in progress and I will leave for home as soon as there is a break in the weather. More work on our next sales trip to New England, I think Kay and I will be on the road about 2-3 days with Mike the Driver.

5/15/18

7:56pm - My Home; Short Hills, NJ

As my brother and I rode up to the Delaware River today we reminisced about my Dad. We had both had our issues with him but we also agreed that he was at his best and most fun when we were all off fishing, hunting or target shooting. My Dad loved the outdoors and once outside he was a different man than at home or work. He rejoiced in the various climates of the year, loved to talk about flora, fauna, birds, tracking in the snow, figuring out the weather that was approaching, teaching us names of various plants and trees and overall having a great time. In fact that is how I chose to remember him, at his best, having fun, with a huge smile on his face with his boys. The river had not changed since I was a child. In fact it had not changed for thousands of years. It was beautiful, constantly moving, filled with clear, clean water, wildlife, a natural source of beauty and elegance that was always the same but also always changing. I loved watching it, being there with my brother and even though there were no fish, having an awesome time. It is always great to go back there and if nothing else to remember some of the best parts of my Father and my youth.

5/17/18

5:34pm - My Office; Maplewood, NJ

I got a message from God last night. You may think that a little strange especially if you don't believe in him but if you don't let's just call it a lightening bolt from a higher power. We had been working on our Vest project for almost a year. It has been an amazing journey and we were now at the point where we were waiting the anticipated 3 1/2 months

for the Canadian Class 1 Medical Certificate and potentially two more months for Mexico. I got an email from Don in Canada late last night that he got a copy of our Canadian Import License. Figuring that was not possible I emailed our Canadian Attorney this morning and sure enough it came through, we were cleared to start selling. Of course we still needed some flammability tests, full prototypes from IJX for approval and then securing our supply chain plus confirming our printed materials were correct but one of the toughest hurdles was met three months earlier than anticipated. Then we heard from Paulina that her contact in one of the biggest hospitals in Guadalajara liked his second set of prototypes and was now willing to go into full testing for both the public and private sectors. This created a flood of adrenaline which powered me through the rest of the day. The potential to actually launch and get the Vests into the marketplace just took a huge step forward and I will now center on getting all of the other major areas completed so we can move ahead in Canada and Mexico by August 1st. That also meant that we have to firm up our marketing plans including Trade Shows, Social Media and Radio.

I believe in capitalism and I also believe in helping people but giving stuff away meant that people would value it at zero. The only way to have people believe that the Vest had worth was to make them pay for it so they have some “skin” in the game. The more we make, the more money we get, the wider it’s expansion and the more people we can help. People don’t want charity, they want control over their lives and if our Vests can reduce their pain levels so they can work and play longer, increase their quality of life and hopefully avoid strong drugs and back surgery for as long as possible than we are doing our jobs. I am not sure yet where the money to finance all this will come from, we are still in debt from our latest expansion, but we will find a way and if necessary, start slowly and build from there. The message from God was received, we go forward.

5/18/18

2:44pm - My Office; Maplewood, NJ

It has been very good crazy day. I was able to ride outside this morning, it has been raining a lot, our garden and yard are very happy. Kayla, Mike and Kevin are at the MakerFair in California which begins in fifteen minutes. I am very hopeful that our new products will be well received. With the global slowdown our teams has been kicking tail to try and keep up our sales numbers up and they have been doing a great job. So far this month business is medium which, considering how we started is phenomenal. We got some great replies from our team members regarding cross training for new positions and that will begin next week. Obviously our employees are much more valuable if they can do different jobs and our people are smart enough to know it. We got an order from the Thermo Fisher group we visited in Texas last week. I hope the thrill of breaking up a new account never leaves me because it such a great feeling!

5/18/18

5:01 - My Home; Short Hills, NJ

When I went to college one of my favorite activities was playing tennis at night under the lights. I loved being outside in the dark, playing at the end of the day knowing that as soon as I finished I could eat whatever I wanted because I had burned off so many calories. As the years went by however it became harder to garner the energy to exercise in the evening after work until a few decades ago I abandoned it entirely in favor of doing it in the early morning. Last night however was an anomaly and I went out biking after dinner. There has been a lot of rain here and more was scheduled for today so I went out twice yesterday and it was glorious. Evening riding was a wonderful as I remembered and I thoroughly enjoyed being outside before dusk. It was a Friday evening and people were milling about getting ready for their weekend activities and the vibe had not changed since I did it regularly so long ago. I don't know how often I can repeat it but it is once again in my repertoire of things to do at night.

It started raining very early this morning so I worked out inside and then went outside. I saw David for tea, he had been telling about a box manufacturer who was looking to sell his business so we drove over to see it. I was not incredibly interested but thought I should look to see if we might want to buy it and I was glad I did. The machinery was in bad shape, did not have the necessary safety guards and the business did not look particularly profitable. I passed on the option. After lunch it was off to see my Mom, she had hurt her back a week again and had not told me. However she did say that her Vest gave her a lot of relief which touched my heart that we could help. I told her about our progress in Canada and she was very excited. We also spoke about the shorts and we came up with the option of using suspenders instead of a belt to help "secure" the materials to the configurations of an individual's backside. We will also give that a try next week. I then went for a haircut.

I am getting a feeling deep inside me that something big is going on. I am not yet sure from where but hope it is positive.

5/19/18

11:15pm - My Home; Short Hills, NJ

After giving it some thought I decided that since my Mom and I were collaborating on the shorts that we should name them after her. I called her this morning and she was thrilled to know they would be called PJ's shorts, Wendy suggestion, I agreed, called my Mom and she loved it. If the Short's sell the story about how I found that my Mom could invent would be the "back story". I resolved to go biking this morning and even though it was raining slightly when I started I had a great time and most of it was rain free.

Right now the sky has some blue in it and there is a slight chance for rain for the rest of the day. Prince Harry and Megan Markle were married

yesterday. It was not just a wonderful day for them and the Royal family but the world as well because for the last few days most of the media has been centered on them, something positive and joyous and that is a wonderful thing to not be inundated with negative events as much as usual. Apparently the US is not immediately putting tariffs on Chinese goods which I think is a very good thing. I emailed Ben in China this morning. Progress is continuing for the Widad takeover of Ideal Jacobs (Malaysia) Corporation Berhad, hopefully to finish next month.

5/20/18

3:25pm - My Home; Short Hills, NJ

Once again I went to the plant store figuring I would not buy much, once again I bought and just finished putting them in. In the process I took out a bunch of the under-performing flowers and replanted them in a new section in our backyard which amazingly has blossomed into a very pretty small area. The rain has stopped and the temperature risen to summer-like temperatures 80 Degrees F so it looks like we are segueing into Summer right on schedule.

5/20/18

5:55pm - My Home; Short Hills, NJ

It is Sunday night here in New Jersey and as usual I am worried about getting to sleep tonight. I exercised a great deal so hopefully it will not be a problem. While speaking with my friend David yesterday he told me that when at Trade Shows for various SwaddlePax gear I should have something to give out that I can autograph and would be of use to people. He suggested a booklet about dealing with life from 50 years old on and reinventing themselves for their next stage of your life. It has been dangling in the back of my mind about how to write it. I believe that the best way for someone to figure out what they want is first defining where they are now. Many senior citizens were still used to filling forms out by hand. I was thinking that a general checklist covering mind, body and soul would be able to give them a snapshot of where they are now without having to tell them things that they don't want to hear. Obviously how you view yourself is not necessarily how others see you but that doesn't matter because this journey is for the individual to define their position and go from there. The test will give the person a sanity check as to whether they are living in their own reality or one that is inhabited by other people. We can also give some generalities regarding type of personalities and characteristics depending on their answers. I need to give this more thought.

5/21/18

8:45am - Overlook Hospital; Summit, NJ

I did not mention this before but it is time to let you know what is

happening. About thirty years ago I had some type of growth taken out of the inside of my nose. I did not think much about it until recently when I decided that it should be looked at again. I went back to my very competent Dermatologist who then send me to an Ear, Nose and Throat Doctor who said I needed some tests before he would give me a clean approval. The blood test I took was negative and today is a brain scan to make sure that nothing bad happening inside my head as opposed to my nose. I appreciate that everyone is trying to be so careful. Once this is completed it is back to the ENT Doctor to check the results and finally get the test I originally wanted. I am nervous but upbeat and looking forward to get through the registration process first and then the scan. As soon as it is done I will go back home and then to the office. I was watching the Gene Simmons Show, the lead singer of Kiss. He said it was a privilege and honor that he could go to work and I felt the same way.

5/21/18

9:53am - My Home; Short Hills, NJ

The hospital was fantastic. I was done early. It turned out I was not having a brain scan, which had scared me, but a sinus cavity scan, which for whatever reason did not sound so bad. Regardless the test is done, I should have the results by the end of the week, I am home, will get changed, get an iced tea and can't wait to get back to the office and my regular schedule.

5/22/18

4:53pm - My Office; Maplewood, NJ

A day of employee related activities both good and bad. People don't always act in their own best interest which is highly unfortunate for them and us. However I spend a lot of time having potentially great people available to replace them when it happens so we will hopefully be in very good shape no matter what result. I did work on marketing, advertising and legal-related work for our new SwaddlePax line. It is a very interesting, detail intensive and occasionally frustrating process but the rules are set and we will follow them to the best of our abilities.

5/23/18

3:20pm - My Office; Maplewood, NJ

Don, our IT Guru was in today and he and Mike gave me an overview of how our new Database which is progressing. After a few years of various paths we are now on a good road and I think will be awesome. It will still take some months to implement but I am now confident that it will live up to our expectations of increased efficiency, better cost controls, make us leaner and being able to produce more with less people. One of our suppliers was in today to go over him potentially coming to work for us. Even though he only wanted to cover the costs of his family-based

insurance the gross amounts of salary were still more than I planned to pay. We are talking of alternate routes. I am continually amazed at how much health insurance costs our people and our company.

5/24/18

4:28 - My Office; Maplewood, NJ

Part of my job, when there is any “down” time is to go after new business. Our database has about 22,000 names in it so I decided to start with the first entry and work my way through looking for people who have moved or we have not spoken to recently. It is an arduous, boring process but highly important and can occasionally lead to new sales. I have been doing that part of today in addition to pricing and personnel issues. Work here is not always exciting but everything I do is important which is what I keep in mind when I start to go stir crazy.

President Trump has cancelled the Summit with North Korea and the saber rattling from both sides have begun again. My state, New Jersey is challenging the Federal Government regarding allowing the State Income Tax to be totally deductible through a charitable gift tax loophole. I am not sure how that will go but I rarely bet against the federal government. President Trump has backed off on certain tariffs and is now threatening others. I have no idea what he is doing but we now have companies in Mexico, Canada and China so we should be able to operate reasonably well no matter what he does.

5/25/18

7:17pm - My Home; Short Hills, NJ

It is the day before the start of the Memorial Day Weekend. I had a good ride this morning but both my bikes needed their monthly maintenance early, they are very finicky machines. My maintenance man Juan swung by this morning and retuned one this afternoon, the other will be back tomorrow. I spent most of the day working on sales and as usual won't know if they were productive for weeks, months or years. It is beautiful here in New Jersey, very summer-like but rain is due sometime tomorrow which is good for my garden and yard. Speaking of which I moved some of the flower pots around this morning, I think our trees have grown enough where the amount of sunlight has changed, those pots needed to be in a different place. Even with the wagon that Wendy bought me to transport them I still slightly strained my back but I had the Vest on for a good part of the workday and it helped a lot. More help was received from my Chiropractor late this afternoon who also liked the new two handed design for the walking quarter staff. Mike liked that also so I will work with it this weekend and then we can start 3D modeling next week to get the handle design finalized. I have been working on my new booklet, Kayla liked the tentative title whose exact words I have already forgotten but the gist was, My 65 Rules of Life, Take them or Leave them

and if your life is lousy it is not my fault.

My son Ben called me yesterday, he has started trail running. It involved running on dirt trails, up and down hills and mountains and can be very dangerous. The concentration level has to remain high, I loved it when I did it years ago, so does Ben.

5/26/18

9:34pm - My Home; Short Hills, NJ

I had tea with my friend David today. He is the best Sales Cold-Caller I have ever known. He can walk up to places he has never been before, ask for the owner and, in an unbelievable amount of cases, have the chance to buy, sell or rent their buildings or get more space. It is really cool to know someone who is the best at something.

Wendy and I are trying to find a place for vacation in September. No luck so far with cruises, maybe we will end up in Israel, I always wanted to visit there.

We had our friends the Goren's over for dinner tonight. I really like them but I am on opposite sides politically from their highly liberal, progressive viewpoints. Wendy is much closer to their political thoughts which made dinner a little uncomfortable at times because they kept expecting me to agree with them, which rarely happened. I like them anyway, as they do me, so it was all fine. I worked on my new advice booklet which is moving along well, once it is done we can give copies away with each Vest.

5/27/18

1:37pm - My Home; Short Hills, NJ

Even with the impending rain I was able to squeeze in a bike ride which was excellent. Once changed I went to see Ira and the conversation went from family to religion. In this case there is a Cabod being build near my house. A Cabod is Jewish Orthodox Temple of a particular sect of our religion. While it is extremely orthodox in certain ways it is very non-binding in other and attracts people like my brother who attends one near his house. Since he liked it I naturally thought I might also so we decided today that when the one near me opens we may try and go together once. He would be my "wing man" since he knows the service and how everything operates. I would not normally consider doing this but, as I said, if my brother likes it there must be something to it. My view on organized religion has shifted over the years especially regarding ridged doctrine, codes of conduct and what is and is not acceptable but then again, if Ira think it would appeal to me I may go, once. I am taking the extreme measure of taking the Rules of Life that I wrote and putting them into their own folder. This a very big deal because it formalizes the project and means I will now treat it as a work in progress. I have no idea whether it will be a booklet, book or nothing but it is now at the next

level of structure so we will travel that road together to see what happens next. You may think this odd that I have no full structure before I start but my writing will often go onto tangents and sometimes I do not know in which direction and I am as interested as everyone else where they lead. It is like there are sometimes two people inside, one is my daily mind and the other is the remote part that is sometimes present and runs on it's own engine and source of energy and divine inspiration. It is like I am sometimes tapping into some other force that I am privileged to access some of the time. I am just grateful I get to go there but know that if I try and force "it" than nothing will happen.

5/28/18

3:22pm - My Office; Maplewood, NJ

Dear Dad,

It has been a while since I have written. It is Memorial Day here in the US and I wanted to thank-you for three reasons. The first was serving in our military during World War II. If you and millions of others had not participated then the odds of any of us surviving would have been extremely low at best. The second was having me, obviously everything else would have been moot (for me) had that not occurred. The third was giving me and putting me into an environment from when I was born until you retired from our company where you forced me to think, develop an iron structure of discipline and purpose which gave me the chance to soar. On the flip side you also gave me an extreme love of nature, the outdoors and knowledge, by your example, that there was more to life than work which was family, hobbies and sports. Your complexity compelled me, as per your instruction, to learn myself so I could then understand and deal better with you. In some ways I believe you were put here to teach me and at the same time I was here to do the same for you. As time as went on, especially since you passed I believe more that we had a symbiotic partnership as well as a father and son relationship. For all of the things you wanted and were not willing to pay the price in business, effort and determination you got those things through me. I had the tendency to solely focus on work, which indeed did define me but your influence of the importance of family and other things tempered my ambition enough that I was able to maximize all areas as much as I could. You actually put me into the perfect position to get the bulk of everything I wanted, the only question became whether I wanted it badly enough to do what was necessary to get there.

In some way I feel I should apologize. You taught me everything you knew about business, relationships, motivation and manipulation, you trained me to be your attack dog to fend off anything bad that came near you. But that also meant that as I grew stronger and past you in business that you were in my way, slowing me down, trying to force me to second guess myself and that was something I could not tolerate. Therefore I used everything you taught me against you. I rendered your power impotent and left you isolated, partially because it was also what you wanted. In the end you left, somewhat embittered because you felt I was not grateful and did not render you the

respect your deserved. That unfortunately worked both ways and since I was in control, I prevailed.

However the tide is now turning. Your grand-daughter has been with us for 3 1/2 years and has much, if not more potential than I did. I am training her very differently but in the end, if she decides she wants to take over then I will be in the same position you were. I will however endeavor to phase out in a different way. As you always said to me whenever you disagreed with most things I did, "wait until it is your turn." Dad, my time is coming, the road is already planned and I am hopeful, that if indeed a Kayla is as awesome as I think she will be, I will be present here for as long as I am needed and no further. You taught me a lot by example both good and bad, I hoped I learned those lessons well because no-one lasts forever.

*Love always,
Andrew*

5/28/18

4:10pm - My Home; Short Hills, NJ

Dear Mom,

I spoke with Dayne my old self-defense instructor for the first time in eighteen months since I hurt back the second time. I told him about my recuperation time and our coming up with the Vest invention as an alternative to heavy drugs and surgery. Then I told him about my idea for a self-defense program for those people over fifty years old with bad backs. The idea, of being able to use martial arts centers for a completely new clientele resonated with him and when I told him about the quarter/staff/sword he was highly intrigued. He wants to be involved in helping to refine the product, workout the exercise/instruction system and set-up a program where older people can actually work-out and compete where they could not before. He is coming in on Wednesday to the office. His martial arts contacts are global, he just attained one of the highest Judo ranks in the world so his reputation should help a lot in furthering the program if we can get it going. As you know I love this part of "the business" finding a need, in this case helping people defend themselves who were helpless before and not only changing their lives but creating a new type of product that can be global in scope. Thanks for trying out the staff yesterday when I visited. You were a little hesitant at first but as soon as I demonstrated how it works the "inventor" in you, took over and you staring handling it like a pro. Your ability to create and your faith in my abilities is a continual inspiration and it is something that we can share that we never had before. It is truly wonderful to be able to talk to you as an equal because you had this ability first and passed it to me and, like my natural large amounts of energy, I will never take it or you for granted. Although you never had the chance to nurture and expand your talent I am your legacy in blood and inspiration and together we can change the world.

*Love always,
Andrew*

5/29/18

4:40pm - My Office; Maplewood, NJ

My plan to hire additional “old timers” who were specialist in various areas of metal and plastic production hit a snag today. We had interviewed a metal stamper last week who I had know for decades and we thought he might be a good fit but it turned out he had almost no software background. That meant that his ability to help us and grow with our company were reduced to the point where I decided we should not go ahead. I was worried about making the call all weekend knowing that he was counting on us but I had to do what was best for Ideal Jacobs and the fact that he had not kept up with technology was a barrier we could not cross. Regardless I did it soon after I came in and was glad to get it done. From there it has been a day of marketing, sales and monitoring production, a lot of our people are still out from the holiday. Don Lem visited a Canadian radio station to get rates to help launch the SwaddlePax project, we will get prices tomorrow. Mike is working on the SwaddlePax Website and Paulina and her husband Omar are now working on not only getting the Vest approved in Guadalajara but also help with 3D Printing Sales. I am definitely going to Asia the end of June, Marina is working on my flights. There is big worry in the financial markets, Italian debt is nearing dangerous levels and many of the worlds stock markets are down. I am not optimistic about the world economy for the short term and we will continue to keep pushing new technology and products which means our sales force is more key than ever. It will be good to go see Ben in person in Malaysia so we can plan our strategy, always better face to face.

5/30/18

3:08pm

Dayne was into today. My former trainer was now an 8th Degree Black Belt which meant he can be a very dangerous man. Happily he also loved the new walking staff, the plan to franchise our new exercise and sport program to martial arts clubs and fencing groups throughout Canada and wants to work with us. The next step is make a new handle for the staff and get him prototypes to test.

Mike and I had a meeting with one of our adhesive suppliers. The sales rep was extremely competent, a pleasure to talk to and I am hoping we can covert some of our adhesive requirements over to her brands. She also offered to test anything we needed which will be really helpful to compare materials.

We are in the middle of an ISO Quality and Environmental Audit. Always nice when the auditor praises our people. I always feel we have the best team but it is great when others agree.

5/30/18

7:57pm - My Home; Short Hills, NJ

When I was in college in Senior Alvarez's beginner Spanish course I was desperate to learn the required vocabulary words. Finally I tape-recorded and played them while asleep and the combined results of my studying while awake and this system worked.

When I spoke to Don about radio commercials in Canada I did not initially realize why I wanted the 12-5am playing time. I figured that people with sore backs would be awake but then I remembered college and the playing of the vocabulary words. I realized that many people left their radios on all night and if we had multiple commercials playing than their sub-conscious minds would remember our name. The radio saleswoman was skeptical but I did not care and if we get the money for the media buy then we will do it my way. If that doesn't work we can go by conventional thought. The radio stations also offered to have me come up there so I could record the commercials but I have already started writing them and we can do just as good a job here with better control of the final product. I am looking forwards to the challenge and I love the idea of going back to radio.

5/31/18

5:10pm - My Office; Maplewood, NJ

Dear Dad,

We just got notification we got a Patent on the first of our BuiltTak products. It has been a long haul and cost a lot of money but we did it. It is nice to know that the tough stuff can be done. A great lesson to your granddaughter and all of our teams that perseverance can work.

Love you,

Andrew



6/1/18

2:21pm - My Office; Maplewood, NJ

Dear Dad,

Today marks the 41st anniversary of my starting date with our company. It seems amazing that it has been more than four decades when I first came to you knowing virtually nothing about business or sales. There were some very tough lessons to learn, with still, I am sure, more to come, but overall it has been a fantastic experience and I count myself truly fortunate that I got the chance. My job has changed dramatically since those early days of trying to understand and learn everything at one time. You had an immense amount of knowledge and expertise to give me and I am happy to say I think I absorbed everything. As the decades passed I understood a lot more of how you thought, why you acted as you did and the philosophy behind them. I would have truly loved to have you and grandfather for an hour, sitting on our porch today talking about selling, relationships, what we did right and what we all could have done better. Perhaps when I pass I will get that chance. I have heard that when you die the bad and negative traits are left behind and all that is left is the positive and I would truly love to be able to see all that was inside both of you. You were amazing men and I would have relished being able to sit amongst you as an equal. The business, life and our world have all changed so much and yet so little. While the problems are the same, the technological is much more advanced and the ability to move quickly has gone up exponentially. That was one of the great things you taught me Dad. If you stand still you die, or worse you become obsolete and then either retire or become irrelevant and then people react to you like that nice old guy who used to be in charge. I am 62 years old and I am doing what you used to marvel at with my Great-Uncle Phil. We are taking huge chances, trying to find the pathways that will move us to the next level with the potential for both big wins and economic fallout. Speaking of Uncle Phil he did one incredibly bright thing, amongst others, that I copied and was very glad I did. His wife was an immense asset to him both in strength and logic. She ruled at home and he never down played her importance. When I searched for

a mate it was the model I followed and finally found in my incredible wife. She, like my Great-Aunt Ruthie had the strength and natural intelligence that I was looking for, has been an amazing asset that I have always appreciated, besides loving her always.

Amazingly I found out in the last year that I did not get all of my business and mental capabilities from you. In actuality your wife, my mom had the ability to invent and design. Who knew she could do this? Had you had realized it was there, nurtured those attributes, I am sure there were more, and then we all would have gained, especially her. I have found over time that the only real threats to me are from those abilities I kept constricted and not allow them to reach their potential. By definition anyone who is striving to find and follow their passions will be under a lot of pressure but at the same time producing huge amounts of positive energy that can't help but be shared and absorbed by others around them. Both you and grandfather would be proud of our families and our teams, they are filled with happy people, working hard to move forward in whatever areas they chose. It has been an amazing adventure, forty-one years and I can honestly say I am having more fun than ever before. So once again I say thank-you for everything you did. In the end, as you used to say, we all do the best we can. I will try and make sure that the "best" stays a moving target.

*Love,
Andrew*

6/2/18

8:09pm - My Home; Short Hills, NJ

Kayla came home two days ago and was up early this morning to leave for a wedding for a college friend in Maine. She is excited to see some of her old college chums, most of whom she has not seen since she graduated. I remembered seeing people from school after I was working for a while. There was always a great competition to see who was doing what and where, who had relationships in progress and what parts of the world they had seen and are living. In comparison to her friends, as far as work is concerned, she is a super star and as for living in San Francisco that also placed her near the top. I hope she realized how far she had come so soon and enjoyed the benefits of a job well done and getting better.

After exercising inside this morning and a great bike ride I went to have tea with David. He is well but a little bored and I mentioned that if his stomach is not in some turmoil because of potential new endeavors than maybe he should put some in motion. He agreed, I look forward to see where he goes from here. After that Wendy and I went to a memorial service for one of her friend's husbands. I had only met him once so I was not emotionally involved but very happy to be there for Wendy and her friend. It was a nice service lead by a Methodist Pastor. Once the food was served I saw that he did not have a place to eat so I invited him to sit with us. He was very pleasant, young and his was wife due to give birth soon

so we spoke about babies, business related religious topics and relationships in general. I think he had a pleasant time with us, I enjoyed his company. Then it was back here where I finally got the chance to waterproof our deck, it had been raining a lot lately for which I was not complaining but I could not get a block of time when it was dry. Today was the right moment and I used the balance of the waterproofing mixture I had left in stock. Once cleaned up again, I went out to bring in dinner and supplies for Monday's trip to a New England. It has been a hectic, very good, positive, productive day, the kind I love.

6/3/18

8:02pm - My Home; Short Hills, NJ

It has been another crazy, great day, I never get tired of writing that, getting tasks and preparations ready for our trip tomorrow. After exercising and bike riding I mostly packed and then went out to lunch with Wendy. It was very pleasant, I dropped her back home went to the office to get some samples for tomorrow's trip and copies of my book about selling. Then I went to a local pharmacy for some bottled water for tomorrow and went to see my Mom. I showed her the Vest prototype from IJX, she agreed it looked good and with a few modifications should be ready for mass production. From there it was back here where I did more packing and got some of my food ready. I then exercised in our basement again because I probably would not have time tomorrow. After dinner I finished packing as much as I could, programmed the GPS in my car and saw it was going to take longer than I thought to get to New Hampshire so I texted Mike to come get me at 3:00am instead of 3:15am. I then changed my alarm clocks for 2:07am and relaxed the rest of the evening with Wendy. I am looking forward to being on the road, we pick up Kayla in New Hampshire then start sales calls, she had a great time at her friend's wedding.

6/4/18

12:48pm - Franklin, MA

Mike and I were on our way by 3:05am. Rain was forecasted and it was pouring. It was a messy ride up here but Mike handled it well and we were at Kayla's hotel by 7:45am. I walked around the town of Portsmouth for a few minutes since we were early. It was a beautiful, seafaring town settled in the mid-1600's one of the oldest place in the US. Once we got Kay we went to our first call at Tyco. We had been doing business there a while but our customer had never met Kayla, was interested in our new machine shop, the Vest and new walking staff. There is a chance for more business there, a good call. From there we went to see Brett, a former employee who is now a small customer. His new company is doing very well, he looks really happy and it was great to see him. I had sent him a Vest to test a while ago and he said he was wearing it every weekend,

a very high compliment. The rain continued and we then drove here to Franklin, had lunch and are waiting outside of our next appointment, we are a little early. Ben emailed me from China, the stock placement for Widad our new partner is moving along, as soon as that is done the project can move forward.

6/4/18

1:50pm - En Route to Brockton, MA

The call in Franklin was to a company that produced a medical product. The buyer was highly interested in talking to Kayla about being in the family business since her company was also family owned. It was a good meeting with the chance for more business. On the way to the car Kay asked me if a pre-arranged call this morning had been cancelled. It turned out I had missed one of our stops. It rarely happens that I make that mistake so of course I was highly upset and immediately called the buyer. When in a situation like that I simply did as my Dad counseled. I admitted I messed up, it was totally my fault and I was very sorry. The buyer was very nice, said he had been very busy anyway and everything was fine. I told him I would send him our new materials brochure, my book and apologized one last time. Once back in the car, I was still extremely upset so it took a little while to calm down. But as I told Kay before, when I am no longer willing to accept myself making mistakes, which will happen then it would be time to retire. We are on our way to our next call. The road goes on.

6/4/18

2:58pm - On the road to Westford, MA

The company we went to see had a very big story in our past. The original owner of this metal extrusion company was an eccentric, demanding, very capable guy who built a profitable company and gave us the majority of their label business. We shared one very large customer and got along extremely well. Times changed, he sold it and the new owners were difficult and eventually we almost stopped doing business together. They were bought and sold few more times until very recently they when they were taken over by another of our customers named Celestica. The new buyer was pleasant, a former salesman and we seemed to get along well. He gave us a chance to fix a problem he was having, a challenge I love and maybe we'll do some more business. We are now on our way to the hotel. It has been a good day so far even with my screw up.

6/4/18

9:06pm - Westford Regency Hotel; Westford, MA

We made it here in good time and then promptly split up. Mike was on his own for the evening. I went to the gym and then met Kayla at the front entrance to meet our cousin Hank and his daughter Samantha. We

don't get a chance to get together very often so it is wonderful to catch up. Both Sam and Hank are well and the dinner conversation ran from work to general business relationships to family, all very pleasant. Samantha is a few years younger than Kay and there was a big difference between them, the passage of time can be a very strong modifier. After they dropped us off I said good night to Kay and then went to my room. I decided to check the car to make sure it was locked and as soon as I got to the front entrance I heard a familiar voice. Kay was there trying to relocate a spider she found in her room. It had dropped just as she was trying to get it outside, I found it amazing and endearing that we both ended up back outside, I have done the same things with bugs and we then went together to check on my car. It was a very sweet, brief snap-shot in time and then we both went back to our rooms for the night.

6/5/18

1:12pm - En Route to Rhode Island

I was up at 3:45am, did my in-room workout then walked on the treadmill in the hotel gym, it was very calm. I met Kay and Mike for breakfast and then it was off to our first sales call at Nokia. We saw three engineers, they liked having access to our new machine shop and were all in favor of trying to get us business as soon as it was developed. After dropping off a book and brochure across the street to a man I had known for decades but could not see us, it was off to North Billerica, MA to an old mill which housed one of our customers. They use us for labels and the buyer was trying to give us more business but they have an inexpensive local supplier who can handle most of what they wanted so we focused on the short-run, difficult, unusual business that was are major strength. He loved the Vest, had extreme back issues and we will send him one to test. The next stop was in Canton, MA to a customer who was just purchased by a much bigger company and they said they would try and get us more business from them. That was a very happy call, both buyers had back issues and we will also send them Vests. Even if they forget about us personally, if the Vests work for them they will be reminded of our company every time they wear them. It was then time for lunch, Kayla had spotted a SmashBurger Restaurant, a favorite of Kay and mine and a new experience for Mike. It was highly enjoyable and then we to a Wegman's Supermarket to buy food for the trip home.

6/5/18

3:14pm - Groton, CT

Our last sales call was in Rhode Island to a customer I had known for twenty years. It was nice for he and Kayla to meet. The subject of retirement came up, I was born a year before him, he was hoping to stay working for another seven years. It seems like I am older than almost everyone we see which is not necessarily bad but is a little weird. I don't

really think of myself as being comparatively old but that seems to be the case. On the other hand being alive is a lot better than not being around so I will happily take it. We are now on our way home, it is very hard to tell how long it will take due to traffic but we have food and water, Mike is driving so I will now try and figure out if it is possible to get a literary agent in Canada who might be interested in my book on sales.

6/5/18

6:08pm - Driving on the New Jersey Turnpike

We made great time up until an hour ago when we hit the anticipated traffic. We could not find the Tappan Zee Bridge so I gave Mike the freedom to pick his own route. We are hoping to be back at our house by 7:00pm. It has been a good trip, I look forward to getting home.

6/7/18

4:03pm - My Office; Maplewood, NJ

I am both a very open minded and stubborn individual. Case in point regarding the latter. I mentioned before about the “nose” issue that I have had for the last thirty years. I did not think that any medication would help but did follow the doctor’s suggestion that I use saline solution. Thinking it a waste of time by virtues of all of my years in medical school (not!) I figured it would not make a difference but did it anyway. I went to see him today and he said it looked much better, good enough to wait another two weeks to see if it improved enough where no additional action would be needed. Suddenly I went from thinking nothing would help to believing it might actually get better. Therefore the positive energy from my brain is now surging through my body fighting to heal itself which could only help so we will see what will happens with the next visit. An extremely good example of why I go to professionals in the first place and leaving the possibility that I could be partially or be totally wrong.

I exercised inside this morning then went bike riding, it was very pleasant and then Kay and I came here. It has been a crazy day of personnel meetings and reorganizing both to maximize our staff and get ready for the installation of the new database. We are bringing in a new man tomorrow to come in to sort through a lot of the old documents in our storage space. I want to clean it out and give it back to the landlord since we don’t need to spend the extra money. Kay is getting some great on-hand experience regarding handling and maximizing personnel and she is starting to see the multiple areas she will have to master in order to take over. I can see it in her eyes she is both excited and a little overwhelmed at how much she will have to absorb but it can be done over time and I will do my best not to push her too quickly. Mr. Trump says the Summit Meeting with the head of North Korea is on. The Senate is trying to limit his ability to impose trade tariffs. Don has the staff and is working on 3D modeling the handle.

6/7/18

8:38pm - My Home; Short Hills, NJ

Dear Dad,

Your cousin Marilyn passed away yesterday. She was very sick and in the end it was a blessing that she died. I had not seen her for a few years but her death brought back a lot of memories mostly about her Dad, Uncle Phil and our relationship with them. I never knew Marilyn that well, I always found her forceful and intimidating besides being from the wealthy side of the family. When her husband passed early in their marriage Uncle Phil put her in charge of a division of his food company where she prospered and did well. He recognized talent and was not afraid to promote where merited, another trait I greatly admired and have tried to emulate. I know you really liked her and got along well and I had a sudden feeling before that when she passed you were there to greet her and help transition to the other side. I hope that was the case as I am sure that you were not only glad to see her but very happy to help an old friend. I am not close to her brother, her children or other relatives. As Ira mentioned once we finish with the funeral we will most likely never see them again. Our families will most likely part forever, there is no more "glue" to keep us together. It is not really sad, it just "is" but we are left with the memories of the past and Marilyn's parents had a great, positive influence on me and that is the best you can say about any family.

Love,

Andrew

6/8/18

3:08pm - My Office; Maplewood, NJ

Dear Uncle Phil,

I hired a new man today, his name was Daniel. Actually I wanted to hire his wife, she works at a Dunkin Donuts that Ira and I frequent but I got the distinct feeling that I had to hire him before I would get a chance at her. He started today, I cannot imagine how scary it must be, he recently came over from Ethiopia, his wife had already been here a few years. It is a new country, a new system, his English is different than ours which also makes things a little more difficult. When I think of all they had to go through to get here I am a lot more patient than I might otherwise be. I also remember how you came over during the last century, swimming from Canada, Someone gave you a chance at the American Dream. The least I can do is offer the same to others who followed you. Besides, immigrants are often the most motivated people around, they left their old countries for a better life and would do anything to attain it. You took a life or death chance to come here, the respect I have for you has no bounds, if I can give someone the same opportunity to soar then I am truly doing my job. I hope you are well, please send my love to Aunt Ruthie. As I tell everyone yours was the type of marriage I always wanted for myself and was lucky enough to find with Wendy.

Regards,

Andrew

6/9/18

4:31pm - My Home; Short Hills, NJ

It has been an excellent Saturday. I worked out, then biked, the weather was warm and perfect, then I met David for tea. He is well and his business is good. After lunch I went to see my brother, he is now enjoying retirement, things are slowing down for him and he is taking it a lot easier. It is interesting that when I talk to him about life and world events it is from a much different perspective than most other family members. He is on the conservative side and is very happy he no longer has to deal with employees and their various government related issues perpetuated by the Progressive bias in our state and national politics. From there I was back to the plant store where, after I got home and started planting realized that I did not have a shade problem from our growing trees. That was not the reason my plants were not flowering, rather it turned out some type of varmint had eaten the blooms. Therefore after I planted I again applied a time-released repellent hoping it would work better this time. President Trump is on his way to Singapore to meet with the President of North Korea. I hope they come up with something positive but I have long since given up trying to figure out what Mr. Trump has in mind.

6/10/18

3:19pm - My Home; Short Hills, NJ

Dear Dad,

I went to see Mom today. Ira was there which was always a pleasant surprise. We spoke about Marilyn's upcoming funeral tomorrow. Since you and she had been very close and Mom also liked her I wanted to be sure that she was okay. As is normal, what seems to bother other people did not faze her, her strength of will is truly amazing, she seemed fine. Regarding the Ritter's in general and Uncle Phil in particular it seemed that having someone of that high magnitude both from positive and economic aspects must have been very hard for the rest of his family. Her presence was so over whelming that everyone else seemed to shrink in comparison. Grandfather, his contemporary, who also came from nothing and did exceptionally well and would have rightfully been considered an immense success had he not been compared to Phil who was a superstar. I can only imagine what it must have been like for him, to come so far from so little only to be compared to someone else who was one in a million. I would have found it incredibly difficult to be compared like that. In fact I still felt the need and passion to try and equal both he and Wendy's grandfather even though they were two generations away. Wendy says that I should not try and compare myself to her grandfather but for me that is impossible.

You were a contrarian when it came to Uncle Phil and business in general. By verbally down playing the worth of success and the price they paid to get there you made it seem that money did not mean that much to you. However your non-verbal cues were always to the opposite. It has taken me decades to be able to read people, a skill I am teaching your grand-daughter.

It became clear to me a long time again that the non-verbal clues or the changes in verbal or written syntax are the true gateways to a person's soul. Grandfather did not like the Ritters, you often said you did not know why since they never did anything to him. But the truth was that Phil robbed him of being king of the family and I can understand why it bothered him so much. Your life was one of balance between work, family and time for fun. You worked as hard as you needed to succeed to the level of your comfort, as did grandfather, leaving the rest of the time for leisure. Had there been no-one around like Phil there would not have been anyone to compare you to and therefore no level of success to match against. Although you loved and totally respected him, Phil caused you as much trouble as grandfather, even though you both probably never knew why. It was one of the reasons you and I did not really get along. I was never satisfied with what you had, I always and still wanted more and that never worked with your way of doing things.

The fact that I knew what drove you and most others crazy has been a great help when dealing with everyone else as a husband, father and boss. The people around me have various levels of concerns, passions and requirements to succeed. My job is to understand everyone's needs and give them as much as I can to keep them as happy and productive as possible. The better adjusted and contented they are the higher quality of life I will have. There is no advantage for me to force people to succumb to my will because the lasting resentment will build over time and everyone will suffer. All relationships have the same basic principals and if all parties are not getting at least some of what they need then rebellion will ensue and destruction will follow, a path I will do almost anything to avoid.

*Regards,
Andrew*

6/11/18

3:05pm - My Office; Maplewood, NJ

Dear Dad,

I just got back from Marilyn Linden's funeral. As you probably knew she had been very sick for the past two years with dementia which eventually killed her. She had both a wonderful and tough life and she was beloved by her children and grandchildren. The eulogies were quite touching and even though I was not close to her I was almost in tears myself. Wendy was with me, as always a rock of support, Irene, Ira and Mom too. I was worried how Mom would be but as always she was tough and seemed fine. I kept thinking throughout the service that I wondered if I could get through her eulogy without breaking down and I don't think I can. I suppose that is part of the process. Showing sadness or grief is not usual for me and I think my kids have only seen me cry once but I am pretty sure they will see it again. On a brighter note, since I believe in reincarnation and past lives, I am hoping that you were one of the first people she saw when she passed over. You and she always had a special bond and I feel sure that seeing your smiling, reassuring face that all was well would have meant everything to her. I never knew her well and to me she always seemed formable and somewhat unapproachable

but you obviously loved her and the warmth that passed between you meant that you saw a whole side I never viewed. I am glad she had a wonderful life, surrounded by her family who obviously adored her and she was appreciated for everything she was. If you see her please send my regards and my hope for an incredible new road whoever she is headed.

*Love,
Andrew*

6/12/18

4:04pm - My Office; Maplewood, NJ

It was a beautiful crisp morning to ride after my indoor exercises, I actually needed a jacket which is not normal for this time of the year. I have been checking for lightening bugs but none have yet appeared, probably in a few weeks. Wendy and I are going to Alaska. Utilizing the services of our excellent travel agent Marina we are leaving in early August for Seattle, stay there for two days and then take a seven day cruise. We are both looking forward to this adventure.

IJX is making the final set (we hope) of Vest prototypes which should be here in three weeks, once done we will get them Flame Tested for Canada and we are on schedule to launch in early August. Igor is working on the revised design for the SwaddlePax Vest-PJ1Shorts prototype, named in honor of my Mom. We already have a list of Beta Testers ready to go as soon as we make samples. Kayla is back in San Francisco. Intelligently she neglected to say how close the forest fires were to her in Colorado while visiting her friend Alyssa. They were within 10 miles of them which would have freaked both Wendy and I out had we known beforehand. We have trained our children not to tell us stuff like that until they are done, i.e. when Ben went Sky Diving a few weeks ago, he told us afterwards.

6/13/18

3:00pm - My Office; Maplewood, NJ

Dear Dad,

You taught me a long time ago that things are never perfect and if there happens to be a split second in time when it occurs you should be grateful because it will not last. I have adopted the philosophy which states that all aspects of one's life are on a ladder like family, finance, honesty, integrity, hope, confidence etc. And that everyone's position on all of them changes moment to moment. The idea is to try and stay as high on as many ladders as possible knowing that no-one can possibly keep their balance towards the top all the time. If you do somehow make it to the top rung of any area then you will only find there are more steps that you could not see before. Life is a journey and as I sit here writing to a Kenny G Song which was playing thirty years ago when we were eating in a restaurant. I remember feeling that you were treating me very badly and that I was contemplating how long I could hold out before quitting the company and going my own way. Most people

had no idea I was so unhappy, it was not something I broadcasted. It would have been bad for our image as a family business to show any strife or discord and I was not going to let that happen. Besides I had a wife and three kids to support so it would have been a huge financial hardship to walk. However since the rest of my life was fantastic, I loved my wife, family and job that I resolved to work it out with you and keep going. Since that was more than three decades ago we obviously came to an understanding but it taught me a great lesson that I had to view life as a whole and not one part could “kill” my happiness. It has seen me through some dark times and it is still relevant.

The bulk of my life have been fantastic and even with some non-immediate long-term family member issues I will not let them drag me down. Life is so much a conglomeration of different stuff that most days it is easy to pick the best and determine it was at least good, be grateful for everything I have and look forward to tomorrow. That constitutes the vast bulk of my working life and that has helped me handle a lot of difficulties along the way. So once again Dad, having you around, even after you have passed taught me a continual life lesson that the glass was not only half full but had cookies around it, all I had to do was view it that way.

Love,

Andrew

6/14/18

4:30pm - My Office; Maplewood, NJ

The work continues to clean out our off site storage areas. It is amazing how much stuff can accumulate in only two years but we will remedy that situation within another two weeks. We ran the first test shots for the SwaddlePax Video. I should get some feedback tomorrow as to whether it was usable, I will not be surprised if we need to do it again. I had lunch with Mike one of our patent attorneys. He was instrumental in getting our BuildTak Patent and also helping with the SwaddlePax Patent Application. I like having highly competent, aggressive, pleasant people on our team.

6/15/18

9:04pm - Somewhere in Mountainside, NJ

I was waiting to pick up Wendy from a meeting and decided to get us both some iced tea. Just as I was leaving the Dunkin Donuts I saw a man's car door go into my car. He did not deny it, I took a photo of his insurance card and license plate and I was calm about it. Yelling at him would have not done anyone any good, it was an accident and that was it. Once I got back to this parking lot I surveyed the damage, about a two inch scratch and the metal is dented. I took a picture, sent it with the other photos to our top-grade insurance man Lou and am waiting to hear from him. That was two minutes ago and he just answered me back, I told you he was good, he wrote that the other guy's insurance company should cover it. As I wrote to Lou, may this be the worst thing to happen to me, meaning it doesn't matter. I will have it taken care of because I want my

car in top condition and besides I don't want to see the scratch and dent every time I look at her. Meanwhile it is a gorgeous day, Wendy should be done within an hour and then we will go to breakfast. It is not often that she asks me to accompany her and I am always happy to do it. I am also a believer in fate in that having this happen to my car precluded something much worse so I am okay with the results.

6/15/18

3:05pm - My Office; Maplewood, NJ

Dear Dad,

As you taught me, I generally keep watch over people who might make good employees. I had been tracking a young woman who had all of the fantastic traits of an immigrant. Tough, intelligent, aggressive and wanting to get ahead. I thought she could work well within our organization but she got married a year ago and she made it clear that the only way we would have a chance at her was to also hire her husband. I interviewed him and was not greatly impressed but gave him a job anyway for a low-level sorting position. I thought he would be a slow worker but hoped that I would be wrong. Turns out the wife decided to go work for someone else and I was left with the man who was as slow as I feared. I fired him this afternoon. Sometimes things work out and sometimes they don't and in this case I ended up with nothing except that we did give two people a chance so I did fulfill my legacy obligation to our relatives who came to this country under similar conditions. I am not that upset, it takes time and multiple tries to get good employees and it turned out that these two were not good fits so it is just as well I found out now. Besides we have someone new starting on Monday, another immigrant so our search continues and I love the ability to try and give a new life to people, like Grandfather and Uncle Phil, to get a chance to excel and go after the American Dream.

Love,

Andrew

6/16/18

5:30pm - My Home; Short Hills, NJ

It has been an excellent day. Biking was beautiful and then I went to see David. He let me know that he was thinking of moving to Jersey City, about thirty minutes away. It is hard to tell how serious he was but if it happens, he said he will still come here every Saturday to have tea. That is a lot of distance weekly so I won't hold him to that promise. He also said that if he became the Broker of the Year at his Real Estate Company then he would hire someone to help him market and advertise. I think that would be fabulous regardless of whether he is top man or not but we won't know until after the first of the year. I then went to see my brother, he is well and he checked my tooth, I thought that I had cracked it but it turned out it was a very minor deal and not to worry about it. That was fantastic news especially since I am going away this week. We had a very

nice visit and then it was back here to see the stones along our driveway being re-implanted after getting smashed by a snow plow last year. Our garden and back yard look fantastic. I got a beautiful potted orchid from the kids in advance of Father's Day tomorrow and some great sunflowers from Wendy. I am a very fortunate man and I know it.

6/16/18

9:38pm - My Home; Short Hills, NJ

There is an estate near us whose gardens had fallen into disrepair because the owners could not afford to keep up the maintenance. They very nicely donated the whole thing to the local government and Greenwood Gardens has become an idyllic jewel located in one of the most densely populated parts of New Jersey. Their multiple gardens have mostly been renovated to look as before and it is a breathtaking place to behold. Our company has a membership and Wendy volunteers. There was a jazz concert there tonight on their main lawn and it was a really fun evening of good music and nice people.

I have been very interested in bee keeping since seeing my friend Jerry Levey's Aviary but have been worried about doing it here at our home in case the bees got out and attacked one of our neighbors. On my last trip to Greenwood Gardens I noticed that they also had a small bee keeping area. I asked two of the people running it if they would be interested in Ideal Jacobs becoming a corporate sponsor of additional hives and they were enthusiastic about the prospect. I sent them a proposal an hour ago with the caveat that if we did this I would want the option for our people, including me to actually become involved in the upkeep and we would get the honey to bottle and distributed to our people, customers etc. I look forward to their reply.

One other interesting thing from tonight. The widow of Brendan Byrne, our former governor was there trying to help a democratic congressional candidate get votes. My father had helped her husband learn how to debate when they both went to West Orange High School shortly before World War II. Secondly when he was elected governor I played clarinet in the orchestra at his inauguration. I did not talk to his widow.

6/17/18

4:36pm - My Home; Short Hills, NJ

I really like being a Dad. Of course having three fantastic kids helps a lot with that feeling. Kayla and Ben both called me, they are doing well and mentioned that they thought I was a great father which is truly a wonderful thing to hear. Alex came up for lunch and he, Wendy, my Mom and I had a very pleasant time at a local delicatessen. It was really nice that he took the time to come all of the way from Manhattan and I truly appreciated the effort. I am out here on our screened in porch, it is 90 degrees F but very pleasant in here. I am looking out through the screened

in window at my new potted Orchid, it is beautiful. It should feel right at home since the New Jersey weather for the next few months is like Thailand. I will probably move it to one of my pots in the next few weeks. I will spare you any more writing about my kids, for now, and move on to what is happening. It is now far enough into the outdoor biking season where I am covering my route as quickly as possible and am very happy that I can still do it in a decent time. It is a very pleasant way to start the day and I am hopeful I can continue until the weather and cold force me back to walking.

My Mom looked good today, she seemed to be moving faster and with a little less pain. She still however wants the new SwaddlePax shorts as soon as they are ready so she can test them. I am hoping for the new prototype from Igor's Mom tomorrow so I can test it on myself first. Packing for Wendy and my trio to Canada is almost done, I hope it is a fun adventure with our friends the Greens.

The older I get the more I believe that inspiration of many types is not actually thought of by the inventor but they or me are actually able to access another area of creative thought and that is where the lightning bolts come from. I do not want to take credit for my good/great ideas because perhaps it is divine inspiration therefore I will resolve to try and spread the credit for everything good that happens and take more responsibility for the negative.

6/19/18

1:40pm - My Office; Maplewood, NJ

I am confused. I do not understand what President Trump is doing especially when it comes to creating a Trade War with our major trading partners many of whom were our best friends. Call me naive but it seems to me that threatening Tariffs, then backing off, then saying things were settled and then suddenly slapping them on with threats for huge amounts more does not to help the situation. Besides the uncertainty of not knowing what is going to happen and therefore making most business people afraid to do anything, this constant twisting and turning regarding policy is making us look like ineffectual idiots. If Mr. Trump thinks he is helping me, overall I would have to disagree with him. If he thinks that he is making the world better, no amount of talk from him would convince me of that. He says he is a businessman but no one I know does what he is attempting to, manipulate, force and bully people to do as he wants on any particular day and then change it the next. He says he knows how to make a deal but I have not seen it. Republicans hold majorities in both Houses of Congress and he can't get much done, in fact many of the people in his own party are so intimidated and scared about their re-election chances they have become useless as policy makers. I have not really liked a US leader since President Reagan. Most of the leaders that followed him have either been too quick to use force, out-maneuvered

by the Chinese and Russians and in general have done very little to help people in business to do their jobs which is to make money for themselves so they can pay taxes, create more jobs and keep the country running efficiently and well. I hope for all of our sakes that President Trump gets better at his job very quickly and in two years someone else emerges who can really lead our country.

6/19/18

4:51pm - My Home; Short Hills, NJ

I went to see my Ears, Nose and Throat Doctor and as I feared he wanted to do a biopsy on an old scar in my nose. That really did not worry me that much since he said it was, in his view, precautionary but he then said that I could be out of work for a few days and I purposely did not ask him about exercising fearing he could say something crazy. I have high hopes first and foremost that the test will be negative and secondly that I will recover quickly and thirdly I can work out in some format sooner rather than later. Figuring out a date for this was not easy between his and my schedule but I am hoping he can do it the Monday after I get back from Kuala Lumpur which should be good because I will be jet lagged and also we are closed for the 4th of July that Tuesday. If not it will be sometime in summer. Afterwards, back in my car I called Kay who was going in for a checkup herself and we both cheered each other by saying it was good to get it done.

A few weeks ago I had contacted my former literary agent Jeff who I thought might be able to refer me to an agent in Canada. Since we opened up there and are launching SwaddlePax I figured why not try and get my book on sales launched there. He left a message while I was gone and I just got off the telephone with him. There are some special requirements regarding Canadian publishing and you normally have to be a citizen but since we had just opened up a company in Toronto there was a chance they would let me in. I will of course have to put up money for the advertising launch but since we can do that in conjunction with the SwaddlePax vest and regular Ideal Jacobs products I am fine with that.

6/20/18

8:44pm - My Home; Short Hills, NJ

It was a crazy, really good day. The preparations for tomorrow's trip to Canada and almost all done and my alarm clocks are set for 2:00am.

Our team is working on a new set of processes to create ever bigger BuildTak Flex Plates to accommodate the ever increasing size of the 3D Printers in the marketplace. I was able to bike twice today in preparation for not biking until I get back on Monday. My wonderful wife understand my need to exercise and allows me the latitude to get it done. We received the first SwaddlePax Jacket prototype today. It is awesome and with a few variations should be ready for Alpha Testing as soon as we fin-

ish with the shorts and maybe the pants. I am having a lot of fun.

6/21/18

5:45pm - Embassy Suites Hotel; Niagara Falls, Canada

I was up at 2:00am, exercised and Mike the driver took Wendy and I to the airport. We met our good friends the Greens there and had a very pleasant ride to Toronto. There was an exceptionally nice flight attendant who also gave us some guidance on where to visit in Canada. Once landed we got our rental car, a very big SUV which I then drove here without mishap. We arrived before 10:00am and our rooms were understandably not ready yet so we dropped our suitcases and went to breakfast. As we walked we got the first real semblance of this city and it a cross between the Jersey Shore and Las Vegas. There were people from all walks of life. All over the world and that conglomeration created an aura that did not seem quite real. Once done eating we walked over to see Niagara Falls which were breathtaking. Wendy had already signed us up for a boat tour and after getting rain gear to help protect us from the river mist we boarded the boat and headed up the river. The actual falls are even more impressive from the river itself, the sheer amount of water coming over continuously was truly amazing. As we got closer one of the first realizations was that anyone who tried to go over them was crazy, especially in a barrel, and surviving that ordeal seemed impossible. As we closed into the falls the noise level grew extremely high and the amount of mist turned to actual rain. By that time I had been standing too long. My back was aching and spent the balance of the trip sitting in the middle of the boat. Occasionally I would go to the railings to see the action. Wendy, Paula and Doug all stood at the rails the whole way and had a great time which was evident by the huge, continuous smiles on their faces. Once back on land we Ubered to the local Botanical Gardens. There were not many flowers in bloom but it has a live butterfly enclosure that was amazing. It was specially heated and when you walked in you felt like you were entering a tropical rain forest. The variety of the species was vast and the colors of their wings were like a pallet of amazingly dense, bright mosaics. It was beautiful and the butterflies would some times land on people including Wendy who loved it. Once done there we walked for a while until my back to hurt too much to keep going and I came back here. The others went on a horse buggy ride which they said later was very pleasant. When I returned I checked Wendy and I into our rooms, I could not do so for the Greens because of hotel security procedures. I then went out looking for fruit but ended up instead with a very good salad from Subway. Once back here I ate it and then started on the pretzels and cookies that I had brought from home. Everyone then came back and we are all planning to meet in thirty minutes. I heard from Kayla, she did not have a great flight back home to New Jersey but will hopefully be fine after a nap and some food. US Stock Markets continue to go down with

the threats of an increasingly larger global Trade War. President Trump says he will stop separating families at the US Mexico border.

6/22/18

4:10pm - Cambridge Suites Hotel; Toronto, Canada

Dinner was very good last night, had some of the best gluten free rolls ever. When we got back to the hotel Wendy and the Green's went down to see the Falls at night. I passed by a Starbucks on my way in and bought two bananas. Dinner was good but not entirely filling. Once I got into my room, I looked out on the Falls, the lights on them were amazing and to top it off later there were fireworks that were actually just under my window level so I was watching them beneath me which had a very cool effect. I was asleep by 10:15pm, up at 4:15am and then got an email from Ben in China. Plans to go private in Asia were moving ahead quickly and I was looking forward to seeing him next week to make more plans for the future. After exercising in my room I went out for a walk. The longest day of the year was yesterday which marks the first day of summer and the beginnings of the march to Halloween. It was already daylight by the time I got out there and I walked along the river to see both sets of falls, they were magnificent. I had a very good time as well as the chance to think and plan. After breakfast we got our car and this time Paula drove back here with Wendy navigating. We stopped at a Whole Foods store on the way and I stocked up on all kinds of good suppliers, enough to last us until we left. The rooms here were not ready when we arrived so we dropped off the luggage and went to go for a boat ride in the harbor. We had lunch, Wendy picked an excellent restaurant which turned out to be at the top of the Westin Building nearby. The view was amazing, the salads really good and we made it back to the boat area in time for the 2:00pm ride. The Toronto waterfront has been upgraded and modernized over the past fifty years to the extent now that the condominiums there are in great demand and very expensive. The whole harbor areas gives off a glow of opulence and success. It tour also went to the local islands which are used mostly for various recreational and educational purposes but it was hard stay awake with the gentle moving of the boat. We were back by 3:00pm and I left the others to come here. This is Gay Pride Weekend all over the world including here so as soon as I checked in I got a map of the road closures that may affect us tomorrow when we drive out of town.

6/22/18

10:28pm - Cambridge Suites Hotel; Toronto, Canada

I took a long nap during the late afternoon, I had no choice my body dictated it so I happily concurred. We all went out to a nice dinner and we made plans for tomorrow's journey up north.

I have been putting a lot of stress on my back over the past few days

with standing and slow walking. I am now paying the price with pain. I am sitting in my hotel room with a pack of ice underneath my Vest sitting in a chair. I will stay like this for another twenty minutes because then I have to get ready to meet everyone else downstairs for our adventure up north to see Don. The others had gone on a “hop on hop off bus trip” and my wife said I did not have to go which meant that I spent the last few hours resting, napping and reading. It has been delightful but I suddenly got scared realizing that if I kept stressing my back then the results could be catastrophic especially since I was am leaving for Asia on Tuesday. The good news was that this forced me to rig up a system to use regular ice in a plastic bag inside my Vest which I had not done before and worked well. A fellow printer Benjamin Franklin once wrote, “necessity is the mother of invention” a motto for which I totally agree.

6/23/18

3:49pm - On our way back to Toronto

It took us two hours to get to Orillia, happily there was no traffic from the first Gay Pride Parade going on today. The really big parade is tomorrow but we don't plan on using the car. Northern Canada is very pretty and we had a pleasant ride, I was glad I packed the snacks for our crew. Don's friend Charles Pachter is a nationally famous painter, sculptor and educator. He and one of Don's brothers are going to be married later this summer. They were the in the miEDT of wedding/reception plans and the finishing of another house in their compound. It was an amazing place filled with artwork and incredibly positive energy. The creative bands of brilliance came out of Charles like ocean waves and he told really interesting stories about how he grew up and the various places he had lived. He also had a very bad back and Don had given him one of our Vests. He loved it but had left it on Toronto so I asked Don to give him another for this location. After a very fun visit we are now on our way back to Toronto and then dinner. The weather has been raining off and on but looks better for the rest of the evening. I did not know what to expect from our visit, it took a half day of our vacation and I was really worried that it would not be worth it, but everyone had a good time so I was very pleased

6/23/18

10:16pm - Cambridge Suites Hotel; Toronto, Canada

While out for dinner with Greens I had mentioned that I thought that an economic recession was coming. Paula asked me why, here are my reasons.

1. Cyclically we are due for something
2. My Gut
3. The Trade war
4. The bulk of our global customers are slowing down
5. It is increasingly harder to make a lot of money so the people,

who have it to invest, will pick something safer than with much riskier business ventures

6. Those with the financial resources to invest will also go outside the US because of intrusive local, state and federal taxes as well as onerous restrictions and sky high insurance and liability issues regarding running companies.
7. There are substantial tax advantages and much less restrictions outside the US
8. Too many Americans were taking on way too much personal debt.

6/23/18

10:21am - Casa Loma Castle; Toronto, Canada

I think that we have already established that I stink at being on vacation and doing tourist stuff. However in an effort to not be a total pain in the neck, I agreed to be part of this morning's adventure. After breakfast we walked to the "Walk On Walk Off" loading area where I bought a ticket. The other already had theirs from yesterday. Fortunately after I got mine and saw nothing was happening I asked about the pick-up location and found it that it had changed because of the Gay Pride Parade. We had to go over a few blocks to catch the bus.

The bus dropped us a few blocks from here, unfortunately it was raining and I did not have an umbrella but I moved quickly and I got under the big stone awning of this huge castle/complex that was amazing. Once inside the place looked even bigger with incredibly high ceilings and it must have had a workforce of over one hundred people when it was built in the early 1900s. The owner was the man who brought electricity to Toronto and obviously had a great deal of money because this place was huge. But over time unfortunately the taxes and the upkeep got to him and he had to sell. The other visitors were walking around with headsets and pre-recorded tours but the supply ran out so I did not get one which was okay with me. I just wanted a place to sit, use my phone to go on-line and rest my back. I had no problems waiting and actually enjoyed myself while they were gone. They had some beautiful gardens but it was raining, I only had a rain jacket so I did not venture forth. It was fine, the other three were happy and they had gone to see Don and Charles yesterday with me so I had no complaints.

6/23/18

2:23pm - Cambridge Suites Hotel; Toronto, Canada

After the castle we went to a museum which had a lot of very beautiful artwork, sculptures and pottery. After viewing various artists I came to the conclusion that I would much prefer owning Impressionist art than the Dutch Masters because artists like

Rembrandt, while incredibly good, were very severe in their work and topics and I like to be around more peaceful subjects. Being able

to afford anything Impressionist is out of my league for now but who knows in the next twenty years what could happen. After the museum we found a nice Bistro for lunch and then I decided that I would attempt to walk back here. The others were going to a shoe museum and who knew where else. I started walking and as I made my way back passed some kind of very large government looking building behind a large metal fence. In front I saw a knapsack and it looked half full. After 9/11 in the US and being constantly bombarded with advertising to speak up if you saw something suspicious I had a dilemma. The last time I got involved with trying to help someone get back the wallet they had dropped I ended up at the police station for a while they filled out a report. That delay had made me think twice of doing it again. But since it was Gay Pride weekend, there were a lot of people around and I would never forgive myself if something exploded and I could have helped prevent it. I resolved to speak out. Just as that finished going through my mind three police officers on bicycles stopped by me and I told one of them about the knapsack. He asked if it was full and I said maybe halfway. He said okay and kept going. I have no idea if he did anything, I hope it worked out well and I was very pleased I had reported it. Within 10 minutes I was back here where it was time to snack, always a very good thing. I like Toronto, it is a very nice city.

6/24/18

6:25pm - JFK Airport, Virgin Atlantic Lounge; Queens, NY

I was up at my normal time, exercised in our basement and went biking. It was a beautiful morning, my two long sleeve tea-shirts were just enough to stay comfortable and not cold. Our garden had been looking awesome until I got back and saw we had been raided. Something had pushed over one of my big pots and later found out that our lilies and their beautiful flowers had been attacked. I can't prove it but I don't think it was a deer, a rabbit, or squirrel because they did not have the strength which all points to the groundhog. I will spare you my thoughts about that creature that is still living underneath our porch and now may have a family. Regardless the natural repellent I used for my flowers obviously did not detour whatever was there so at this point he/she might not be stoppable.

The good news is that most of my flowers are not usually eaten by groundhogs so I am hoping the damage is not too bad before I return.

Kay and I went to the office. My car was then picked by our Lexus dealer who is going to repair the dent and paint from the man who hit me with his car door last week. The pace was crazy and wonderful all morning. Vinnie took a picture of me for my new book cover. My literary agent should have gotten the package I sent him today, hopefully he will find it compelling enough to be able to find a Canadian Publishing House. I know the odds are almost nil but it is fun to think about becoming an

actual published author. Meanwhile sales for the month are good which always puts me in a good frame of mind. I left the office at noon, as did Kayla, it was always hard saying goodbye to her but she will be back in a few weeks. Once home I went biking again since I would not have a chance again until Saturday. It was another very pleasant ride, shorter this time and when completed my energy level was low. I watered our garden, took out the garbage and recycling for pickup tomorrow, got cleaned up and finished packing. I spent some time with Wendy and as always it was also very hard to say goodbye. Mike the driver was early which I always like and we made it here in good time. Having TSA Pre-check was great because it enabled me to get to a much smaller, easier and faster security line and I will stay in this lounge until it is time for my plane.

6/25/18

5:42 AM - In Flight to Germany

Dear Dad,

I have been up since 4:15am and am starting the transition to Asian time. The second part of this flight will be about eleven hours and I hope to sleep a good portion of it. It is times like these that I remember you telling me about an unscheduled flight layover you had once when traveling with Mom. You told me that you did not try and force yourself to sleep since without drugs that would have been impossible. You went through your nightly routine, got a few hours of rest and were fine. I found out a long time ago, with the many nights of not being able to rest peaceably that I can survive with less sleep than normal and can still function well. My point is that even if I don't get a few hours now it would not make a huge difference so I am calm about the prospect of getting none. Soon, I will do my nightly ritual like brush my teeth, put on a Jean Shepherd Radio program and see if anything happens. It is a little tougher this trip than usual since I am going to Asia for my last Share Holders meeting because we are scheduled to go private next week and there is a lot of emotion involved. I will no longer be Chairman. It has been fun being the first, I believe, white, Jewish man to be in that position in Malaysia but it is time to move on. If we can sell our stock quickly we will have the money to erase our debts, maybe buy some equipment and finance the SwaddlePax Vest Media rollout in Canada. I am going back on radio, this time with late night commercials where I believe the people with sore backs are listening. That and trade shows will create our market or we will fail and either give up or try another way. I am also trying to launch my book about Sales at the same and if I don't find a publisher then we will do commercials for that and brand them together. It is a very exciting time, I am having a lot of fun and hope that you and grandfather are watching and enjoying our progress. If you are then you both know how great Kayla is doing. She is a natural and over time I believe she will come to the realization that with her talent, drive and personality she can do anything. I am a little prouder of her every day.

The very nice flight attendant gave me an ice pack a little while ago and I will cool down my back for a little longer before trying to some sleep. I am writing my rules of life and it is amazing to me how often I am quoting you

or using your ideas. I should not be surprised, your intelligence and ability to see reality in business were great sources of knowledge for me and I still tap into them all the time.

*Love you,
Andrew*

6/25/18

11:18am - Frankfurt Airport; Frankfurt, Germany

Dear Grandfather and Dad,

It occurred to me that I rarely if ever talk to you about Ben and Alex. I guess that is sort of natural because Kayla is in the business but I thought you might like an update. Let's start with Ben. His plan to reinvent himself work-wise, to become a computer coder has worked out really well. The first job he got out of coding school has been excellent and he said he will start looking for the next level job in the fall. His breakup with Kate, although obviously traumatic after being together so long, has moved to the past and he has been dating a new girl who, so far, seems much better suited. I won't say she is suitable yet since I have not met her but I am hopeful she has long term potential. He loves the outdoors and trains constantly both for the physical and mental benefits and overall he remains the happy, upbeat wonderful human being you both knew when you were alive.

Alex has been working for a clothing company for about a year. He is designing dresses and his eye for color, patterns and textures, according to my wife, is amazing. He has definite views about what works and what doesn't and the world as a whole, a lot like us and overall he seems very happy. Eventually he wants to start his own clothing line and I hope that we are in position to help in that area. It is very interesting with Alex in that as time has passed more traits from me seem to be popping out. In fact that is happening with all three of our kids which has pushed me much more towards the nature versus nurture side of the equation. Alex is extremely intelligent and one of the most loyal and supportive people I know with a great sense of humor someone you both would want to be around. The fact that he is gay has been especially relevant to me as my attitude toward homosexuality has been in transition since I was a child. I never knew it but I had some built-in prejudices that I did not even know I had until a series of life events that forced me to confront myself. I did not like what I saw and immediately started on a new path of tolerance and understanding. That culminated with having Alex where I was forced to finish that pathway and understand that people are people. I love Alex and nothing can or will ever change that. The fact that he is gay makes no difference to me and made me realize that any difference, like race, color, gender or religion is a meaningless way to segregate one group from another. I no longer care about any of that, if my kids are happy and smiling then whom ever they are with is a good thing. When I tell this to my friends who worry about their kids marrying outside their religion I bring up my journey and I hope it gives them another perspective. The ability of a parent to crush a child is constant and permanent. Degrading them through our negative opinions of their life choices are mistakes that will never forgotten. I feel like God has

put me on this pathway to really learn myself so that I and others can change. Alex has helped me a lot with that and I will be forever grateful.

I believe in the afterlife and multiple lives therefore, Dad and Grandfather I believe that you are both watching what is going on and have already settled your differences and can work as a team. My kids are fantastic, they are smart, wonderful people and it is an honor to be their father but just because you two have passed doesn't mean you still can't be their guardian angels and help them by funneling in good ideas and keeping them safe. Everyone needs assistance, chances to excel and the environment to soar to be their best, please help them as much as you can.

In the meantime I wish you both well. Obviously without you two there would be no me therefore thanks also to you both. Please feel great in the fact that none of the good we have or will do could have happened without you.

Love,

Andrew

6/26/18

4:57am - In Transit to Singapore

I got seven more hours of sleep which was fantastic and added to the two from before brought me to nine which also means I should be mostly converted over to Asian time. I cannot express how huge a deal this is since there is a decent chance I will be in at least one meeting later today where I can then function well mentally. It will be good to be back in Kuala Lumpur again, I like the country and their people. I can't get on the airplane Wi-Fi, not a big deal since I should be on the ground in less than three hours and can answer emails then. I have been working on my Rules of Life book. I know it sounds pretty audacious of me to think that I can tell people how to run their lives, but if you have read my books you know that I do. Water that is good or bad at least people will get a point of view they might not have gotten otherwise. The Singapore Air staff members are really nice and have been giving me with ice packs for my back.

6/26/18

8:12am

The flight was fantastic, I got off the plane, changed terminals and went right to this flight. I did not have time to stop at the lounge for breakfast but if there is no food on this flight and breakfast is closed at the hotel I have food with me so I should be fine and ready to workout soon after I get there. I emailed with Ben, we will have dinner tonight which will give us a chance to catch up. I texted with Wendy and Kayla to let them know I got here, they are well.

6/26/18

3:56pm - Intercontinental Hotel, Kuala Lumpur

The flight here was good Immigration took very little time. My ride here was also very swift but I still missed breakfast which was unfortunate

because I could have used a large intake of protein but so it goes. I did have two iced teas and the caffeine boost helped wake me up. The manager of the lounge told me about their Tea time and asked that I return. I said would try figuring maybe she will be rated by how many people showed up. I got to my room, exercised there and I heard from Ben. I am meeting him with Jasmin and Emporia at 6:30pm. It was then down to the gym, it had been nicely refurbished, where I did my workout on the treadmill and then it was back to my room for a snack of fruit and a nut and jam sandwich, my second of the day, I had brought them from home. After shaving and a shower I was going to take a nap but remembered that I had promised the people in the lounge that I would come back for Tea time but at this point I was the only one there. I must have been more tired than I thought because I was talking too much to the staff, realized it and went to my room for a nap. Justice Kennedy of the US Supreme Court announced he was going to retire. The Democrat leaders are saying the President should wait until after the mid-term elections to put through his nominee. If I was him I would do it tomorrow to have a better chance of getting someone in. In the miEDT of a seemingly improved situation with North Korea they are apparently still increasing their nuclear bomb capability. The global trade war continues to gain steam. It is an unfortunate process that will hurt everyone regardless of what the President and his advisors say.

6/27/18

4:20pm -Intercontinental Hotel, Kuala Lumpur

I went to the lounge in KL last night and had a quick meeting with Ben. As usual we covered a huge amount in a very short time and we're in agreement about where things were going. He is smart, tough and honorable, I am proud to call him my friend. Soon after Jasmin and Emporia joined us for dinner. Emporia is working as an intern for a large adversity agency, I have little doubt that she will be incredibly successful in any area she chooses, she is an extremely impressive young woman. Jasmin is well and looks happy. Her job is to take care of a Ben so he can operate at maximum efficiency and has a stable, happy home life. Wendy and I have the same arrangement and when it works well, like any good partnership, the people involved can soar much further together than they could alone.

I woke up this morning before my 4:00am alarm and went right for my iPad. I wrote the bulk of the above newsletter while I was half asleep and when I went back over it a little while ago it both scared and enthralled me. If I am right the world is in for a heck of a tough time but we have the chance to soar. I believe in God and fate and it is no accident we are the chance to get rid of our debt, get more equipment and launch the SwaddlePax line at the best possible time. We will cash in our stock as soon as it makes sense and begin our preparation to both become as

safe and at the same time competitive as possible.

After I exercised in my room and then went to the gym for the treadmill I had a massive, delicious breakfast, got cleaned up and met a Ben and Jasmin in the lobby. We made our way over to the meeting location and at the stroke of ten o'clock I opened the meeting. Everything went fine, there were a few stockholders there and it was over before 11:00am. I thanked the Board of Directors for their great service, the odds were good we would never see each other again but you never know and I would enjoy the chance to work with them, our people there and our advisers in the future.

Once back at the hotel I said good-bye to Ben and Jasmin, they are very nice people. I worked out again in my room, cleaned up and came here, sleeping most of the taxi ride. I will go to the gate soon.

6/27/18

6:38pm - En Route to Hong Kong

I got a long text from Marina my travel agent early this morning which is usually a bad sign. Sure enough I got bumped off my flight from Hong Kong to Newark tonight. The plane had been over-booked and anyone buying seats with miles like me were pushed off. The next flight was tomorrow morning and after an initial annoyance I realized that I could overnight in Hong Kong at one of my favorite hotels that is located on the magnificent Harbor. Marina booked my flight for tomorrow and got me a room tonight and a ride to the hotel so my mood quickly morphed into happiness. Sleep deprivation and jet lag are in full evidence as I am falling asleep almost every time I sit down and have to be careful to make sure that I don't miss a ride or a flight. It is normal, the sleep is very deep and the dreams are intense, positive and spectacular.

6/28/18

8:55am - Hong Kong Airport

It was a good flight here last night, I was so tired I did not do much on it and my journey through Immigration was swift and easy. I got a ride via the hotel which got me to the Harbour Grand Kowloon Hotel, one of my favorite in the world. I had been going there for more than a decade, it is right on the harbor and the view from top floor area is awesome. After I checked in I immediately tried to get to the roof but it was locked for the night. Even though it was after 11:00pm I decided to go for a walk along the harbor. You would not have known it was late because there were plenty of movement around which included fisherman, doing their thing not far from the "no fishing signs" as well as groups of young people. It had a very safe feel to it so I started walking. It was 85 degrees F and humid but the fresh air felt great and I had a very nice short walk. By the time I ate my last two nut and jelly sandwiches and a pear, got cleaned up and ready for bed it was after midnight. I was up at 4:00am

and again went out to the harbor, it was still dark. As I walked along dawn began and it was a gorgeous sight against the many hi-rise buildings and mountains. I never grow tired of that view. It was still very warm and as I walked, the smell of the ocean water and the warm breeze brought me back to my childhood days at the Jersey Shore. They were not easy times for me, a pre-teenager trying to figure out the opposite sex, but there were a lot of fond memories also like swimming in the ocean and riding the waves. Sometimes we would go to Asbury Park to the Boardwalk to play the games and eat the local treats.

6/28/18

7:13am - In flight to JFK Airport

I got seven hours of sleep so far which is fantastic and should put me almost back on New Jersey time help alleviate the jet lag. I am starting to get the hang of how to make my own ice packs in flight. You can't use too much ice and it needs to be double plastic bagged. You also can't too much pressure on it or you will end up with a wet back and pants which is unpleasant and takes a long time to dry so it is something to avoid. I am hearing more people talk about a potential recession and when something becomes common discussion with everyday people the reality is that it is most likely coming much sooner than later. I am sure that Wendy would prefer we would move some of the company profits into savings for our retirement but since I have no plans for that endeavor anytime soon and the best way to deal with anything is to attack forward we will put the money we make money back into circulation. I liken it to what coaches do at the end of games when they go into a 'prevent defense' and in many cases by trying to play it safe, they lose. While I dislike the idea of playing anything safe in business I am all in favor of building up defensive, protective measures to help deter or slow down the onslaught of what could be coming.

6/28/18

9:42am - In flight to JFK Airport

With sleep deprivation and jet lag often comes clarity. Normally at the end of a trip like this my brain strips out the self-doubt, the negativity and reasons why things can't work. What's left is a tidal wave of optimism and the passion for what can be done. All of my life I have been a paranoid optimist. I've wanted to believe in the best of people, the potential for the world and that ideal that individuals can make a difference. My daily routine of my usually incredible life, for which I never take for granted, is always tempered by the dark side, to be careful about all that could and has gone wrong. To not take too many chances, take on too much overhead and debt which is tempered with the idea that most ideas cannot work. But when the emotion wells up, like it is now, the possibility for great success, expansion and actually making a positive mark on this

world then anything becomes possible.

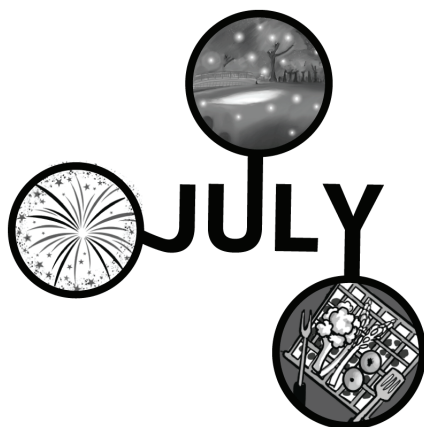
I am responsible for everything I have done, I alone destroyed my body through excessive martial arts training, tennis and sports. I always knew that by trying to find my ultimate limit of what I could do physically that I was probably causing irreparable damage but that did not stop me from moving forward and also made it easy to accept what I did to myself. In the end it turned out to be a lot of pain because my body would never be the same. However getting older and with these problems I have one incredibly great option that others don't. I am my own research laboratory. I have a team that can build virtually anything that we can invent. I also know plenty of people who are in pain who happily want try out our new products. Therefore what would have been a disaster to most, left with the options of opioids and surgery, we are in the mist of an incredible opportunity to actually make a difference. What we have created has already helped me and our beta testers. Additional inventions, some already prototyped and others in my head can potentially help people globally with back problems, sciatic and body related issues that most people over sixty years old will experience, and all for very little money compared to drugs and surgery. We can not only help millions but build an empire around it. Since our infrastructure for product development is already in place we have no limitations.

I am not a genius, but I am tenacious and willing to do almost anything to see my ideas either come to fruition or realize they won't work and move on. I have spent sixty-two years getting into position to make our mark in this world and I am not going to stop. If everything comes together, we will have the funds to launch our new product line in Canada in August and if they are successful enough we will launch globally from there. We have the products, the expertise, the ability to innovate quickly, the passion, the people and everything we need to move. My grandfather and my father created the framework from which I have launched my career. Their expertise, ability to think and willingness to fight was genetically and in person passed into me. The most important thing we have is my willingness to pull the trigger, even knowing about all of the potential downsides. I have led my life with direct help from God, my family and those around me to get here and we are going forward.

6/28/18

12:10pm - In flight to JFK Airport

I am happy to be landing soon. I look forward to seeing Wendy and being home. It has been a good trip, next week will be very important. Who knows maybe a walk or a bike ride later today, either of which will feel great.



7/1/18

9:18am - My Home; Short Hills, NJ

I slept more than eight hours last night which was delightful. I woke up to very hot weather and by the time I finished my exercises downstairs it was more than 80 degree F. That did not deter me and off I went for a ride. All went well until I started hearing some strange noises from the front of my bike. Eventually I stopped and tried to adjusted it which helped a little and then the screeching got worse so I stopped and took the wheel off. Figuring she needed a look from a pro I hoped that I could nurse her home carefully since I had no ride home; Wendy was on her way to Manhattan to spend the day with Alex. It then occurred to me to try something simple. I oiled the front wheel, suddenly everything seemed to work fine. I then rode home carefully and by the time I got there I was very sorry I complained about the bike to a person going by, it was not her fault. Actually the blame rested with me since her maintenance schedule was not up to date. I had been trying get Juan to come but decided she did not need an immediate tune-up so I did not push him. Sometimes the simple solutions are the best.

From there I went to see my Mom. She is well and planning her 90th birthday party. She said she had a lot of people to thank since my Dad passed and wanted to plan the party herself. She looked really good which was heart warming. From there it was off to see my brother. Wendy had asked me to urge him to get a colonoscopy, he has never had one. I strongly suggested it. Hopefully he will give it some more thought. It was then to a quick lunch at home and to see David. We spoke about business and the potential upcoming recession which I think is coming and will be exacerbated by the trade tariffs. He did not necessary agree but that is not unusual. By then it was really hot and when I got back home Wendy had returned from Manhattan, she and Alex had an excellent time. The rest of the day was spent not doing much except spending time together which,

considering I had been away, was perfect. Back to the office tomorrow, I look forward to catching up in what happened while I was away. I have been watching for fireflies just before dark, none so far but they should be showing up in the next few days.

7/1/18

9:06pm - My Home; Short Hills, NJ

The fireflies have arrived! Wendy and I went outside to watch them in our front stoop. It was a wonderful show, at least five of the lightning bugs, the start of the summer season.

7/2/18

3:03pm - My Office; Maplewood, NJ

Normally after going to Europe or Asia a day or two after I get back one night is usually somewhat sleepless. That turned out to be last night but since it was normal it did not upset me and is simply one of the added "costs" of traveling. It has been a great deal of fun being back home and here in the office has been a blast with lots of decisions to be made and seeing how things were progressing. I am currently wearing the new SwaddlePax Jacket prototype which is very promising. Wendy had suggested different colors for the SwaddlePax line so I began working with our material supplier Mizan in Manhattan to get a suitable light grey and blue color.

7/3/18

4:27pm - My Office; Maplewood, NJ

It is the day before our July 4th holiday here in the US. Thunder storms are sweeping through our area as I write and the rain is pelting down on the roof over my office. Jet lag is still in effect, I had two naps today and it is slightly affecting my overall sense of optimism but since I know it is tainted by the tiredness I am not getting too upset. We are spending a fortune on R&D and some of our customers have slowed down on their payments creating a "cash crunch" which is not that unusual for the end of calendar quarter. President Trump's tariffs are causing their predictable hardships globally and I fear we will not escape its reach. We will be in the best position we can muster but the effects can't be avoided. Bloomberg News that personal loans here in the US are at a very high rate which was also alarming. Add the increase in consumer debt to student plus the tariff results and it does not paint a pretty picture. On the other hand, people still have to buy products and someone has to make them. People like new inventions that really help their lives and we are not afraid to be in the front of technology, in fact many crave that position. I have never felt more sure that our path towards making actual products is the right direction especially since we have people directly involved who can create them. No-one can invent better 3D related products than the people

who use them, like us. No-one can think of better produces for senior citizens to help with the aching bodies than people who have aching bodies themselves and that would be me. Whatever technology we lack we can either license, buy or bring in subcontractors and that constant broadening of our horizons will makes us even more useful to our current customers. The key is to stay focused on our path, utilize the resources we have and not try to be everything to everyone. Especially in tough times the marketing plan of our past generations still holds firm which is to focus on rough, unusual difficult products needed quickly. Historically almost no-one else wants or can do this type of business. Add that to the BuildTak and SwaddlePax product lines and we have the chance to soar.

7/4/18

5:12pm - My Home; Short Hills, NJ

It has been an excellent day. It is July 4th, Independence Day here in the US. We are not working so I slept later this morning than usual, rode my bike and then exercised inside. I did it in reverse, as per the suggestion of Wendy to help avoid some of the coming high heat and humidity. Afterwards I had a conference call with the people from Longwood Gardens regarding IJUS sponsoring bee hives on their premises. I figured that it would be a great things for us to do as a company both to help the environment and do some community betterment. We can also have our people volunteer both in the bee keeping and the gardens. We will have more conversations in the next few weeks to see if we can agree on the terms for the sponsorship. Later Wendy and I had lunch at one of our favorite local diners and then watched a movie here at home. It has been very pleasant and calm.

I did get an email from our accountant Gary regarding potential Chinese Government actions at making it harder for imported US goods to enter their country in partial response to the Trade Tariffs. If that is really happening the Trade War is just heating up and the negative effects, which I think will be pervasive and massive, will begin to avalanche starting next week. More work now on my book of rules.

7/5/18

4:35pm - My Office; Maplewood, NJ

The second generation of the Staff is done and on my desk. It is much stronger than the first design and once the second one is made we will send it to Dayne for review. I heard from Ben in China, we have one more area to finish before our new partner comes into the company which will set off a chain reaction of other things to come. I am hoping that it is done by early next week and we can start moving forward with everything else. Rich and Jennifer are working on the galleys and cover for my latest book, we hope to have it to the printer within two weeks. We heard from the testing agency regarding flammability test for the Vest prototypes that we

got from IJX. They should be done within two weeks. That certification is the last document we need before we can launch in Canada. The Tariff War is already getting worse with more products being added by our government tomorrow and reprisals coming in return. It is a sick situation and all we can do is try and capitalize on our advantages regarding world locations and product lines. Scott Pruitt, head of the US Environmental Protection Agency resigned today. I felt it was a very good move for our country but equally hope someone takes his place who is much better qualified to care for our environment. The President continues his interviews for a new Supreme Court Nominee. They say he is down to three picks but we have been down this road before and that means nothing.

7/6/18

2:31pm - My Office; Maplewood, NJ

I spent part of today writing some 30 second commercials for the late night SwaddlePax radio blitz hopefully starting in Toronto next month. If they don't get any response then we will move on to other ways of advertising. If all goes well Ideal Jacobs (Malaysia) Corporation Berhad will be taken over by the new partner coming in very soon, I will then resign as chairman as soon as possible and start disposing our stock to pay down debt and launch more new products. President Trump's stated goal regarding his tariff policy was to keep more business here in the US and stop the influx of cheaper foreign goods. I am worried that he might win the skirmish but lose the war. Yes companies will more inclined to do work within the US and less importing but the resulting increase in prices for virtually everything will erode the buying power of the people he is trying to help. I would not say the marketplace is in distress yet but there is a huge amount of uneasiness and when that happens most people become more conservative which means less infrastructure and machinery purchases. Expansion plans are then reduced or stopped and hiring is reduced. I very much hope the antidote does not kill the patient.

7/7/18

9:23pm - My Home; Short Hills, NJ

It has been a most delightful day. The weather has cooled down, the humidity almost gone and my bike ride to the office was very pleasant. I had to sign, scan and email what I think was the last form necessary for Ideal Jacobs (Malaysia) Berhad to change over to Widad but that will not be definite until at least this Tuesday. Once back home I exercised some more in our basement then went to see David, he is well, we spoke about real estate and he still does not see a recession coming, Wendy and I still do. After lunch I went to see my Mom. She is well. Her life alert system needed to be upgraded so she can get some more services including GPS location. There was an issue a few days ago when the alarm went off and we had trouble locating her, so this addition should help. From there it as

to the plant store for more flowers. There is not a lot of hope against whatever is feasting on our plants but I will replant and try again with more repellent. Wendy and I then went to see our friends the Levey's. They are close by, we have been friends for decades and they are great people. We had a very relaxing time eating, talking and we even played a board game. Wendy and I played as team which was a lot of fun. We topped off the day by watching the fireflies at home, there were only a few left so this was probably the last night but it had been an excellent viewing season.

7/8/18

5:57am - My Home; Short Hills, NJ

To paraphrase Star Wars, I feel a disruption in "the Force." In this case it means the overall global economy and our place in it. I have already sent emails to Paulina and Don to find local suppliers for the SwaddlePax line of products as well as Kayla and Mike regarding robotics and a clean room at IJUS. I am no longer convinced that having an Asian presence is going to be our best path for the near future and I want to be ready if we have to make changes. If the recession and the trade war combine together to create an even worse situation then that it is even more reason to be ready for alternative methods of production. We need to get ready now.

7/8/18

4:22pm - My Home; Short Hills, NJ

I have contacted two out of our three investment brokers telling them both Wendy and I believe a global recession is coming and that we want them to change our accounts to be less risky. It will mean making less money but if we are right then the protection will greatly overshadow any interest/dividends we did not earn.

7/10/18

4:20pm - My Office; Maplewood, NJ

Kevin, Jennifer and I went up to our porch to shoot the SwaddlePax Instructional Video. It went well and we needed to do some more shooting here tomorrow but I am hoping it will be finished next week.

We also got a copy of our US Patent for our BuildTak product line, we have been working on it for a few years and it was really great to have an actual copy of the document. President Trump nominated Brett Kavanaugh for the US Supreme Court. I think he will be approved. The entire Thai soccer team and their coach were rescued from a cave in Chiang Rai. One man died trying to save them.

Kayla and I are working on a marketing plan for my book about how to sell. I want to piggyback it on our other marketing and branding programs. It is the type of challenge I relish. A lot of people are in pain, getting test subjects does not seem to be an issue, like me everyone wants to try and avoid hard drugs and surgery. I hope we can help.

7/11/18

4:48pm - My Office; Maplewood, NJ

I will make this short. President Trump is adding on more trade tariffs, the world is reciprocating which means they are retaliating. That means there will be more confusion which will mean less spending and risk by companies and individual Americans which will retard or stop growth and innovation. We are on a rocky road.

7/12/18

4:13pm - My Office; Maplewood, NJ

We are always pleased to have auditors come into our plants. Although it can be a pain while they are inspecting, generally our team scores well and occasionally the auditors find a “gap” in our system. We then fix the issue which makes us more efficient and profitable. However today was a little different. One of our customers sent in an audit team who seemed to have a predetermined idea that a smaller company like ours should act like a large size company in process details and documentation. Our Quality, Environmental, Health and Safety System has been reviewed consistently for more than a decade and we have always scored high in all areas. However the people today thought differently and by the time they left a battle was beginning to wage between them and our team. They had to catch a plane or otherwise I am sure that the “discussions” back and forth would have continued for a while. Our employees are very proud of our system and do not like anyone looking down on us for any reason. I am hoping that once the customer’s audit team gets back home and they get the additional documentation we send then it will change their feelings and re-evaluate what they saw today. If not and they force us to adapt certain measures which are not too onerous then we will comply. Our customer’s have a right to check our company processes, we have a right to defend our system, no-one has a right to denigrate us because we do not have 1000 employees.

We had a meeting this morning with our new Canadian Accounting Team in addition to Gary, Don and one of our Canadian Attorney’s. The accounting team seemed extremely competent, I hired them on the spot and they will work with Gary, Don and Mike to make sure we are covered for all appropriate Canadian Tax Laws.

We got word today that the SwaddlePax Vest passed Flammability Tests for Canada and the US, excellent news.

7/13/18

3:03pm - My Office; Maplewood, NJ

The weather has cooled off a little and riding was very pleasant this morning. It has been day of paper work and it has been fun. I got an email from my Literary Agent and the bottom line was that the odds of any success in getting my book on sales published was not worth the time, effort

and money. Therefore I will abandon that idea. The US and China are hinting they might be able to work out a solution about trade, I am not holding my breath. I messed up on the shipping instructions for the box going to my son Ben in Denver for my sales calls on Monday. As it turned out we had lots of samples here from cleaning out our files that we can send overnight so it was a happy accident, although I suspect more like divine intervention. I will have a lot more stuff to show the people from Plexus.

7/14/18

8:29am - Newark/Liberty International Airport; Newark, NJ

Last night was highly pleasant and both in getting ready for today's trip and spending time with Wendy. I was up at 3:00am, exercised in our basement then went biking in the dark. It was a very peaceful ride and daylight broke as I got home. After cleaning up Mike the Driver picked us up and brought us here. We were through security quickly and our flight is now delayed twenty minutes which is no big deal, hopefully that is all it will take.

7/14/18

11:02 - In Flight to Denver, CO

I am happy to report that the ice bag I purchased, is doing an amazing job and my back is much better from it use. I am excited to see our son Ben, it has been about four months and I miss him. I did not sleep much on this flight so maybe I can take a nap later, the two hours time difference will probably start hitting me later tonight. I did some work on my book of rules, Wendy said that if I write too many no-one will follow them, I will be amazed if anyone uses any of them. It is not like I don't have confidence in my life system and think it could help others it is simply that few people ask me for advice. However since I am planning to make it part of the hand-outs for future Swaddle-Pax Trade shows, maybe it will be of some help.

7/14/18

7:45pm - The Art Hotel; Denver, CO

We landed a little late which did not matter. We were picked up by the car service and we arrived in good time. Ben met us here, he looked great and after checking-in we went for lunch. It was really good catching up, we had not seen him since he broke up with Kate and he seemed fine both mentally and physically. We then went to see Ben's new apartment which was perfect for him and he seemed very happy there. All of the shipments we had sent from New Jersey had arrived at his place which meant that I now had two Vests available and immediately put one on. It felt wonderful and very fortunate they were there because I lost the refillable ice bag I had brought from home.

It was then off to an indoor Flee Market, it was 95 degrees F by that time and very good to be out of the direct sun. It was fun and people were looking at me with my Vest. I think they were wondering it's purpose since it did not really look like a bullet proof vest or any other garment. I think that with the correct advertising and marketing we can sell a lot of them. Ben also mentioned, while at his apartment that he had been having a lot of lower body aches from his workouts and asked about the status of the SwaddlePax pants. I told him that Shyrone from our New Jersey office had the first pair and really liked them and we would make a pair for him. After we got back from the Flee Market we got all the boxes from Ben's apartment and consolidated them so Ben and I would have one box each to carry back here. My amazing wife had the idea of using my suitcase for all of the sales supplies, she is very smart/practical that way, making the process of transporting them much easier. The three of us then played the board game RumiCube for a while and then went out for Sushi. Ben soon after dropped us off and it has been a very pleasant day. One of the greatest things a parent can ask for is to see their son happy and we were given that gift today. It is 10:00pm in New Jersey time to get ready to go to sleep.

7/15/18

10:49am - The Art Hotel; Denver, CO

I was up at 4:30am, did my exercises in the room and Ben picked me up to go to the mountains. Within the hour we were at the 3 Sisters Park in Evergreen, CO. It was a gradual climb up and we stopped just short of the summit. I had my Staff with me which helped to navigate the uneven trail and we had a great time making our way up. We were above 8,400 feet when we turned back and I had a slight headache, probably from the altitude but otherwise held up well. It was then back to the car a little more than two hours after we started. It had been a good hike, Ben and I got to talk about everything, an opportunity we rarely have. He some good ideas concerning marketing and sales for the Vest and the Staff and even showed me a new idea about how to migrate the SwaddlePax line to a younger crowd for fitness. We were watching the World Cup soccer match and France just won, pandemonium broke out at the stadium in Russia. Wendy just joined us, she had been at a museum. Onward to brunch.

7/16/18

10:02am - In route to Louisville, CO

Yesterday afternoon was very pleasant which included playing a board game with Ben and Wendy. Ben then drove us to Boulder through a rain storm where we had a great dinner but our plans for an outdoor Shakespeare Festival performance were cancelled so we ended up going to the movies in Denver. I was really tired from the excellent hike that

morning so I had no problem falling asleep. I was up at 5:30am did my exercises and then went to the really nice hotel gym.

I went to the hotel restaurant for breakfast but realized that their normal level of service (way too slow), while fine for most travelers, would have driven me nuts so I went back to my room and ate my last set of oatmeal muffins, thank-you Elana, and blueberries I purchased yesterday. This meant I had no food for tomorrow's flight but I planned to stop at a supermarket before or after my sales call.

My goals are to have them remember us, to use us for the future and the best way to do that is give them something they needed and happily I have that whether they realize it or not. With this global talk about a recession, if it occurs, then big suppliers of products who have low profit margins and high operating costs are the first to feel it when economic times get tough. They are usually the first to go bankrupt, historically without notice, which will leave their customers in desperate straits because their assembly lines shut down without warning. We are happy and able to step in with rush, difficult parts so their lines can keep operating. If they then find other long-run suppliers they can try them before having to commit or simply stay with us because we make life easy. At any rate we are giving them an insurance policy so they can risk staying with their marginal vendors longer, save money and still know they have a quick solution. Of course if Mr. Trump's tariffs create a world wide trade war than those extra taxes can trigger the same effect and move people to us. The most important thing to anyone, besides their family is a job and if we can help them keep theirs by keeping their assembly lines running then they will at least be grateful for the option and give us a try. My job is to get them to see it the same way.

7/16/18

12:51pm - The Art Hotel; Denver, CO

I never know what to expect when I go into big calls like the one I just left. Sometimes the people are happy and sometimes not. Usually they like to handle actual samples, engineers are tactile by nature, and are interested in how we can help. That was the case here, there were so many people in and out I never got an accurate head count but it was probably about fifteen and most were mechanical engineers. I went through our family history, where we stood internationally, how we could help them and our strengths. Judging from the reaction they were happy they came, not just for the lunch, and it will stir more business for the future. I am glad I went. As for now my driver for the day, Sam is driving me back to the hotel and then it is time for lunch.

7/17/18

12:33am - Denver International Airport

After Wendy and Ben got back we went to dinner and had a lovely

time. It was sad to say goodbye but we were ecstatic he seemed great and we would see him in November. Everything was going fine, I was getting ready to go to sleep when I got a message from United Airlines that our flight might be delayed or cancelled due to thunder storms in New Jersey. I immediately contacted Marina and she was able to get us on this flight which is due to leave tonight and arrive 6:30am at La Guardia in New York. I was very happy to get the flight even though it meant being up most of the night but we contacted Sam the driver and he got us here in good time. Wendy and I are both already tired but it will definitely be better leaving tonight then maybe not getting home until Wednesday.

7/17/18

4:33pm - My Office; Maplewood, NJ

We took off a little late but ended up getting to La Guardia a little early. The flight was fine but neither Wendy nor I got much sleep. We took a taxi and were back to our house before 9:00am, always great to be home and after I unpacked I went out for a bike ride. I knew storms were probably coming later so that would be my only chance. It was about 80 degrees F with very high humidity and with no sleep it was not the easiest ride I ever had but still rewarding in the fact that I finished it. Once home and cleaned up I came here, wonderful to be back and I have been catching up ever since. I spoke to Mike and Kayla and both urged that we hire a full time media person. Although we are a bit tight on money I feel now is the time to try and make Kayla a media star for BuildTak and also help me with SwaddlePax and we have no-one who can do it on staff. Therefore we have started our search and I am hopeful we can find someone competent soon. I have requested that our Malaysian stock broker to try and sell our stock there in bulk. The sooner the better and once we have the money we can start moving forward with debt reduction and marketing. I think a recession is coming and I want to be ready as quickly as possible.

7/19/18

3:50pm - My Office; Maplewood, NJ

Dear Dad,

What do you do when you think a recession is coming? You went through more than I have and the answers are simple just not easy. The first thing to do is cut overhead so there is a minimum of waste. The second thing is to reduce debt as much and as quickly as possible. The third thing, and this is counter intuitive, is to ramp up the sales efforts globally to not only remind people that we are alive, healthy and prosperous but to be in position to take over for those companies who will not be able to withstand the economic onslaught that is coming. The forth is to continue and increase if possible, the funds for R&D and new product introductions. It is a tough laundry list and means that for company owners like us; we are being pulled in multiple directions at one time. We have to fight the urge to cut costs everywhere and hunker down with our heads in the sand until the tough times are over. But history has

shown that we have thrived through times like this by sticking to the formula above and pushing forward. With that in mind, your granddaughter and I are making plans for sales calls across the globe over the next few months and spending money in the process. We can't give in to paranoia about not having enough sales to support our people and having to lay anyone off, we have to attack and that is the only good way to actually benefit from what is coming.

Thanks for the experience in having gone through this before, it makes it much easier to plan and a little easier to go through.

*Regards,
Andrew*

7/19/18

9:06pm - My Home; Short Hills, NJ

Supplemental to the letter to my Dad. Hank is one of our financial advisors:

Hi Hank,

Here is the scenario we want you to prepare for. Once you have given it some thought please email us your suggestions as to what to keep, sell or change.

*Regards,
Andy*

Figure that:

The stock market will go down at least 10 percent across the board.

Crypto currency will crash

Gold will stay where it is.

Marginal financed municipalities will default

Some banks will go bankrupt

Unemployment will go to 10 percent

Personal bankruptcies will soar

House foreclosures will soar

Interest rates will drop

If you want to stay in stocks then list the ones you want to be in

If you want to stay in municipal bonds then list the ones you like and their credit ratings

If you want to be in precious metals then list the one you want to be in

If you want to be in government securities then list the ones you want to be in

I hope very much that I am wrong in what may be coming.

7/20/18

2:55pm - My Office; Maplewood, NJ

I have concluded that in one way our president may be helping my companies. We specifically set-up globally in the past to service our customers in the most efficient and best way for them. However one of the reasons we put in Ideal Jacobs Canada was in case of a trade/currency war. From the reactions I am seeing in China they are highly worried

about the tariffs and the potential for their goods being highly taxed before entering the US. Now US manufacturers are worried about their goods going outside the US and being heavily taxed in return. With all this global anxiety it would seem, and I am not sure nor over-confident about this, that we are in good shape.

7/21/18

10:22pm - My Home; Short Hills, NJ

It has been a fast moving, wonderful day. I was exercised and biked early. Wendy, Alex and Kayla had breakfast in town, Kayla had flown in yesterday from San Francisco and then spent the night at Alex's apartment in Manhattan and had come out via train this morning, once back home we went shooting at our club and me our friend Sal there. It was very pleasant and peaceful, we were the only ones of the range starting with shotgun shooting and then eventually Kay and Sal went to pistol. Once finished it was back here where I cleaned the guns, Alex and Kay went to Rachel's house for her birthday party and Wendy relaxed. We then joined forces again and Mike the Driver drove us to New York City to a Chinese Restaurant to celebrate Wendy's Birthday. The traffic in and out was light, the food was good and the companionship excellent. We were home by 9:30, Alex had Ubered to a friends in Manhattan directly from the restaurant and I was hoping to be asleep soon. I did not sleep well last night, China related issues regarding where we are going, the tariffs situation and business in general, I am hoping tonight is better. It had been a wonderful day, I have an amazing family, I am incredibly grateful and I try never to take anything for granted.

7/22/18

4:47pm - My Home; Short Hills, NJ

I was up at 6:15am and after exercising downstairs I went out riding. I had on rain gear to start but the weather cleared and I was able to strip down to my regular riding clothes. Once back I got cleaned up and went to see my friend David. He is well and still pondering the meaning of life and his place in it. He wondered why he always had to be in motion and any time his mind slowed up he would worry. I had no answer for him since I was the same way. I like the constant action however and my worry is that if I every retired I would not last very long. After lunch it was off to see my brother. He is well and enjoying retirement, a pleasure to see. Wendy and Kayla got back from Manhattan a little while ago. Kayla took her to the top of 30 Rockefeller Plaza to see the view and the restaurant Serendipity for lunch. That concluded Kayla birthday present to Wendy, I believe Ben and Alex already did their share. I am looking forward to being back in the office tomorrow.

7/22/18

8:30pm - My Home; Short Hills, NJ

A touching moment occurred a little while ago. Kayla came into my room clutching a photograph. It turned out to be the sonogram of before she was born. It has been placed in one of Wendy's childhood books given to her by Bunny. The only reason they found the picture was because Kayla had spotted the books and asked to see them. Amazing how one event led to another. We then sat for a few minutes and talked about before and right after she was born. Wendy said she would leave the books to her after she passed so they could stay in the family.

7/23/18

2:43pm - My Home; Short Hills, NJ

Dear Dad,

You trained me a lot differently than I your granddaughter. However we're are similar in the way that we parcel out our knowledge and experience. I have recently directed that Mike copy her on the basic company financial weekly mini-reports. These are snapshots of sales, what we owe and our basic profit margin. Once she understood the reports and the amount of money changing hands she began to become concerned regarding the overall scope of what we were doing. That was added to today by giving her a rundown on our current plans regarding what will happen with various scenarios with IJX for the next few years. Everything depends on everything else including the tariffs, potential trade war, territorial conflicts with China and Asia in general and IJX in particular. The potential for high amounts of anxiety are frequent and deep. I am trying to dish out the information, especially the stress producing type, in amounts she can handle but sensory overload is a hazard of her position and our profession. She is growing up under different conditions than both of us. The company you entered with your Dad was a little bigger than the one I did with you with one location and very small quarters. Kayla has been thrust into a global marketplace with multiple cultures, languages, government and let's be honest, where being a woman is really not an advantage. Still with all of this new continuing pressure her confidence level is rising along with her ability to handle herself with distinction. She still doesn't have the high confidence level that I have in her. I can see her instincts and ability to react to multiple environments which foretell the ability to lead that I knew was always inside her. Grandfather founded our company with a truly amazing ability to create and adapt. You were brought in to transition from him and your brother and to train me to get us ready for the global marketplace. I was placed here to pave the way for Kayla to go wherever she decided so we can make the most positive impact across the world. Grandfather had his job, you had yours, I have mine and soon Kayla will rise up to take her place. It is like we were all put here for a promise that will take 100 years to complete to give Kayla and our company the chance to do whatever the world needs and I cannot think of anyone better for the world to depend.

*Regards,
Andrew*

7/24/18

4:18pm - My Office; Maplewood, NJ

Kevin showed me the rough cut of the Vest Instruction video. It looks good, he will finish it and then we will get it okayed through our Canadian Attorney. We are slowly getting ready to launch. Don is working on the designs for Kayla's two BuildTak inventions, they are also looking good.

7/25/18

2:58pm - My Office; Maplewood, NJ

In every salesman's life there comes times when things slow up and you have to do the stuff that is not exciting, is mind numbing repetitive and today was that day. In my case that meant going through our database name by name and looking for people who have changed companies, are potential customers or from whom we have not heard for a while. When I found a target I write them a letter re-establishing contact. We would also send them a new materials brochure and two of my books. By the odds a small percentage will find an interest but that can take anywhere from immediate to years. Such are the odds which I happily accept since they have worked for us since I began selling more than forty years ago. It may not be fun but it is highly necessary to keep our database current and find potential sales. We have over 7000 contacts for my area of the business not including BuildTak and suppliers. I am currently on 2778 so I have a long way to go. Hopefully other areas of more immediate importance will stop me but sooner or later I always ending going back to this task, it never ends and if it does we are in trouble.

7/26/18

8:48pm - My Home; Short Hills, NJ

Many parts of the US have either incredibly high temperatures with drought or floods. We did not have much rain for the last month but have made up for it over the past week with more scheduled to come. It does not bother me and the water is needed so I am happy with results. We mostly cleaned out the two storage areas we have in the other building here in New Jersey. We have had the space for over a year and it was amazing how much stuff we had in there. We shredded a huge amount of the stored paperwork the balance we will store in our main space. It will have been worth the cost and effort as soon as it is done. Then we have a decision as to whether to give up the space or not. We have almost four years left on our new lease and we don't have that much room left in our main space. It may be hard to get more locally if we give up the extra we have now but I obviously don't like paying for dormant square footage. Ben from China and I are planning to meet the end of next month to talk about where we go from here. The economy looks like it is getting rockier, I will be very glad when our debts are temporarily gone. Kayla got back home yesterday and is getting ready to go "on the road" again starting

in early September. She will be traveling off and on until Thanksgiving. My schedule is unsure yet but should firm up by the end of next month. I checked the bicycle store, my new bike should be ready on Saturday. I am excited to give her a trial ride.

7/27/18

2:20pm - My Office; Maplewood, NJ

More slogging through our database, I know it has to be done, I know it will generate more business, therefore I will continue over the long term. It is Friday afternoon and business life still had the "sluggish" feeling where things are fighting a little. Generally when this happens I suddenly get a surge of adrenalin which marks the beginning of a new round of hectic activity, the kind I generally love. Maybe the good kind of lightning will strike on Monday. For now sales have been good this month so I am not complaining just worried. Of course I have probably said similar things in many months over my career but that constant hunger is what kept me pushing so I welcome it's presence.

We have a leak in our back screen making area. It is below ground and water, during storms comes through a crack in the floor. This is a very old and wonderful building and I think trying to fix the problem would cost a fortune with a lot of construction so I emailed our landlord and told him we were going to try and create a portable sponge dam. He said not to worry he would fix it, he is a very good landlord. Back to the database.

7/28/18

5:35pm - My Home; Short Hills, NJ

In preparation for selling our Ideal Jacobs (Malaysia) Berhad stock in the next few weeks, after I step down as chairman I contacted our stock broker in Malaysia. I asked him for a count on how many shares were in my account and to my horror the were a huge amount missing. This represented my entire investment in the company and to say I was upset was to put it mildly. However it was already nighttime there and I could not get an answer. I contacted Ben who said everything would be okay and he would check it on Monday but that left me with a weekend to worry about what if the shares could not be located, or worse they were stolen or the account had been hacked. I did what I usually do in situations like these and tried and figure out the worst case scenario. In this instance it would mean that all of the money earmarked for debt removal, expansion, R&D and new product launches would have been wiped out and we would have to self-finance our way through which would have meant more time. Obviously this would be a huge problem which could also lead to cut-backs and layoffs if business got slow. It did not make sleeping easy last night but I got through it hoping to get an answer to my queries this morning but none came. It was already Sunday morning in Malaysia and I didn't expect to hear back until tomorrow night. Regardless I had

a good day today, exercising and riding outside, saw David and then my Mom and started packing for our vacation this week. If the shares had been stolen I am not sure how much recourse I would have to get them back since I was based in another country. It was one of the risks I took doing business outside the US and there is no-one to blame but myself. I hoped all is okay but until I found out peaceful sleep was improbable.

7/29/18

4:00 - My Home; Short Hills, NJ

No word yet on the shares, Malaysia opens in about four hours, hopefully I will have some news to calm my mind before I try and go to sleep tonight or rest may not be happening anytime soon. Regardless it has been a very pleasant day, the weather has not been too hot or muggy and after I exercised in our basement I went for a good ride. Once back I went to see Ira. He is well and enjoying retirement. He mentioned for the first time that my Dad had been concerned about his legacy when it came to our company. I had never heard him express anything regarding his influences after he left, interesting it would come up now. As I remembered he only cared that the business gave him a good living and he did not believe that we provided any special service that meant that much to anyone. I heartily disagreed decades ago when he said it and even more so now. He never wanted a big company and never seemed to enjoy working very much therefore, as many things with him, I got mixed signals and remained confused. As far as any legacy I might have, people's memories are usually short so the best we can hope for is to have an immediate, positive impact for as long as possible and be happy with any short-term betterment we can accomplish. I believe the work we do is important, we make a difference not only with customers but most assuredly with our team members, their lives and those can be long-term positive affects. We had dinner with Cliff and Barbara last night to celebrate Wendy and Cliff's birthdays. My brother and sister in law, as well as my brother think the President is doing a good job. If enough people think so then the mid-terms will keep his party in control of both houses which means he will also probably win re-election. If the Democrats can't come up with a candidate that someone like me can vote for then Mr. Trump has a very good chance for another four years. That would also mean that trying to plan for the future will remain incredibly difficult with the way he jumps back and forth on various topics and will, in effect, freeze many business owners into inaction because they can't see where anything is going. Indecision is not a good thing for planning which is why I plan for us to take a stand and move forward, we will probably be partially right which is better than doing nothing. I started testing the latest SwaddlePax PJ1 recovery shorts. I need to have the sample made smaller for me but the initial testing felt good on my sciatica.

7/30/18

2:41pm - My Office; Maplewood, NJ

I got word last night that the balance of our stock was in a separate account and all seemed well. That meant both that I could get to sleep last night but also that the friendly warning from “God” that it was time to get out of Malaysia was felt and accepted. I cannot sell any stock for the blackout period because we have one last Board Meeting before I step down as chairman.

Mike has returned from his Alaskan Cruise, he and his wife Gerana had a great time. It was good to have him back. I am still making arrangements for Wendy and my trip to Seattle and Alaska for later this week. More work on the Vest promotional and packing materials as well as sending out prototypes of the SwaddlePax Shorts. Everyone has good suggestions but I am really tired of working on the promotional video and there are more changes so Kevin and I have to go back to the house on Wednesday to re-shoot some of the scenes. It is getting closer to being finished. It is the summer and there is definitely a slower pace in progress, I was never comfortable with that so that is not surprising. The head of CBS television is fighting abuse allegations from the article in The New Yorker. He is very powerful and maybe he has enough clout to stop or at least hinder the ability of people to end a person’s career simply by saying they did something wrong. No-one should be hurt or ruined simply by unsubstantiated innuendo and people who remained anonymous. If he is found guilty by trial that is fine but guilty because of public emotion is wrong.

7/31/18

2:48pm - My Office; Maplewood, NJ

I slept well last night, weird dreams but that is not unusual. I spoke to the store about my new bicycle. I told them last week I was going away this Friday and if they did not have it ready they would have to either wait until I got back or deliver her. I am not sure what is happening, perhaps she will be at the house when I get home. As soon as I try her out, if she rides well, I will ship one of my older bikes to Ben in Colorado. Having two at home is fine, figuring one can be in for repairs while the other is functions works well. It is amazing how much upkeep they need, I ride them hard and often so it is not surprising that tune-ups are frequently required.

The US and China are apparently trying to still negotiate on trade to come up with a workable formula with or without tariffs. We can only watch and wait, since no input from Ideal Jacobs will make any difference. More work going on in our New Jersey plant to get rid of unneeded stuff and maximize our efficiency. It is a huge, continuing endeavor that can never be ignored. I spoke to a media group from California regarding coordinating radio advertising for SwaddlePax in Canada, they seemed competent.



8/1/18

8:39pm - My Home; Short Hills, NJ

I just heard from Leona from IJX in China. She sent over the Vest modification which will allow people to take off the clip and remove the belts if they don't want to use them. They also need to be removed before going into the washing machine. That being done the first small runs should be here within four weeks. I tested the next version of the SwaddlePax PJ1 Shorts. They fit well, I will try them with ice packs next. They are coming with me on the trip. A lot is happening, it is all very exciting but there is a lot of pressure which is taking some toll on me. It is good that I am going away with Wendy on Friday. It is a very long vacation for me, nine days and when it is done I hope to be rejuvenated and ready to launch all of our new endeavors.

8/2/18

2:50pm - My Office; Maplewood, NJ

Dear Dad,

I am about to leave on vacation and just got copied on an email from a new customer in Canada. The first job we just sent them was wrong, there was a die-cutting issue which was our fault. In accordance with your very wise teachings I immediately emailed the buyer, told him that we were sorry and we would replace them immediately. Fortunately our die-maker was still here, he is modifying the tool now, our head of die-cutting is also here, he is preparing the material and we plan to get a partial out tonight, ship at our cost with the balance tomorrow. I then spoke to our salesman in Canada, Don, who got this new account, apologized to him and hopefully everyone will be okay. As you always said if we do enough business with anyone sooner or later there will be an issue. How we handle it will determine if we lose the customer, stay at the same level or sometimes even get more because they like the way we performed. Trouble always eventually comes and people want suppliers who face the situation and handle it as opposed to avoiding

the blame and praying it goes away. We are doing our best, hopefully it is at enough and your advice was as relevant in grandfather's time as Kayla.

Regards,

Andrew

8/3/18

8:27am - In Flight to Seattle

After I went to pick up my new glasses I headed home to wait for Juan from the bike store. I had a little extra time and did some more packing and he arrived on schedule. I was filled with anticipation and also ready to ship one of my other bikes to Ben in Colorado. Unfortunately my new bicycle was not sized correctly and after yelling at the boss, Juan brought her back to the shop along with my other bike. My older bike would serve as a guide for the correct measurements as to the height of the seat and the handle bars, crucial to my back being okay while riding. Not totally surprised that it did not fit, I then took my remaining bike out for a ride, it was hot, humid and wonderful. I sweated a lot and had a great time. Once back home I was calm, spoke to Kay, finished packing and went to sleep. I was up at 2:30am, exercised in our basement and Mike the driver got us to the airport in good time. So far we are ahead of schedule and I look forward to eating soon.

8/3/18

10:00am - Still In flight... About an hour to land

WiFi is working well so I am caught up with my email which is excellent, I heard from Kay, she texted me a picture of her 3D printed lion with an LED light mounted to it. She is getting really good with software and the printers. I did some more work on my booklet 67 Rules of How I Lead My Life. I am getting towards the end, I think it will be good for the new SwaddlePax website and maybe we can print some in handouts to drive people to our site.

8/3/18

4:58pm - Klimpton Alexis Hotel; Seattle, WA

We landed early, we picked up our checked bags and were whisked here this morning before 11:00am. The hotel was filled last night so our rooms were not ready and the excellent concierge gave us the name of a restaurant about twenty-five minutes away. The walk only increased our hunger since it was already after 2:00pm at home and location was gorgeous. We were right on the water, sat on the outside porch and had an excellent meal. From there we walked to the Chihuly Glass Museum, Wendy had been looking forward to seeing it and was not disappointed, the sculptures were breathtaking. By the time we finished my back was sore from too much standing so I went to a nearby park, got an iced tea and read more about the corporate takeover of Nabisco Corporation a

few decades ago. I also read another book about reincarnation. Wendy went to the Museum of Pop Culture. When she found me later she was not enthralled with it because the various exhibits were not of interest but was glad she went. From there we came back here, got into our rooms where I had a brief meltdown regarding business. Our expenses have been going up with bringing on Don, creating Ideal Jacobs Imports in Canada, launching the SwaddlePax Line and some other areas. However we also have the potential to pay off our debts and cover the new launch expenses if we can sell our stock in Ideal Jacobs (Malaysia) Corporation Berhad. However the stock price has been going down and we can't start selling until the end of this month so it is a really tough process which is driving me a little nuts. On the other hand I am figuring that God gave us the chance to be debt-free and launch so we will maintain our current plans for expansion with the idea it will all happen. I felt better, as usual, after I thought it through, I always do with a plan and then Wendy and I went walking in search of fruit. We went to the local market, found a fruit stand, bought a bunch of stuff and on the way back Wendy got some Gelato. We are scheduled to go to dinner in 90 minutes. It is probably good I am on vacation, I need to reinforce my perspective and also firm up plans both if the above works, doesn't work or partially comes through.

8/4/18

10:53 - Somewhere in Seattle

I was up at 4:00am exercised in my hotel room then it was off to walk the city. Some of the streets are reminiscent of San Francisco because of their incredible vertical lift. I went up one large section came down again and decided I was going stay out of that area because of potential danger. I walked to the Produce/Seafood/Flower market and after scoping out a place for breakfast then went down to the harbor to see the water. As with many cities walking around at odd hours can be a little worrisome but I am happy to say that carrying the latest version of the Stick-It Staff gave me a large amount of comfort. I felt that I could fight off most single attackers as long as they did not have a gun. I know that sounds paranoid but since I am then it is normal behavior for me. It was the security I wanted and I think we are well on the way to a new defensive system for those who could be endangered.

It was soon time to get back to the hotel and then we went to breakfast. Once done we had tickets to see the top of the Space Needle. This is obviously a very touristy thing to do, something I doubt I would ever do on my own but my wonderful wife sees to it that I broaden my horizons and I have to say it was an amazing view from the top. The elevators both up and down were crowded but they had glass windows and were short rides so my claustrophobia was not too bad. This was the height of the tourist season and there were many people here from around the world and it was always interesting watching them converse in so many differ-

ent languages. Once off the Needle, Wendy wanted to ride the monorail, which we just did and I am now sitting in a clothing store waiting for her to buy a hat. I was happy to have a chance to rest my aching back which was not great even though I am wearing the Vest.

8/4/18

12:05pm - Klimpton Alexis Hotel; Seattle, WA

We walked down to the entrance to the underground city tours. There was a huge fire here a long time ago and instead of rebuilding they simply built on top of the old structure. Hence there are still remnants of the "old Seattle." While waiting in line for tickets we met a family from Houston. They had come up for the weekend to pick up their daughter who had spent the last two months in Alaska on an internship. When I asked if the bugs were bad she affirmed they were horrible and that even with the most potent repellent they could still be a big problem. She suggested garlic pills but I don't think we will take that suggestion. We bought tickets for a ninety minute tour which was about the limit my back would have been able to take. However right before it started they announced that once you were on the tour there were no restroom and apparently no place to get off if my back got worse. It would have been nice of them to say that before we gave them the money because I would not have bought a ticket. I decided not go, Wendy suggested that I try and get a refund but standing in another long line already in pain had no attraction so I walked back here.

8/4/18

3:28pm - Klimpton Alexis Hotel; Seattle, WA

I eventually walked back to the small park next to the tour entrance and met Wendy there. She confirmed the route taken would have been a disaster for me, way too much standing around. She said it contained information about how life was like during the late 19th century. We then went to the Smith Tower Observatory. At one time it was the tallest building on the West coast. It's Art Deco architecture was very cool and we had lunch on the top floor. The weather was perfectly clear, the views were amazing, the harbor looked gorgeous and the Blue Angels Jet Team was practicing their flying formations. We then came back here and Wendy went off to see the farmers market. I read the New York Times in the lounge downstairs. I went through the whole paper which was unusual and am now back in my room. A nap is in order soon.

8/5/18

10:28am - Klimpton Alexis Hotel; Seattle, WA

Wendy found an excellent place for dinner last night, it was a calm, very pleasant evening and I was asleep before 10:15pm. I was up by 5:00am, exercised in my room. It was then off for a walk in the cool

morning air. I went up one of the local streets to almost the top of a large hill then cut over to the Farmer's Market and then down to the Harbor. I had my walking staff which not only helped with walking on the steep hill but also afforded a high level of comfort regarding my safety. Down by the water I walked over to where our ship was docked and unloading passengers. Once back here Wendy and I had breakfast then took a walk to the Farmer's Market and looked at the various vendors, the flowers were amazing. I am going to finish packing, check out and then we will go over to the ship. It is a beautiful day here on Seattle. I finished the first draft of my booklet on rules. Interesting I did come up with 67 which was the original title. I wonder if that was just luck or that is the real amount.

8/5/18

4:59pm - Norwegian Pearl Cruise Ship

Our driver got us to the ship in plenty of time and once onboard we had lunch and then hung out until the ship-wide emergency evacuation drill. The ship's crew was not fooling around with this and everyone had to be at their appointed spots to hear about the evacuation and disaster plans. We learned that fire was the number one threat so they cautioned everyone to be careful with anything lit. They also warned everyone not to throw anything overboard and violate their environment code, if proven it meant it could mean immediate ejection from the ship. I was starting to relax which also meant my mind was starting to re-evaluate our situation globally, yes that is how I relax. I also categorized my fear and worries to their appropriate levels as opposed to just a general state of high concern. Another reason it is good, once in a while, to get away. Soon we will be out of sight of land, it will take a day and half to get to our first stop.

Saudi Arabia just broke diplomatic relations with Canada and threw out their ambassador. Life continues to be impossible to predict. At this rate no-one will be talking to anyone and only businessmen will be able to keep contact across multiple borders. It is ironic but not really surprising that under the current world order, the heads of corporation might end up being the best conduits and ambassadors to peace.

8/6/18

11:12am - Norwegian Pearl Cruise Ship

This is a very nice ship! We have been traveling all night towards Alaska and there have been dolphin and whale sightings, but I did not see any on my walk. The crew has been very nice especially in catering to my rigid dietary requirements which only seem to increase as I get older. Happily my wife does not find it too disruptive, I eat a lot of the same types of food and the benefits, especially the energy boosts are well worth the restrictions. Not being over-weight and being able to exercise with a bad back feeds into the overall wellness of my body, mind and soul. Wendy seems calm and tranquil and I am getting there myself. I have

nothing scheduled for the rest of the day except writing, editing, eating, relaxing and being with her which sounds very good to me.

8/6/18

2:11pm - Norwegian Pearl Cruise Ship

Somewhere in the Pacific Ocean on our way to Alaska

Most of you have never ever met my wonderful wife. When I first met Wendy 34 years ago my first impression was that she was petit, my second was that she was a bundle of incredible force. From that moment on, most of the time she seemed like she stood was 6 feet 4 and towered over not only me but the rest of the world. Suffice it to say that this “force of nature” has stood by me over the years whenever I have needed anything.

You now have the background, fast forward to this morning. This is a very fine ship with an excellent staff. We had been on another one of their cruises and they were able to take care of all my numerous dietary needs without a problem. We informed them of the same restrictions for this cruise and at breakfast this morning we went over what we were going to have for lunch. However not only was my lunch order messed up but so was Wendy's and she did not even ask for anything special. I saw the look in her eyes when she asked me if I wanted to call and complain or should she. Naturally I left it up to her and then dove for cover because I knew what was coming. After calling she was not convinced by the assistant head of the restaurants that all would be well so she then went after her boss and the concierge. She came back to our cabin pretty convinced that everything would now be okay, I am sure we are now known throughout the ship and hopefully there will be no more issues. We have been invited to a cocktail party by the captain and she has already told me that if he asks how things are going she is going to tell him. That would not be a pretty scene. I can tell you right up front if there is a confrontation between the Captain, everyone on this ship and my wife then I have, and always will bet on her. It is been an amazing gift to be married to this woman, not just because I love and adore her but because in life, you rarely find someone who is so totally in your corner and will garner all of her interior forces to protect me and our family.

8/7/18

5:33pm - Looking For Whales; Juneau, Alaska

After getting a good night sleep and exercising in our cabin I went out for a quick walk along the deck before breakfast. I kept hearing about the amazing scenery in Alaska and honestly I never really gave it much credence. However I was totally wrong. We woke this morning on our way to Juneau and every mile is more amazing than the last. The mountain ranges are looming bigger, the scenery is all covered with trees and there is snow at the top of everything. The weather had gotten chillier, overcast

and rain was sprinkling off and on. Wendy and I were prepared with warm clothes and rain gear. I realized that I had not checked the news since early this morning, that meant I was getting more relaxed.

As part of my morning ritual I now look for whales and saw one. You can usually see the spouts first, then exhaling fluid before taking a breath and then submerging. Invigorated with that sighting after breakfast I went back out for more but did not see any, such is the life of a whale watcher. It was a pleasant time of doing very little and after lunch we gathered with many others for today's shore excursion. We boarded a bus that took us to a local park which featured a glacier. Having never seen one before I was not excited by the prospect but once I saw the immense sea of bluish ice I was captivated. Wendy and I took the trail getting as close as possible and it got more amazing the closer we got. There was also a huge waterfall, the only bigger one I had ever seen was Niagara Falls. Truly a very cool experience and once back at the bus we then rode to a nearby pier where we boarded this whale watching boat. The crew was very proud to announce they were all female which Kayla would have loved, I liked it myself. We are now in the process of looking for water spouts and then getting as close as possible. We saw one "throw a very high tail" before a big dive and now people are jumping around the boat as the crew announcing another sighting. As you can probably tell I am getting tired and do not feel like moving but Wendy is on the top deck and I will go stay with her soon.

A long time ago when I was a little kid and into fishing with my Dad at the Jersey shore you could always tell where the fish were biting because boats full of fisherman, call Party Boats would be clustered in a small area. It looks like whale watching is the same way because we are a part of a pack of boats of various sizes surrounding a very small area. I hope for Wendy that we find a bunch of them.

8/8/18

8:14am - On a train; Scagway, Alaska

I was up early and did my in-room exercises, had breakfast and said goodbye to Wendy. She is on a different path today hoping to pet a moose. Since that trip had a lot of standing I opted for a 3 1/2 hour train ride. My hopes were limited for this excursion. First I needed WiFi for this iPad so that I could upload everything I had written and edited so far, that has already been accomplished. Next I wanted a seat with some legroom, preferably near a restroom with a bonus of being near an emergency exit. I am happy to report all those were also completed. I believe I saw bottled water as I came in, so with the snacks I brought that last task is done. After that I simply hoped for a safe, interesting adventure and I was not disappointed.

The train was clean the employees pleasant so I was excited at the prospect of a fun adventure. I had been in contact with the office, things

were fine so I was calm. So far this trip has been excellent and I was so relaxed I kept falling asleep whenever I sat down. The weather was 60 degrees F with a high winds and some sprinkling of rain. Since this area of Alaska was in a Rain Forest this was considered a very good day without torrential downpour. We are on the White Pass and Yasmin Route, but we are not crossing into Canada, hence I did not have my passport with me. We are supposed to be seeing a glacier at the tip of the loop we are on so I am very excited to see that after being up close to one yesterday. There was an added bonus, I had this two man seat to myself. According to the Onboard Magazine this train route was set-up to help handle the prospectors going to Klondike Gold Rush and was 120 years old. I had one assignment on this journey from my Wendy which is to take pictures so my iPhone was primed and ready.

Each car of this train has a small standing area in the front and back. I just got back from the front and learned a few things. First of all the weather was excellent, cool and invigorating. The second was that, even with my Vest on, standing there and being knocked around was not good for my back so went back to my seat.

8/8/18

9:57am - On a train near Scagway, Alaska

Turns out this train reaches the summit and then the engine detaches and re-attaches to the other side. Everyone in the train is supposed to switch sides so that all of us get a chance at viewing the good scenery. Our car made that transition and I got a really good picture of some pretty wild flowers in motion. It looked like a Monet painting and I may have it blown up and framed.

8/8/18

3:39pm - Norwegian Pearl Cruise Ship

Evidently the seat I had going up the mountain was much better for photos than the one coming back so I simply relaxed. Once we arrived I walked into the town of Skagway. It was small but chock full of jewelry stores apparently like most Alaskan cities. I was on a multi-purposed mission. The first was to get something to read since I had finished the book I brought. They had a small book store but after looking around and seeing nothing interesting I opted instead to buy some newspapers. I was particularly looking for local papers and I indeed found some in addition to a copy of the Wall Street Journal. When I went to pay for them the woman nicely told me that they were not the most current and I replied that it was best since the news was older and would not be as upsetting. She laughed at my comment and her associate then nicely gave me a discount. After monitoring NBC, CNBC, Bloomberg, Fox and the Financial Times I have come to same conclusion as before. All news whether in TV, radio or print is colored by the owners of their networks. It is a business

and they are catering to their advertisers first and consumers second. This has to happen because they are “for profit” enterprises and if they don’t make money then they will rapidly be off the air and their people fired. I don’t know why anyone is surprised or even angered by this simple fact. There is no other way it could be and if controlled by the government they would even be more biased than they are now. There is an old joke in the movie 1776. When John Adams says he doesn’t like something in the newly finished Declaration of Independence he stops arguing with the other members of Congress and says he will simply talk to the printer before it goes to press. That is why the Chinese government is so careful about who can broadcast information to their people. Whoever has control of the communications networks can manipulate the people who listen. Therefore having multiple channels of communication and many stations within each channel and the Internet guarantees at least some semblance of a balance of reporting across the board when they are all taken as a whole. That is why everyone should be checking more than one single source of information to help form their opinions.

Back to my journey, the nice woman who gave me the discount, also supplied me with the location of the local market and hardware store since I needed supplies. Amazingly I found the market which had the mouthwash and gum I wanted but then I could not find any Diet Coke or Pepsi. I know it is ridiculous that I should be so bothered by the cruise line charging me \$4.14 for a can of Diet Pepsi considering how much we paid for the trip. They supplied their version for free but it was not good. Just like all the years I worried about buying Chinese food for dinner on Sunday nights when it made no difference to us financially, certain things always caused worry but that was me. Happily the Chinese food was no longer an issue but apparently \$4.14 for a can of soda was therefore I went searching in the soda section. I could not single cans and I asked the woman in charge where they were, apologizing because I said at home it was usually right in front of me and I just did not see it. She checked and I was actually correct and she offered to break open a new carton to re-load her dispenser. I did not want to trouble her but when I told her about the \$4.14 can of Diet Pepsi she insisted and I bought two. I then walked back here, there was a very stiff wind in progress and I was happy to get back to our room. Wendy would not return for a few hours so I went to lunch alone which was very pleasant. I had gotten an email before eating from a customer regarding needing some rush estimates so that they could finish their quote to their customer. He said approximate prices were okay therefore as I sat waiting for my food I checked the two drawings. Both asked for materials I had never heard of, one had multiple layers with a construction that was not clear. Since these were ballpark prices anyway and the customer had to have something I guessed at the cost of the material, the printing, laminating together what needed to be done and the final cutting to size. Worst case I figured we could buy

a press and modify it to do as needed so I sent the prices out within the hour and the customer and his team were very appreciative. It was actually a lot of fun doing it, my mind has been shut down for a few days and while that was good, I was missing mental stimulation so this was a good time for this to happen. I was still relaxed and everything was fine. I spoke to Kayla, she was doing well, working on BuildTak trade show schedules and doing joint marketing with some other 3D printing related companies. She is sounding better and better regarding business and I'm extremely pleased at her overall progress and do not hesitate to repeatedly tell her. I just heard from Wendy, she is done with her wildlife adventure, hopefully she got to pet a moose, and is now going into town to visit the shops.

8/9/18

3:37pm - Norwegian Pearl Cruise Ship

This morning the ship went into Glacier Bay. The mountains and the glaciers were absolutely breathtaking. The multiple ice flows were banded in various hues of blue which contrasted magnificently to the mountains which have combinations of rocks and forests. The ship changed positions to give people the best photo opportunities and we even had some pictures taken by one of the ship's photographers. We are having a lot of fun. I know I was on vacation but that had not stopped me from continuing to product test the staff and the Vest. I had been walking with the staff since we left New Jersey and this morning and afternoon I wore the Vest. It enabled me to stay standing and move slowly without a major problem which was a very good thing. We were supposed to go on a canoe trip tomorrow and see totem poles but it got cancelled because not enough people registered so we are going to a National Park instead. The Tariff War between the US and China is definitely getting worse. It is starting to make a dent in our operations, one concrete example, our book printer can't get paper. We may have to find another supplier.

8/10/18

12:24pm - Norwegian Pearl Cruise Ship

We docked here early this morning and Wendy and I were off the ship by 8:30am. As with all of the Alaskan towns we have seen. This one has many jewelry stores plus others dedicated to fishing and tourism. Today we took a bus ride to the local national park which was filled with replica totem poles. We found out there were no originals left from 100 years ago because they broke down in the damp weather conditions. The local wood carving specialists simply made reproductions of what was done before or new ones based on the requirements of their customers. It was a painstakingly slow, very expensive process and I could see why there were not many left around. Still, up close they were quite breathtaking for their craftsmanship. We also learned about the three local In-

dian tribes.

Interestingly, because of the large eagle and bear populations there were not a lot of small animals around; people kept their pets leashed so they could keep them safe. The bay here was gorgeous with float airplanes continually gliding along the water landing and taking off. It was then back in the bus, the driver was very informative and then back to the ship.

I heard from a supplier/friend named Mike who was based in Chicago. We had bought printing presses from him in the past and he was lamenting about the lack of sales and manufacturing talent here in the US. He has a place in Toronto so the next time he is there I am hoping he can have lunch with Don. Mike is a top grade human being and salesman. It would be great for Don to talk with him for a while to hear his philosophy about work, the world and their places in it. President Trump was apparently using our economic might to create havoc around the world in an attempt to get what he wants. The Turkish Lira has been plummeting and Mr. Trump promises more pressure. More sanctions were put on Russia and their economy has reacted by going down. Currencies around the world are retreating except the dollar. More tariffs are going into affect on China and they are reciprocating. It also looks like Europe's economy is slowing down because of the tariffs and the effects that they will have on the automobile sector which will spill into others. My head was starting to spin because there was so much data that we don't have. Trying to figure a rational path was becoming harder every day. I sometimes thought that I was crazy for expanding our company into this global confusion that had the potential for great success as well as huge trouble. It was now past 4:30pm at home, a late Friday afternoon in the summer so I will make the assumption that not much more will happen. However the world does not stop on weekends and holidays as it used to so I will keep monitoring the world.

8/11/18

10:20am- Norwegian Pearl Cruise Ship

We are on our way to Canada for our last stop and gained an hour along the way. The balance of yesterday was spent walking around the ship and watching the incredible scenery, eating and then going to sleep. I was sure that the nightlife aboard the ship was crazy but neither Wendy nor I had an appetite for in and would rather go to sleep and get up early. That I did again this morning, worked-out in our room and we then had breakfast. Unfortunately, Wendy had developed a cold so I was not sure if we are going onto shore tonight for all or part of the excursion but I will follow her preference. To be honest I have had more than enough sight-seeing and not having to get onto another bus will be a positive for me. We got our boarding passes for our flight tomorrow and the ship will handle getting our bags to the airport which should make tomorrow

much easier. I walked on the deck after breakfast; the gusting winds were so strong they were actually pushed me around but the weather was supposed to moderate later. I have made great progress in editing my booklet about the rules of life. I had no idea how we are going to use it but we will come up with something in the next year or two. My son Ben got the bicycle we shipped to him, he was very excited. It was one of the ones Wendy bought me, is about 6 years old and a little finicky but a great mountain bike. Since Ben used to do bicycle repairs I am figuring this will be a perfect marriage because he can fine tune her as needed without having to go to a store. He is so self-sufficient that it was nice we could actually give him something he would accept.

8/11/18

1:03pm - Norwegian Pearl Cruise Ship

My wonderful wife is asleep. Extremely unusual in the afternoon and it meant that she was definitely not feeling well. I may advise her to not go out tonight because being in a bus with other people meant she could be exposed to something worse. We will see when she wakes up. The internet access was down, I didn't think that it would be a major deal, besides there was nothing I can do about it anyway. I have been off the front lines of business for over a week and was anxious to return to command and back to my normal daily structure which I love. It was good to be on vacation but limited amounts are all I want and can handle, at least for the time being. Our business is transitioning and will be for the next year. How things go in Asia, whether the SwaddlePax lines takes off, getting the money to continue to expand with new equipment, product lines and new sales offices. It was all very exciting which also created an enormous amount of pressure which I happily accepted. A continually bigger part of my job was creating and maintaining the global system where all of our people can work at their highest and happiest efficiency levels plus get along well. We have a diverse group of people, extremely talented with passions to do their best and excel within our environment and with that comes many levels of conflict and misunderstandings. It is my job to be the glue to keep it all together, continually running better and to apply doses of constructive discipline where needed. Often that simply means that I need to be open to suggestions. Other times it is to complaints and gripes where I don't have to do anything, just again, listen. Sometimes the repetition of the process drives me crazy because people often repeat themselves but I have learned over time if you let them talk they will often come to the best conclusion and direction forward on their own.

8/12/18

12:01am - Norwegian Pearl Cruise Ship

We landed in the Canadian Port of Victoria earlier this evening. After a long nap Wendy had recovered quickly from her Cold and we ended

up going to shore but not before we got the bulk of our packing done. The idea of getting another tour bus was not appealing, especially one that would get us back late since I was already getting up early tomorrow. But she was determined and the good part was that both the driver and tour guide were pleasant and the bus was not crowded. They gave some interesting facts about the city as we made our way out to Butchart Gardens. Wendy had wanted me to see them since I loved flowers. When we got to the place it was obviously created and maintained by incredibly able enthusiasts because the gardens were awesome. I had never seen a more diverse group of plants, shrubs and trees planted in amazing combinations of species and colors.

The sights were dazzling and the whole layout was amazing. Wendy had ordered me a special dinner for my dietary needs and she and I ate together on a covered porch while the others ate at open air picnic tables. It had been drizzling and neither she nor I wanted to get wet. After eating we went for a tour of the grounds, it was very crowded and an hour later we found a spot to watch their fireworks display. The tour guide had told us how amazing they were, the family that had created the gardens now had multiple generations involved and one of them was a fireworks enthusiast. I figured it would be a couple of displays and we could turn back to the ship. I was incredibly wrong. What ensued was a forty minute scripted extravaganza of fireworks accompanied by music. The quality, quantity and diversity was the best I had ever seen including watching the New York City Fourth of July production on television. To say it was dazzling did not do it justice. Once over everyone got back to the tour bus in a reasonable amount of time, not a given because there were probably a thousand people there. We were given a quick tour of the city of Victoria on the way back here. I am very glad that Wendy insisted that we go, it was a great last day and now I can't wait to start back home in the morning.

8/12/18

12:06pm - Setac International Airport; Seattle, WA

I was up at 4:15am, exercised in our cabin and then walked around the deck for the last time. We had already docked in port and it was a beautiful morning. We were off the ship very quickly, kudos to Norwegian Cruise Lines, their checkout procedure was incredibly efficient and pleasant. Our driver was waiting for us when we got out of the shipping terminal.

We had time before our scheduled departure so we had breakfast at the hotel where we stayed last week and then walked to the Farmer's Market. It was very pleasant, Wendy bought some stuff and then we walked back to the hotel where our driver then drove us to Whole Foods. I never liked to depend on the airlines so it was good to be able to stock up for the flight back. Checking in at Alaska Air was easy, they have a great

reputation but unfortunately our flight was delayed. There are no other available flights, besides our luggage was already checked-in so we had to wait out the thunder storm in progress at JFK. I have my wonderful wife with me, food, electricity and a nice lounge, it could have been a lot worse.

8/13/18

9:07pm - My Home; Short Hills, NJ

We landed ninety minutes late and by the time we got our luggage it was almost 1:00am. Mike the driver was there with his new car and whisked us home in less than an hour. It was wonderful to get back. I was asleep by 3:30am, it took me a little time to unwind from the trip and I was up at 8:00am. It was already raining so I mostly unpacked, exercised in our basement and then went for a walk. I was in the office at noon, great to be back there also and spent the next 3 1/2 hours having meetings and catching up. Our crew did well while I was gone. I then went to the chiropractor, wonderful to see everyone there, got treated and then stopped for a chicken soup with matzah balls and noodles for Wendy, her cold was still bad and then the supermarket for me. After dinner I puttered around our garden for a little while, did some more unpacking, spoke to Kay about her new 3D printing tool project and Alex about coming home this weekend to go shooting. I will now attempt to go to sleep, my body is way off schedule but I am hoping I can get back on quickly.

8/14/18

4:05pm - My Office; Maplewood, NJ

I did sleep last night, back at least partially on my wonderfully regular schedule. Unfortunately, I had caught a Cold. I chalked it up to the price for traveling and having a really good vacation. It was great biking again after being off the road for ten days. I figured I might be a little out of biking shape and but then realized the Cold may have slowed me down. Since my new bike weights more than my old one I will stay with the older model until I feel better. I went to see Doctor Mesnard for both my semi-annual checkup and some extra tests for the minor nose surgery scheduled for next Tuesday. Happily I seemed to be fine, the blood work should be back by the end of the week. Caroline and Grace the two able technicians and I had a fun time with them hooking me up to the EKG machine. It got to the point where they told me I had to stop talking and laughing so the test could be done. I try to have fun wherever I am and whatever I am doing.

I am mostly caught up from the trip, one of the advantages of having internet access the whole time. It also meant our people did not have to wait for needed answers and everything could run smoothly. Wendy and I have a good system worked out when on vacation as to when and where I can work and not, so it has made traveling together easy and peaceful.

8/15/18

2:47pm - My Office; Maplewood, NJ

My cold started getting worse last night and by the time I went to sleep I knew I was in trouble. Even with the medication, humidifier and extra pillow to keep my head up I spent most of the night sleepless. Regardless I was up at my normal time, exercised in our basement then went out riding. This is not as crazy as it might sound since I really did not feel great and knew that trying to be on a treadmill or stationary bike would be twice as hard as being outside and had no choice but had to get back. Therefore I went out on my bike and I actually felt better as the ride progressed and could even breath through my nose. Once home I started to feel lousy again but after being out on vacation there was no consideration to not going to the office. Vinnie, Rich and I had a meeting regarding how to handle a "hostile" audit from one of our customers. We felt that we had been treated unfairly because the auditor kept comparing our system to huge manufacturing companies and when we got our score she had penalized us because we did not have a separate full-time quality team. Whether we are happy or not we still have to put in some of the changes she is demanding so that was the focus of the meeting this morning. Mike would also be involved when he gets back so all four of us have specifics sections to work on and the changes should be ready for the customer's review in a few weeks. In the end it doesn't matter if we like the process or the auditor, it has to be done. Even though our systems has been ISO Certified for decades and our customers generally really like management system there are some areas that could be improved and we will take care of those immediately.

8/16/18

3:37pm - My Office; Maplewood, NJ

Yesterday I did not feel well, did not eat much and by the time I got home was not in good shape. Wendy had bought me some chicken soup which I was able to eat and keep down and then went to sleep very early. At 4:15PM I woke up with my alarms and in a very unusual event, I turned them off and went back to sleep for two more hours totaling eleven hours for the night. Feeling much better I exercised in our basement and went riding. I cut my biking short and after getting cleaned up was here by 10:15AM. I have felt steadily better all day and not that I ever take my health for granted, was duly thankful that I was okay. Kayla, Vinnie, Die Master Dave and I had a meeting regarding Kay's new 3D printing light project which was moving along well. We will have three new samples ready early next week, she can choose which she prefers and then we can start the final prototypes. Kay and I also had a meeting with a California media group regarding radio advertising in Canada for the SwaddlePax Project. It would be expensive but it would give us an intense three week lead-in to the Health Fair we are attending in Toronto

in October to launch the Vest. As I said Kay was not enthusiastic because it costs so much but I wanted to do it. I sent an email to Don who was on vacation to check the sponsor of the Health Fair who also owned two radio stations to see if we could do joint advertising with them to reduce our rates.

8/17/18

2:38pm - My Office; Maplewood, NJ

The world continues to turn upside down. The overall economy, from where I stood seemed to be going down while the stock market kept going up. I saw layoffs, our customer's business trending downward but did not hear anything like that in the news. It was very confusing but our sales were slowing down which meant as of September 1st we will have to take steps to reduce our overhead. We have not had to do that for a decade and I hate the idea but we may have no choice.

8/18/18

4:36pm - My Home; Short Hills, NJ

We had major storms last night including thunder, lightning and a lot of rain. I got worried and decided I needed to check our plant for flooding because we had recently been having some problems. But first I worked out in our basement and went riding on my new bicycle. She is heavier than the one I still had which meant she was harder to pedal and my normal course took 15% longer to complete and I was really tired. Of course I had been sick this week so that might have also added to the fatigue level so I will hold off judgement for a few weeks. She did fit and handle well so I was pleased and for now I will ride her on the weekends when I am not pressured for time to get to work. After cleaning up I then went out for supplies and after lunch went to my office. As soon as I walked into the back plant area I knew we had trouble as there was water on the floor that had originated in our screen making room. It wasn't a disaster and was better after used our shop vac and rags but there was still a lot left over. The sponges that I had bought for that purpose did nothing, so much for that idea. I called our landlord, who said he had also been worrying about this problem. The good news was that the other leaking area, that had been treated, was dry so they could now focus on this one. He said that his water-proofing man would check it on Monday. I sent him some photos of the problem and left to do other errands. I also emailed my guys to tell them about the issue so they were kept up to date and knew what to expect on Monday morning. More rain is expected tomorrow, Sunday, so the problem might be worse.

After I got back here Wendy returned. She was big fan of the television show "Outlander" and they had a 3-day fan convention at the Meadowlands Sports Arena which was not too far away. She enjoyed herself for the one day but said there were a lot of very dedicated/frenzied fans, way

past her level, who even dressed up in period costumes to go for prizes. She was very happy she did not sign up for all three days. Our garden looked nice with all of rain. Some of my flowers however were either past their prime or died but I was too tired to go to the plant store today.

I got good news from Dr. Mesnard regarding my physical in preparation for the minor surgery next week. My tests were all good, one minor note my cholesterol level had risen a little, but still nothing to worry about.

I spoke to Mike from Chicago, one of our equipment manufacturers. He is an old-time salesman like me and we are friends besides doing business together. He had mentioned that he had contacts in Scandinavia if we wanted to start a sales office there. We talked about that, the economy, finding good sales and manufacturing employees and life in general. He was one of the best salesman I had ever known, he readily admits he would rather spend his time selling than running his company but finding someone to do that competently was not easy. All owners have the same problems which are finding and keeping good people, getting business to grow, having enough capital to operate, staying ahead of our competition and trying to focus on having a good time as life goes by. Most people should not be running their own companies, they would have far easier, calmer and happier lives if they didn't. The characteristics needed to lead are not the same as being well-liked and easy to be around. We have to be driven, stubborn in a good way and willing to take continual, huge risks that often don't turn out well.

8/19/18

2:52pm - My Home; Short Hills, NJ

After exercising in our basement I took my new bike back out again. It was raining a little but I had promised to take Alex target shooting so I had one chance to ride and I grabbed it. It turned out well, I made better time than yesterday and did not get too wet. Alex then pushed out our adventure until next week due to the weather so I had some extra time, Wendy and I went to the movies. It was pleasant and we are now back at the house. I sent out the survey regarding where the economy will go and how they will change things to ten different people including my daughter. I was also interested to see who answers and what they say.

8/20/18

8:48pm - My Home; Short Hills, NJ

I went into the office today with the plan to start the process for layoffs and cost reductions but before that Mike and I needed to make sure we were on the same page financially. Mike was just back from vacation and he immediately went to work on figuring out our financial positions both as IJUS alone and with IJE and IJM. It was a lot of work but by the end of the morning we had the numbers we needed. It was quickly evident

that we were spending more than we were making, we needed to cut costs and do it soon. We had to focus on what we could reduce without affecting the various sales efforts in progress. Mike, Kayla and I went through the various scenarios and it all came down to what happens next week after my meeting with Ben. If we are able to cash in some or most of our stock then we can get rid of our debt and still continue the various product line developments within our main company, BuildTak, launch SwaddlePax and keep IJ Canada at full tilt. If not we had a much bigger problems and would have to start cutting back more immediately. As it is the discussion of layoffs will be put off until next week but will have to be done. It is all very difficult, upsetting and stressful and no-one, especially me, wants to do it but that is part of my job and I will not shirk it. If we are incredibly fortunate we can use the stock sales to keep our marketing and invention efforts going. I like to think that this is all coming together as a master plan from God, just in time when we need it but we will all have to wait to find out.

Meanwhile I went to see my Ear Nose and Throat doctor, he wanted to check me one last time before the surgery tomorrow. I was hoping for a reprieve but he wants to go ahead and check the scar in my nose to make sure it is not a tumor or cancer. I could not argue with him so I will go to the office tomorrow am and leave before noon so that Wendy and I can go to the surgery center and be ready for my 1:30 appointment. We won't get the results for a week, which seems like a long time but I have no control over that. I also went the chiropractor for a delightful session with him, he is a very nice man, an excellent doctor and I find his office relaxing, even when he adjusts my body and it often gives out some interesting clicking noises.

8/21/18

5:07pm - My Home; Short Hills, NJ

I was up my regular time, exercised and did well with the no eating and drinking from last night on, except for the gum I chewed. Wendy and I stopped off to get iced teas for after the procedure and we were there on time. Now picture this, I am sitting in the pre-op area, it is me, Wendy, the nurse and the doctor. We are negotiating how much I can exercise after the biopsy over the next two weeks. As we are going through the final potential bad results he mentioned the possibility of cutting through my septum and having to pack it with a plastic plug in case there was too much bleeding. The closer we got to the surgery the worse the possible results and then I was told I would be under a general anesthetic with an air tube as opposed to being twilighted. Luckily I did not know this before hand or I would have really freaked out but having only two minutes to worry was much better. I walked into the full operating room filled with very nice people who were listening to Disco music. I mentioned they should be playing one of my motivational CD's, a set of which I had just

given the doctor and as they were putting me out I lost track of the conversation and went to la-la land. I woke up an hour later, the procedure went well, only packing in my nose, no plastic plug, no problem with my septum and now I have to take it easy for about a week regarding my exercise routine. Since I was wobbly getting up I did not argue and once back here I Skyped with Kayla to talk about some long range marketing planning as well as plans for Don. I put off any major decisions until tomorrow and considering everything it all went really well. Wendy was fantastic as usual.

8/21/18

6:18pm - My Home; Short Hills, NJ

Stock markets continue to rise, the S&P hit a new record. The call for ever higher stock records are reminiscent of the last Great Recession in 2007. I feel the downturn is coming and I think will happen within the next six months. We have taken steps, we will take more. Worst case we will lose some potential investment earnings and slow down our business growth, best case is we are in position to take huge market share when things go bad. I hope I am wrong about a major downturn.

8/21/18

8:47pm - My Home; Short Hills, NJ

Hi Don,

Great job today with getting the agreement with the Canadian chiropractic supply company. I love the idea of placing a manikin in each store with a SwaddlePax Vest on it ready for people to try on. Maybe we should have a few different sizes ready? Also should we offer to supply a mini-freezer packed with ice-packs and also a small microwave so people can actually test them since there are only two stores projected to be involved? Maybe have the person who is in charge who, when traveling, wears one when she calls on her customers? Regarding money, I think that we need to offer at a 45% discount to her both so she can make money and pass on a good savings to her distributors which are Chiropractors. However for that we will need to only supply one pouch and ice pack. What do you think? That means we are getting 77.00 Canadian for our garments, in bulk. Which is roughly \$60.00 US. I will check IJX to see what they will charge for only one pouch per vest.

*Regards,
Andy*

8/22/18

2:20pm - My Office; Maplewood, NJ

I spent a very strange night sort of sleeping, probably a result of the surgery medication. It was not unpleasant I just never went into a deep sleep. I was up a little later than usual, lightly exercised inside and Wendy drove me here this morning. It was great to be back at work and the only side affect seem to be the "packing" in my nose at the incision site, which

as the doctor predicted, was uncomfortable and impeded my breathing. A small price to pay to finally get this scar checked and confirm it not an issue. I won't know that until early next week. Therefore next week is looking to be potential pretty big with the test results, my last board meeting, my meeting with Ben from China, being hopefully green lighted to sell our stock and maybe even get the family legal dispute settled after long litigation. I am not holding my breath on anything but it is fun to hope.

8/23/18

4:40pm - My Office; Maplewood, NJ

I was up at my usual time, exercised inside then walked outside. With my two Stik It Staffs it was like cross country skiing and a very good workout. Later after a conference regarding updating our company Quality/Environmental/Health and Safety System I had a conference call with customers from Mexico then went to our house to record for the SwaddlePax Vest Instructional Video. After getting back I had a sales conference call with Kayla and Paulina to get more business for IJ Mexico and calls with Don getting ready to launch the Vest into Canada. In between I did some pricing, writing and marketing. It has been a great, crazy day, my body feels good after the procedure. I spoke with Alex he is well. People are trying to impeach the president, he keeps brushing them away. I am not sure if they will ever be successful.

8/24/18

3:31pm - My Office; Maplewood, NJ

Today was partially a punishment day for me. Since sales are not what they need to be to cover the increased overhead I created, I spent the bulk of today going through our database looking for people who have changed jobs, got new positions or needed to be checked. Basically it meant staring at my computer screens most of the day and was not something I looked forward to on a continuing basis. However I know from decades of experience that this process will generate business although I have no idea when or from where. My father used to call it "churning the waters" but it simply meant sending missiles out into the universe reminding people that we are here and ready to do business. Some parts of my job are glamorous like the traveling, others are difficult like handling relationships and even worse firing or laying off and some utilize my brain like inventing and problem solving. I like the vast majority of all of it most of the time and if it meant that I sometimes have to stare at my computer screen then so be it.

8/25/18

8:48pm - My Home; Short Hills, NJ

It has been a great day. After exercising inside I went out for a walk with my two Stik-It staffs and created a new sport, cross country jogging.

I am not sure how my back will react to what I did so I will withhold judgement until tomorrow but the workout was excellent. While out I also brought a garbage bag to collect trash at an area that had become an eyesore. I felt much better after having filled it although it was not nearly clean. Hopefully people will be less likely to litter if there is less already on the ground. After getting cleaned up Wendy and I drove to Newark to find the County Courthouse so she would be comfortable going to jury duty later this week. Once back in our area we stopped at the plant store we stocked up on some summer and fall flowers and after lunch I planted them and moved others. It was a lot of fun and by the time I finished I was delightfully tired. David had called me earlier in the day so we met in town after he returned from seeing a concert in Philadelphia. It was good to see him, I am nervous and hopeful for everything coming this week and it was good to talk about it. He is well also. On the way back I got dinner for Wendy and I which was delicious, Thai for her and Sushi for me and then we relaxed for the rest of the evening. Gary was in a few weeks ago and he and Mike re-calibrated how we figured some of our financial numbers which seemed off in my "gut". I asked Mike for some clarification tonight. I know it is the weekend but as my second in command he is on call when needed.

Senator John McCain died today. He was a true American hero and it was due to him and people like him who help to keep us safe and free. He was a symbol of what we ought and need to be and his detractors, namely our President, should be ashamed of themselves for doing nothing while people like him stepped up and did hard, dangerous and unselfish work. He is of the group who makes me very proud to be an American.

8/26/18

3:40pm - Our House NJ

I was up at 6:15 exercised in our basement and then went outside to once again test the efficiency of my newest sport cross county jogging. I was sore from yesterday and was only able to do it part of the time but the poles seemed to take the pressure off my knees and I got a really good workout so that went well. From there I went to see my Mom, the first time since our return from Alaska because I had been sick. She looked well and I updated her on our adventures while gone, news of the family and she did the same from her side. From there I went to the plant store to get some Annuals, they were on sale and I always love a flower sale. After stopping off for some supplies it was back here to plant. Wendy had come outside and given her opinion about how and where they should be placed so I followed her advice and it turned out well. I don't see any more need for additional purchases until probably next month, but you never know if I am passing the store. I just finished going through the paperwork for the theoretically last Ideal Jacobs (Malaysia) Berhad Board Meeting this Tuesday morning, if all goes well we will be done within an hour.

8/27/18

3:26pm - My Office; Maplewood, NJ

We have been told that the legal issues between some of our relatives has been settled. Hallelujah! It has taken a lot of time and money and if they are right I am hoping for peace amongst our family for the future. I resigned as Chairman and a Board Member of Ideal Jacobs (Malaysia) Berhad this morning. It will start a new chapter in our business lives and I am very happy to be moving forward. The rest of today has been spent in marketing, selling and setting up my next sales adventure this time in Europe. It looks like I will be doing this alone, Kayla, Mike and Igor are already booked solid, a very good thing for our sales efforts.

8/28/18

4:10pm - My Office; Maplewood, NJ

I was up at 3:00am for my last Ideal Jacobs (Malaysia) Corporation Berhad Board Meeting. It was bitter sweat as I really liked our Board Members and knew this would probably be the last time I ever spoke or dealt with them. The meeting was swift, Ben and I thanked everyone, the formal announcement of our resignations would be issued tomorrow and that was it. After getting off the Skype call I felt both good and a little sad because that chapter had closed. I then went back to exercising in our basement. I had a very nice walk afterward and did some more “cross-country jogging” which I actually enjoyed. Once cleaned up it was here and then Mike the driver drove me into Manhattan for the meeting with Ben who was in from China.

Regardless of what happens in the future Ben, his team, me and our team agreed that since IJX was no longer a publicly held company that the time had come to go back to the way we had been running before regarding working as one global team with a single branding, marketing and financial strategy. We left the meeting agreeing that I would create a working model that would be circulated next week. If acceptable to all then I would go to Asia and meet with Allen and their team so everyone would know what was expected and acceptable for all of Ideal Jacobs teams. Both Ben and I were excited at this prospect since IJX has been on their own for a while and it was a good time to create a comprehensive global plan where all teams would benefit, prosper and support each other.

8/29/18

3:23pm - My Office; Maplewood, NJ

I wrote a global proposal for all IJ teams to work together and circulated it. Mike liked it, Vinnie will check it tonight and Kay when she gets back. Glad to have that off my plate for now. We have been working on getting a more efficient production process for our FlexPlate system, that work continues. We also re-shot part of the SwaddlePax Vest promotional

video, it is now edited, finished and looks great, thank-you Kevin.

8/30/18

3:51pm - My Office; Maplewood, NJ

It was a day of paperwork, marketing and sales. I told Mike I had planned to sign the contract for the radio spots in Toronto prior to the Health Show and he persuaded me to hold off until after it was done. The radio time people were very nice about the delay and we will submit them two commercials in a few weeks so they can be polished and ready for release. We were up to version three for the global sales meeting proposal and the review team was expanded to include Paulina, Don, Rich and Igor. More work on the new trip for Europe but I don't think the sales calls and cities will be finalized until the end of next week.

Nokia in Murray Hills is closing their in-house plastics shop which meant that the man we have been supporting there for years will no longer be working for us as of the middle of October. It was sad from all aspects. The vast majority of employees been let go and an era was coming to a close, It was an honor to be a part of their history.

8/31/18

2:57pm - My Office; Maplewood, NJ

It is the day before the start of the last major holiday here in the US. I spent most of the day working on contacts and felt confident the effort will pay off sometime in the future. We heard from Kayla yesterday in Joshua Tree, California. She and her friend Alyssa were having a great time sight seeing, camping and were due back in San Francisco on Sunday. She sounded happy and I looked forward to being able to talk to her every day again when she gets back to work.



9/1/18

8:50pm - My Home; Short Hills, NJ

Wendy just called me from the other room to tell me she had found one of my “friends”. That is our code to mean she saw a spider and rather than kill it she was giving me the chance to capture and release it outside. I deposited it on our front porch, hopefully it will be fine.

I am a believer in God and also that he will put me into situations that pose unusual circumstances in which I have the chance to make improvements that might not otherwise happen. Case in point the minor surgery I had twelve days ago. The doctor said I could not bike. That would normally have driven me crazy except when I was out walking with my stick-it poles and found a good workout. Therefore when the weather gets too cold or rainy for biking I will have an excellent alternative that should burn enough calories to keep my weight stable, always a concern for me.

Today was a lot of fun I walked twice. Wendy and I also went to see a movie, Crazy Rich Asians which was excellent.

There was a funeral for John McCain in Washington, DC today. Virtually every important, living politician was there including three former Presidents. President Trump was specifically not invited, perhaps it will give him some pause as to how to act civilly especially regarding people have given their lives in the pursuit of helping others. Even he didn't agree with them they still deserved his respect.

9/2/18

9:07pm - My Home; Short Hills, NJ

I was up at 5:15AM to exercise early before getting ready to go target shooting. It was a pleasant workout including my jog/walk with the two Stik-It Staffs. Once back here with the car loaded plus Alex and his friend Stephanie, we went to the gun club. We were fortunate that the only

other person there who was on the pistol range in a different section so we had the shotgun area to ourselves. Stephanie had been advised earlier that she had to follow all of our safety protocol and I was very glad that not only did she behave safely but also shot very well. Alex continued to improve every time we shot and has the ability to become a competitive shooter if he ever wanted to put in the necessary practice. We had a lot of fun. Back to the house, dropped off Stephanie, put the guns away, picked up Wendy and then went to pick-up my Mom. We went to a nearby diner and had an excellent lunch with talk about family and events of the day. Once we dropped her off it was back here, Alex Ubered home to Manhattan and Wendy and I spent the rest of today in peace and calm. No NAFTA deal with Canada yet.

9/3/18

3:22pm - My Home; Short Hills, NJ

I was up at 6:15am, worked out in our basement and then it was outside to cross country jog and walk with my modified walking staffs. I believe I jogged over a mile without stopping which is amazing considering I had given up that endeavor a long time ago because of my knees. So far it appeared that the cross country ski polls absorbed most of the shock of the stepping/jogging so I was greatly appreciative for the unintended consequence of not being able to bike to learn I could do this. Once done, I ate a quick breakfast and it was off to see David. He was back from South Hampton, NY and we had a spirited discussion about passion for life and what was needed to go after our dreams. I left him with the question of "what did he want" from work and he will try to formulate an answer. After lunch it was off to see my wonderful brother. He is just back from Lake Placid, NY one of his and Eve's favorite destinations and he looked great. Right before we said goodbye he asked me to go to a nearby market that had just opened. It catered to the Orthodox Jewish community which was all around that neighborhood and it was fun going inside and looking at the various items for sale. Whenever I travel, food stores, malls and hardware stores are at the top of my list for interesting places to explore. This was no different and since I was going to the supermarket afterwards anyway I bought my supplies there and saved another stop. Once back here I watered many of our plants and flowers, it was a very hot day 93 degrees F and by the time I finished I had sweated through my clothes again and had to change, a very worth while price to pay.

9/3/18

7:17pm - My Home; Short Hills, NJ

Kay called tonight and was back home. She and Alyssa had a great trip which included the wedding of one of Alyssa's sisters. Kay read the global agreement I sent her and understandingly she wanted clarification on the section about her taking over as coordinator for global marketing

and also for all IJ locations. I told her that I had first written the document with me in that position but that Vinnie and Mike both wanted her instead. I agreed and thus started a major shift in our company. I assured her that I would be there every step on the way to help her in the new job, she would have time to adjust and we all had the confidence that she could handle it. I also said that I wanted to move more into the inventing and innovation side and needed the time so this would help to free me up. She was understandably worried about whether she could handle it but I think that in a few months, as the transition continues it will become easier. When conflicts came up we would handle them together as we had before. It is the first real position of authority I would be giving up which is strange but highly necessary for the benefit of the company to use me better and more efficiently. Kay would begin to lead and everyone would see the start of a peaceful transition of power and authority which could fully take a decade or two. Kay does not want me to retire anytime soon, especially if she has a family in the next five years and wants to have a full home life. I think there is the potential for everyone to get almost everything they want over time. It will not always be easy but it can be great and will move ahead on that basis.

9/4/18

4:11pm - My Home; Short Hills, NJ

Kayla and I are both have a high level of anxiety over the new agreement that was just sent to Ben in China. She is ready for the challenge but highly nervous she can do what is needed and people will do as she says. I am equally nervous that this is the first step towards an eventual transition of power which, I know in my head, is good for everyone, but is a little hard to accept in my gut. Still we will do it if IJX agrees and I am already making arrangements to extend my European trip to include a stop at IJX to both go over the agreement and make sure they know I think it is important enough that I come over in person to through it. We got word from Leona at IJX that the new shipment of Vests from their supplier had a high rejection rate and I told them to hold all of them until they were repaired and all were perfect. It was not good news that there were problems with 12 vests out of the 150 ordered but good they were all individually inspected which will keep happening for the foreseeable future.

9/5/18

2:23pm - My Office; Maplewood, NJ

First the really important news, Wendy arrived safely in California!

For those of you who were worried that it is too easy to get firearms for law abiding citizens, I thought I would share the process I had to go through to get permits for two handguns in the State of New Jersey. Before you can even start the process for a handgun you had to get a general permit to cover shotguns and rifles. While I got mine decades ago when

it was relatively easy I am sure the background process for that has been tightened up a great deal over the ensuing years. Next step was to be fingerprinted for the new state database. I was already in there from being a coach.

I had downloaded the form for the permits, filled them out which included endorsements from two non-family members who would vouch for my sanity and then dropped them off out our local police department. They however no longer accept hand-written applications so I had to re-do them in addition to a mental health survey. Total cost for the paperwork was \$24.00 and the timing given for all of the background checks and approvals was three months. Even though it takes so long I don't think that it is a bad process. Actually I am happy that it is so difficult because anyone who is not honest will most likely not try and go the legal route. I am obviously not of favor of illegal handguns and hope they can be eradicated but that does not mean that people like me should be stopped from legally owning any type of firearm. I also think that it should be mandatory that every citizen knows] how to fire a gun safely and understand that they are not toys. Video games have given a highly destructive, distorted view of the violence and damage they can cause which is very bad. If everyone knew how to properly use a firearm that more people would use them safely and our overall crime rate would plummet as it has in Switzerland where gun ownership is widespread. Regardless of you feeling about guns in general, if you are worried about legal people buying them, at least in the state of New Jersey, I think it has been covered.

9/6/18

3:49pm - My Office; Maplewood, NJ

I just got the kind of news anyone, especially a parent hates to get. My sister Irene's daughter-in-law Liz who has been sick for a long time was just diagnosed with liver cancer. They have not been able to find the origin for a long time and now they think she has about two months to live. It is horrible for everyone concerned and there is nothing we can do, she has the best care available. Ira called to tell me, he got the news from Irene and I called Ben, Alex, Kay and Wendy. There is not much to say and even less to be done except internalize the news and again be incredibly thankful for the blessings we have, live life in the most positive, productive way possible and be supportive to all concerned. Liz and Jeremy, my nephew, seemed to have a good, positive marriage. He has handled this horrible journey amazingly well and I have nothing but admiration for his total support for Liz.

9/6/18

4:24pm - My Office; Maplewood, NJ

I decided yesterday to start putting back the activities that were prohibited after my surgery. Last night I went to the Chiropractor, it was a

joyous reunion, the adjustment on my aching back felt great and I also took a short bath. I started emailing with Ben in China right after I got up and we eventually agreed that I would try and move up the trip that I had planned to Asai and Europe by one week. We really needed to get the Global Agreement completed and in place, the sooner the better. After after exercising in our basement I went out biking. It was hot, humid and a great ride. Even with all of the workouts before I was still not in "outside" biking shape so I was breathing pretty hard at some points but my nose seemed fine when I finished. It was then here to the office. I met my friend Susan for lunch, one of her beloved cats had passed away yesterday and she was understandably incredibly upset as was her husband John. If you have had pets you know what it is like when one passes, it is devastating because most of the time they have unconditional love for their owners, are happy every time they see them and are generally a continuous source of pure joy. To lose that connection is heartbreaking and I was glad I met her for lunch to add my perspective, talk about other things and even got her to smile a few times. I was not unhappy we do did have any more dogs because of what happened when they passed. When I die I hope we can be reunited with ours. Once back here it was more work on sales and marketing, I spoke to Kayla and we are going to utilize Don in Canada for certain sales territories here in the US to help strengthen and increase our contact ability. I think he will do well. After the incredibly bad news about Liz my mind was not functional for working so Kevin and I did some recording for the two SwaddlePax Vets commercials that will be the center piece for our radio campaign in Canada after the Health Show.

9/7/18

2:01 - My Office; Maplewood, NJ

I biked again this morning, I put air in my back tire and it was a lot easier ride than yesterday, part a result of increased air pressure and getting used to riding again after my layoff. I hope to be back to my usual biking endurance level by the end of next week.

I had lunch with Barry Farber today. He is a publicist who tried to help me become famous a few years ago. I stopped the effort so it was not his fault I did not succeed but I always found him interesting and when he called for lunch I had no problem accepting. He looked the same, very fit and intense with his eyes like laser beams. Since we are not in competition we could speak about sales and general relationships on a level most people do not understand. Both our business are based on being able to read people quickly, efficiently and in my case often where English is not their first language and they come from other cultures. Non-verbal common action is of paramount importance and making the distinction of what people really want versus what they say and what is actually in their best interest is a big part of both of our abilities and our business. We had

a good chat I am getting to the point in my life where I can't talk to a lot of people about certain subjects so contacts like him are very good to have.

9/8/18

9:04pm - My Home; Short Hills, NJ

It is Saturday and I had tea this morning with David. The conversation turned very serious when we spoke about how to handle people we loved, cared about, had to work with who are driving us crazy. I had a system for this and he seemed to think it worthwhile. Therefore I am adding the following advice I gave him as the forward to my 66 Rules of Life.

It is not only okay but it is your responsibility to positively manipulate those around you that you work with and care about. The vast majority of our population thinks that they can do nothing to change the habitual responses of those around us and they are wrong. Annoying and destructive habits that many people have like:

- Continually making negative judgements about your actions

- Talking when their mouths are filled with food

- Giving the same response all the time

- Doing something that they have preached others against

- Slurping their soup

- Chewing gum loudly

- They always play the victim

While some of these actions may seem trivial, over time they can build up to cause an explosion. The truth is that they really don't want to know they are doing something that bothers you and if you tell them then they will often get angry, resentful and will sulk. You need to try and take the power away from them before the bothersome event occurs which will stop you from getting habitually angry.

Therefore see the list above and the potential ways you have to defuse your anger. Remember you are not going for perfection, if they still do these actions once or twice a month as opposed to daily then you will need the will-power to overlook it. We are trying to get them to stop daily occurrences so remember to go for the overall solution and not every single time it happens, you will have to have some patience and it may take time for their new behavior to become embedded in their daily lives.

Problem: they continually make negative judgements about your actions or force you to agree with them on all topics. Solution: insecure people often strike out against others, especially those they are comfortable with, to bully them and make themselves appear smarter, stronger and in control. While it may not start out on purpose, over time if you let them speak to you consistently this way it will give them a base in which to attack you in other areas, bring you down and them up. Therefore the next time this happens, and you know it will, already have a planned response. Whatever you say make it direct, short and reinforce the ideas

that your actions were well thought out, you did them on purpose, you have a history of success and even if you were wrong in this particular instance your track record more than speaks for itself and therefore you would prefer the other person focus on all the good you have done then the occasional mistake. Most of the time this will stop the other person momentarily and when they try it again and you give the similar response the frequency will decrease until it stops for a while and then they try again. If you stay strong they eventually will stop.

If your initial defense/attack doesn't work then make your responses stronger and if you are the more successful of the two of you, success being defined by you, then in increasingly stronger terms let the other person know your value and you don't appreciate being belittled. My guess is that as soon as you start showing more backbone they will start to back off and find someone else to bully but you have to remain strong because they will try again over time. If the other person refuses to acknowledge your worth and continues the degrading attacks the isolate them to do as little damage to you as possible. Isolation can be done with relatives and people you work with but if it is your spouse I would then suggest you consider separation because it will not get better and life is too short to live with someone who treats you like garbage.

Talking when their mouths are filled with food- I suggest to put on the television while you eat so you can watch it instead of them.

Giving the same response all the time-if you keep changing the subject and they keep responding the same way and you start looking at them like they are crazy, dumb or unthinking you will force them to start actually thinking before they respond which should help stop the issue. Soon you will have them thinking before talking which is what you always want so their brain is engaged and they are just not filling the air with their noise.

Doing something that they have preached others against. If you point it out that they said this was a bad thing to do and they then say something like-'do as I say not as I do' or "adults should never apologize to children even when they are wrong" then you are right you have a major issue. If this happens you will obviously lose most or all respect for them and I suggest you reduce your time around them to the smallest amount possible. In addition do not trust them in any way and advise others to also avoid them.

Slurping their soup-if you stop eating soup they probably will also, and if that doesn't work tell them your lost your taste for it, then they will be much less likely to eat it also. Either should cut down the frequency enough so you can stand the times it does still happen. Of course that means you can only eat soup when they aren't there but it is a small price to pay for peace.

Chews gum loudly-same advise as slurping soup

They always play the victim-pick something they are really good at,

hopefully there is something and right before you see the signs of them starting to complain about anything tell them how great they are at this one ability and then morph that into being good in other areas so you are not only helping their ego but also moving forward in some other area in a positive reaction. Few people react well to being yelled at or bullied, moving them positively in a better direction is best for everyone.

In the event that none of the advice above works and it is a relative or spouse then you can always suggest couples counseling, at least that show you are serious about working it out. If it is your boss either live with it, work to get them fired, transferred or promoted and/or you get another job. If these problem emanate from those who work for you then be very careful that you are not infringing on their workplace rights by making unwarranted, unwanted, or prejudicial suggestions.

Relationships are the hardest tasks we all undertake, positive manipulation to get the best environment for everyone is not just the right thing to do it is the best avenue for all concerned.

9/9/18

1:22pm - Our House NJ

I slept late this morning, 7:30am, then did my exercises and went out for walk with my two Stik-It Staffs because it was raining. After lunch I edited the article above and just sent it to David for review. I have no idea what he will think about it and I am not sure if I want to use it as a Ideal Almanac story or not. Getting it through my editors, especially Kayla may not be easy. I spoke to Wendy last night, she and Kayla are having a great time. Alex is coming out from a Manhattan later to meet me at Irene's for the start of the Rosh Hashanah holiday. Mom told me yesterday that Jeremy was bringing Liz back to their house today from the hospital so he would probably not be there. She will start Hospice treatments right away. I cannot imagine as a parent nor a spouse what Liz and Jeremy are and will go through. We will help if we can.

9/10/18

7:35pm - Our House NJ

Yesterday's Rosh Hashanah Celebration at Irene's was bittersweet. It was a wonderful dinner with the close family but Liz was not there and the whole situation was greatly felt by all. Jeremy was present and looked amazingly good but was obviously under an intense strain and the best we could all do was offer support as needed. As time has passed my brother, sister and I have grown closer which makes interacting with my Mom a continually positive experience. She was there as was Rachel and her family, Ira, Irene and her family and one of their friends. In addition was Rebecca and Gavin's dog who is used to being the center of attention which last night that was not a bad thing. Alex came out from Manhattan, it was also wonderful to have him there. He and I are going shooting on

Sunday and since he was coming out he asked his grandmother to come to lunch with us. As I said he was always watching to make sure people are okay and have company.

I was up extra early this morning to have time to work-out before going to temple. As I got back from my walk, it was raining so I did not bike, Wendy had just arrived from the airport. She looked well but tired and it was great to have her home. Within an hour we were on our way to the Synagogue for the New Year's service where we met our friends the Levey's. As per tradition afterwards we all went to lunch to catch up and spend time together. They are really good people, great friends, and we are fortunate to have them in our lives.

Once back here I did some work, things are well and I had a Skype meeting with Don. He had a meeting with the Chiropractic College in Toronto and they are open to helping to market the Vest. We are working out the details but if we can do this it should be a big push towards getting our brand into the market place. It was then off to the Chiropractor for my treatment which felt great and then over to Barbara and Cliff's where I met Wendy for dinner. Their whole family was there in addition to Grandma Myrna and Cliff's bother Andrew. It was a calm pleasant time with good food and conversation. As it turned out Myrna was having some leg issues and I had an extra set of SwaddlePax Shorts in my car so she will try them. I hope they help.

9/11/18

1:50pm - My Office; Maplewood, NJ

It is amazing the terror attacks at the World Trade Centers and other places took place seventeen years ago today. A lot has changed, and a lot hasn't. The incredibly brave people in the plane who fought back, on the ground who helped the wounded and those in the field fighting for our liberty continue to be supplemented by many more. The willingness and total disregard for their own safety by so many people were and continue to be a source of amazement and admiration. Many gave their lives so that we can go forward hopefully to do some amount of good in our own way. We all have our "jobs" in this world and may are left undefined until the moment of truth arrives and people simply react to do the right thing. In my case, my purpose which has evolved over the decades, is to create jobs to give people a launching pad to reach the utmost of their potential. In addition, I try my best to create an environment everywhere that is positive, respectful and dedicated to being in the best interest of everyone and having as a good a time as possible because I believe that is a fundamental reason why we are here. I do not believe that being depressed or looking at the dark side is good for anyone. We have to be aware and prepare for potential problems and danger but also focus on the positive for as much and as long as possible.

9/12/18

3:25pm - My Office; Maplewood, NJ

We got confirmation that we had all of the necessary Canadian documents completed to sell the SwaddlePax Vest in Canada.

9/13/18

4:15pm - My Office; Maplewood, NJ

Since I had to take two weeks off from biking because of the minor nose surgery, it has taken a little time to get back up to normal biking speed. Today I got closer and I am planning to use my new bike, which is a little harder to pedal this weekend so by Monday I should be back to normal. I have no complaints however especially since the surgery results were excellent and I even developed a new sport for the wintertime when I can't bike, so all is good. Last week during the New Year Holiday Dinner at my sister's she mentioned her back was hurting so we just finished making a SwaddlePax vest for her and I will drop it off over the weekend. The trip for Europe and Asia is almost planned, I got confirmation of my drivers for Europe. It is not cheap but combined with the fact that they will get me where I need to be and double as security guards they are well worth the money.

9/14/18

2:35pm - My Office; Maplewood, NJ

Part of my job is to find new avenues of business and to do that involves my gut. How you might ask? I have been in our family company since 1977. Since that time I have met thousands of people and although some have already retired there is still large group who have risen within their companies, moved to new positions or for whatever reasons have left the workplace. As I periodically go through our database following up on people we have not connected with lately every once in a while something clicks in my brain and I get a prompting to call someone. That happened an hour ago, a man who had semi-retired about six months ago. He and I have known each other for more than three decades and he recently retired from the Telecom Industry, tried flipping houses, realized he could make more money with his brain than his hands and at that moment I followed-up. He was both very happy and surprised I got him a few weeks after he figured he needed to change his focus and after talking for a little while it appeared there might be a joint area of benefit for us all. He has a particular skill set that we may be able to exploit and since he is now unattached to any company we have no problem trying something together. We will see if there is common ground. In most cases like these there will be no none but with all sales, if enough attempts are made. Some progress will be come.

I spoke with Kayla before, she was on her way back from a sales call. It was interesting in that she had absolutely no qualms about seeing

that particular engineer, understanding what he wanted and being able to work with him. She has come a long way and her confidence and competence levels rise almost daily making her more valuable all the time. It is therefore not surprising that she keeps getting job offers but so far it is to all of our benefit that she stays with us and I hope that remains the situation permanently.

President Trump will implement more trade tariffs. At this point I expect the worst and we will go with the idea that anything he speculates about he will do.

9/15/18

8:05pm - My Home; Short Hills, NJ

I was up at 6:15am exercised in our basement then went out for a ride on my new bike. It was the first time in a few weeks since my nose surgery that I tried her and it was a great trip and my nose was fine. After breakfast I met David for tea. He is making some changes to go to his next level in business that are stressful yet invigorating so he will be in "transition" for the next few months. It was then off for supplies to two different supermarkets, back here for lunch then out to drop off a SwaddlePax Vest to Irene, her back has been sore and then to see my Mom. I showed her the script for the first editions of radio commercials for Canada and she liked them. My hair needed to be cut before going in my next trip so that was my next stop and eventually ended up getting dinner for Wendy and I which we ate later here. I started packing the supplies for tomorrow's target shooting with Alex, I will finish that in the morning. It has been a really good day.

9/16/18

4:29pm - My Home; Short Hills, NJ

I was up at 5:30am, exercised in our basement and then rode my new bike. It was a very pleasant, excellent ride. After breakfast Alex, his friend Anina and I went target shooting. The club grounds were gorgeous with the just changing autumn leaves that were falling around us. There was no-one else there which was always a pleasant occurrence and we had a really good time using my the shotgun my Grandfather got me for my Bar Mitzvah in 1969. Anina actually hit some of the moving clay targets, she was very happy. Once home and after I cleaned my gun I went to see my brother. We had a quick walk and were chatting when his phone rang and it was Irene. I immediately sensed trouble and it was, Liz, her daughter in law had just passed away. It was amazing how quickly it happened after she went on hospice treatment but the good news is that her time of suffering was finally over. It had already been a few years and they had never been able to find out where her cancer was coming from until quite recently. It was a quick phone call since there were no burial arrangements made yet so Ira and I wrapped up our visit quickly so we could

begin telling more relatives. I got to my son Ben, he figured by my message that Liz had passed. He wanted to try and fly in for the funeral but he was starting a new job a few days later and it would not be possible. Wendy spoke with Alex and we are still waiting to hear back from Kayla. As parents, Wendy and I are thankful every day for the health of our children and each other, we have never taken it for granted and events like this just reinforced how incredibly fortunate we have been. I had already texted with Irene, I figured she would be on her phone constantly and did not want to bother her with a phone call. She knows we are there when needed. I screwed up about who was going to tell my Mom. My brother told me correctly that Irene would go over but I had it in my mind that he had already done it and I called her to follow up to make sure she was okay. Turned out that I had called before my sister got there so I ended up telling her. She was understandably upset and we kept checking on her later to make was okay. I texted Irene that I had messed up and told my Mom, she told me that she had planned to call and it worked out that I broke the news and she could follow-up. It is hard to know what to do or say in situations like this, happily they have rarely come up in the past and I hope it stays that way for the future. We can start making arrangements as soon as we are told what is going on, it is a very sad time, Liz was in her early thirties and Jeremy is now a very young widower.

9/17/18

2:51pm - My Office; Maplewood, NJ

The impact of having someone my kids age passing is having the understandable effects that I am heartbroken for Liz's parents and her in-laws David and Irene. That however, combined with a sense of extreme gratitude that it was not my children. We got the information regarding her funeral, it will be this Friday. Kayla just landed in Newark, she was already coming for a trade show and I spoke with Alex he will also be there. You can always tell a lot about people under extremely stressful situations and our kids are already handling themselves like the truly inspirational people they are. I have fortunately been to very few young people funerals and they are always incredibly difficult and this one will be no different.

9/18/19

4:00pm - My Office; Maplewood, NJ

It was very nice having Kay in the office today. She was working on some new BuildTak products as well as getting ready for the trade show over the weekend. Since she is coming to the funeral with Wendy and I on Friday she is sending a team to set-up without her. I spoke to her regarding the fact that the hardest part of being in charge was giving up the authority and trusting others to do what was needed and this was the first example she got since her promotion. I have understandably been a little

down since hearing about Liz, it is all very sad. I anticipate we will all be on the verge or actually crying during the funeral. My son Ben emailed to confirm he cannot make it, which we all figured, the fact the he tried even though he was starting a new job this week was nice. Kay, Don, Mike and I had a meeting regarding the two new BuildTak products and I will go over them with IJX when I am there the end of next week. We got the Vests in from IJX, we have started packing them and will be done early next week. We will send the bulk to Don in Canada so he can both bring some to the show and hopefully put some on consignment to the Chiropractic College store in Toronto. I also spoke to him about a new potential project with a start-up company near him. As always with most smaller new companies the odds are excellent they will go bankrupt but we will still listen to them. For anyone thinking the President's tariff's are not causing any reaction that is false, from what I can see the global supply chain has been adversely affected judging by the slowness of the orders we would normally have expected. I think people are waiting to see what will happen which means everything will stop for a while, never a good thing especially when I think a recession is coming or already here.

9/19/18

2:30pm - Our House NJ

The most solemn Jewish holiday started last night. Yom Kippur is the time to reflect on our past sins and how we can do better. Wendy and I went to our Temple this morning, our good friends the Levey's met us there and the service lasted about two hours. Our religion says we are supposed to fast for twenty-five hours but we all do variations on what works for us. I will probably end up doing about 23 hours, have drunk water, brushed my teeth, used mouth wash, chewed gum and took my medication last night. As I said everyone is different. We have not done much else today and I am due to leave here at 4:00pm to get my Mom for breakfast. A traditional, very excellent meal where family gets together and eats a lot after partially or totally fasting.

9/20/18

2:50pm - My Office; Maplewood, NJ

I was able to bike outside this morning which was excellent because I could not do it yesterday. The main thing on all of our minds is the funeral tomorrow. We have to get the church in New York State through rush hour traffic tomorrow. The thought of a two hour tough drive under those conditions was really upsetting me so Mike the driver will take us. The fact that it is going to be a horrible time is a given, but I wanted to try and make it as stress free as possible. Mike is a much better driver than any of us so he is the best choice. I spent the day getting ready for my trip on Sunday, Kayla and Mike are doing the same. I think we are all looking forward to "getting out of town" for a while which is one of the perks of

our jobs. Yes we will all be working really hard with long hours, traveling a lot with a lack of sleep but it will still be an adventure and that is what keeps us all staying in the game. Meeting new people, the chances for new business, meeting old friends and colleagues, if you can take the travel it can be very pleasant. Besides that, business here is medium at best, we need more sales and the best way to go after more is to be on the road. The marketplace is soft and I think we will need the injection of our new inventions and products to churn up waters to bring in more sales. We will have to produce new business on our own since I don't think our standard product lines will surge forward for us right now.

9/20/18

4:21pm - My Office; Maplewood, NJ

Sometimes when I talk to people things come out of my mouth and I am not sure where they came from. Here is an example, I was just speaking with Don in Canada and I told him that when the marketplace got sluggish people and companies often developed and produces less parts and had a much higher tendency to buy whole products. The reason being that they are already completed and if they can fill part or all of a need than they are worth the price. For instance with the Vest. If times were tough and people didn't have the money for doctors, chiropractors etc. For 100.00 US they had the chance to take over their own pain management and that is by far the cheapest, easiest and most empowering thing they could do. Although the Vest won't work for everyone it is still a very inexpensive options that could help right away so hopefully people will try it.

If they are 3D printing and they buy our new tool kit, again it will give them the basics of what they need for most production problems and they are empowered to print on their own. The tougher the environment the higher the need for control over our own destinies and it will not be a surprise if our compete products take off where our individual parts or sub-assemblies for new projects slow down because people don't have the money, time or willpower to take the chances to move forward.

9/21/18

7:04pm - Our House NJ

In order to get in my full workout I was up at 3:15am, exercised inside then went outside to bike. In addition to my blinking safety light I had two powerful beamed lights showing the way which was very helpful in the dark at the beginning of my ride. Once back and cleaned up Mike the driver picked up Wendy, Kayla and me and off we went to Westchester, New York for Liz's funeral. It still did not seem real as we rode up there. We made good time, stopped at Dunkin' Donuts for a drink and met David's sister Joanne there with her husband Howard. Interesting note about Howard. He and I were camp counselors together during one summer almost fifty years ago in West Orange, the town next to where we now live.

It is always good to see both of them and they look basically the same from the time I first met them. Once we saw them it was “crunch time” and things rapidly became “real”. Mike got us to the church in plenty of time and as soon as we got into the parking lot we saw my brother, Rachel and Jeff who had driven up together. After we all sat down the service began and they brought in the casket, which for a parent is a truly frightening experience especially when you know the young person inside. Also, being Jewish none of us had been in many Catholic Churches and the service was very different. The common denominator however was that there were a lot of people very sad and many crying. Unfortunately my Mom was unable to attend, her back and legs were in rebellion and she could not stand the pain to make the trip. As the service progressed it was interesting to compare it to our faith, some things were simpler others very different. Liz’s Dad spoke about his love for his daughter which was both incredibly sad and beautiful and I hoped I would never be in a similar position. When it was over we all went to the graveyard and Liz was put into a burial vault. Another quick service took place and poor Jeremy looked like he was in shock. Irene, David and Rebecca were crying and the rest of us were mostly just very sad.

Once done it was approaching noon and we decided to stop for lunch before starting back. Wendy had spotted a diner on the way in, as it turned out that so had a bunch of others from the service including Joanne and Howard so we had a peaceful meal. In the back of all of our minds I am sure we were thinking how grateful for the fantastic lives we had and hoped nothing like this would happen again. Once back on the road Mike, I and two navigation systems finally got us to the Tappan Zee Bridge.

We were home at 2:00pm and I was out soon after to take an abbreviated bike ride. My mind needed some peace and that was the quickest and best way to do it. Once back here I had just enough time to change, go to Dunkin’ Donuts for an iced tea and then get to the Chiropractor. My time there was very pleasant and productive as usual and then I picked up food for dinner on the way home. I also Skyped with Don in Canada, he is going to the Montreal area next week to make sales calls. When I got back Kay was ready to go back to the office via Wendy, she is going into Brooklyn for a 3D printing related event and tomorrow she and our crew will be at the Trade Show in Queens.

9/22/18

4:26pm- My Home; Short Hills, NJ

I was up at 6:00am both to workout and also have time to take Kay to the office. Our team was going to Maker-Faire in Queens and they were all meeting there. On the way we stopped off for food for her journey and got a chance to catch up on the 3D printing event she attended in Brooklyn last night. It went well but she did not get home until 2:00am which meant that by the time she gets to the airport tomorrow afternoon

for her flight to Europe and another 3D printing show she will be really tired. After getting back home I went for a ride on my new bike and then went to have tea with David. We both see the national financial picture in opposite terms. His business, real estate, is booming and he sees no decline, my area of new production and manufacturing from the bulk of our customers globally is slowing down. It is not unusual to have this type of dichotomy and lag between industries. I am afraid he will see a slow-down within the next eighteen months which meant that when real estate finally goes into a recession everyone will have felt it. Regardless if I am right or wrong our direction is still the same so I will go on planning for the bad and hoping for the good. After lunch I went shopping for supplies for tomorrow's trip and then went biking again trying to get as much in as I could before we go "wheels up" tomorrow night.

9/23/18

6:30pm - Newark/Liberty International Airport; Newark, NJ

The Shiva service for Liz last night was packed with a lot of familiar faces both relatives and friends. We saw David's sister Joanne and Howie and they both had back problems. I had my Vest on, they loved it and we are sending one to each early this week. Jeremy looked a lot better, which was really good to see and he wants a vest which will also go out this week. I saw a man who used to work for me named Sam. It had been almost two decades since I last saw him and I am happy to report he looked well.

The service was quick and sad but another step to the process, Wendy and I left shortly after. I was up at 6:30, worked out in our basement went for a bike ride then Wendy and I went out for lunch. We spent a lot of the afternoon together until Mike the Driver came to get me. Packing was an issue because I had a lot of flights in a seven day span but still managed to do carry-on which will greatly speed the journey. I did supplement with a plastic bag for food and my trench coat was holding additional food and a pair of socks and underwear. Wendy was hysterical with what I was stuffing into coat. As always it was hard leaving her but I am scheduled to be back I a week so it is not too long. Once here I heard from Kay and she was able to meet me for a while before her flight. The 3D printing trade show went well, she was beginning the training of the staff involved, they have to become her team and if they don't there will be changes. It was also hard to say goodbye to her but we will see each other the end of October in Canada. I will miss my family but it is time to be back on the road.

9/23/18

7:17pm - Newark/Liberty International Airport; Newark, NJ

Once we are "wheels up" I will begin to relax. I already had one of two of my ice-bags on my back and it felt wonderful. The other was also filled and is in my food bag next to my hard boiled eggs keeping them

cool. I saw the menu, there is not much I could eat so I was glad that I had ample supplies with me.

9/24/18

8:23am - Bathgate, UK

This plane ride was excellent except I was not able to sleep very much. Once landed I was through Immigration quickly, the people were all very nice and my driver for this first stage was named Alistair. A very pleasant man who was formerly in the finance sector before the major recession of ten years ago. We spoke about Brexit, President Trump, his golf courses here and the general trend towards Scottish independence. Like most drivers he was knowledgeable, had opinions and was able to give me a very quick, well thought out snap-shot of the local economy and general feelings of the population. My appointment was for 9:00am and we got there 45 minutes early so I sat in the canteen. I loved looking at restaurants, supermarkets and hardware stores when traveling so the signs for the various food products offered there were very interesting. Haggis and Blood Sausage were offered but I did sample either. I still had nine hard boiled eggs plus fruit for my next meal which will probably be on the way to the airport. I was carrying two ice bags which were doing double duty both to help my back and keep my food cool. The weather was gorgeous, crisp clear and 43 degrees F.

9/24/18

11:08am - Edinburgh Airport Aspire Lounge

Being on the road means a constant state of flux and change. Even with set appointments events don't always go smoothly. Case in point the man I was supposed to see ended up stuck in traffic and did not make it to our meeting. However one of his teammates, a mechanical engineer met with me instead and in the end we not only got along but I think we have a better chance of doing business then the original guy. If I had gotten angry or upset that the first man was late or not coming I probably would have alienated everyone and not seen anyone, as it was it was a very pleasant meeting with a chance for the future. From there Alister drove me here. The weather continued to be gorgeous but I wanted to get checked-in so I did not stay outside the airport. When checking in the woman behind the counter told me that both of my carry-on bags weighed too much and would have to be checked. This was something I had made great efforts to avoid but I was able to at least repack my computer case to get approval to keep that. I am hopeful that my suitcase, with almost all of my clothes, will meet me in Frankfurt but there was nothing I could do but hope for the best. This was a nice lounge filled with very pleasant staff, they even filled up one of my ice bags for me.

I heard from a Kayla, she was on her next flight, I am not sure to where. I was tired but I dared not take a nap for fear of missing my flight.

9/24/18

3:09pm - In Route to Frankfurt, Germany

It turned out the plane was late from a combination of air traffic and a heavy head winds. We took off forty-five minutes late but with the same wind now pushing us forward we should not arrive not much past our original landing schedule. I got a text from Kay that she landed safely, I am still not sure where. I took a short nap which felt great.

9/24/18

7:12pm - Intercontinental Hotel Lounge; Frankfurt, Germany

My suitcase did make it through to baggage claim, thank-you Lufthansa, my driver, named Wolf, was there and whisked me here in a very efficient and pleasant fashion. I was in touch with the office as soon as we landed and that will continue until I go to sleep. I wanted Middle-Eastern food for dinner and the man at the hotel desk told me the best place to go. I put it into my google map program and started walking. It was here that I learned something new. When I put it into my phone I did not realize that it was set-up for "drive" time. Therefore the eleven minutes given was more like an actual thirty minutes walking. Happily it was a beautiful, early evening with a perfect temperature for walking. I got nervous trying to find the place but with the help of a very nice pedestrian I found the restaurant. On the way back I walked along the river which I believe was the Rhine and had a very pleasant time taking to Kayla. She is fine and in Birmingham, England. Unfortunately a two hour wait at the airport to get through Immigration threw her and the other's schedules off but she sounded good by the time we spoke. I also called my Mom who is still very sore but she said again that the Vest was helping her manage her pain which was very rewarding to hear.

9/25/18

10:53am - Frankfurt Airport

I got 6 1/2 hours of sleep last night which was good and I was up at 3:30am. I could get emails in but could not send out which become an increasingly bigger problem as the day continued. Our tech expert Don was working on it but so far with no success.

After exercising and breakfast, Wolf picked me up and off we went to the Plexus location nearby. I met with one of the product development managers and we have a chance for more business. Since we are a preferred supplier for them they want to give us as many orders as possible so it is a good situation. We will make a sample for them for a new project.

9/25/18

12:37pm - Frankfurt Airport

Due to the excellent efforts of Mike and Don our email was repaired quickly and I was able to get everything done before boarding this flight.

My mind was then at peace and I went back to editing the beginning of this book. That process is always fascinating in that I get to read about what I was thinking, planning and how my predictions for future events turned out.

9/25/18

1:19pm - En Route to Budapest

Dear Dad,

I never feel closer to you then when I am "on the road." You loved selling more than anything and the gleam in your eyes when you had a client in your sites was a vista to behold. Just today I mentioned you to a customer in Germany. I had been talking him about our global capabilities, including our the machine shop and I mentioned that you had installed a lathe in my house decades ago for me to learn about machinery. It had been a brilliant move on your part because it gave me the basics of how things worked and helped pave the way for me to understand the need in the marketplace and our expansion into that area. In fact this man needed a part that in initial production would be produced via our metal laser and later stamped. Having that capability gave us a chance at the new business.

I just finished my lunch here on the plane. As usual I could not eat the food but as you trained me when I was young, I had plenty with me to take care of my needs. In fact the almond butter and jam sandwiches on gluten free bread were excellent and I was refreshed and ready to go. You taught me to be prepared to think ahead and to not be limited by conventional ways of thought. When I said something could not be done you usually challenged me to figure out a way to do it anyway. It was that belief, that almost any problem was solvable has been the driving force that has helped make us global.

It does not matter that you did not agree with a lot of what I did. It also does not matter that you did not think that I could achieve what we accomplished. It doesn't even matter that you considered me a rival versus a partner which caused a lot of unnecessary trouble. The fact that you prepared me to do everything that I wanted to do and gave me the base to launch into the stratosphere was more than enough. It has taken me decades to understand and appreciate that you were a very good Dad and I was very fortunate to be your son.

*Love,
Andrew*

9/25/18

4:37pm - About one hour to the Romanian Border

The trip over was noteworthy because of the man sitting next to me. We starting chatting almost at the end of the flight and it turned out he had immigrated from Budapest as a young man to find his fortune in Canada. He ended up in Vancouver and by the looks of him, I can usually judge pretty well, he had become extremely successful in real estate. Turns out he had also spent a lot of time visiting China so we had that,

besides Canada in common. His outward appearance was deceiving, he looked successful but the business tiger that lurked inside him was just below the surface and appeared soon after talking. It was one of those pleasant moments in time where two people met, enjoyed each other's company for fifteen minutes and would never see each other again.

We arrived on time and I was met by Edward, my driver for the next two days.

The journey was scheduled to take three hours but we hit traffic. The good news was that I had exercised already this morning and slept a good part of this trip so if I only have time to eat dinner and maybe a short walk outside then I am okay.

9/25/18

7:28pm - Ramada Hotel Oradea

When we got to the Romanian border the guard asked for our ID's. My driver parked, got out of the car and said it would be about ten minutes. As the time passed I got more nervous but sure enough he was back soon and all was well. He said they had to fill out paperwork and I was very thankful that the crossing area was not crowded. Once on the Romanian side it was not long before we got here. I asked Edward to keep an eye out for restaurant that served Chicken Shrawma. He was highly amused that an American would like that type of food but unfortunately we did not see any. I found out later that it was only available at the city center and I was not going to go out again. Therefore I put my bags into my room and went into the hotel restaurant. I ordered two salads which turned out to be excellent.

9/26/18

10:07am - In Route to Timisoara

I was fighting a cold but still slept reasonably well, was up at 3:30am and exercised in my room. From there I went outside to walk in the cold morning air. The trench coat I brought was perfect for the weather conditions and except for some back pain, which eventually went away, it was great. I could see the constellation Big Dipper slowly fade in the dawn and it was an awesome sight. Breakfast was swift and good. I failed at trying to print out my boarding passes for my fights today so for the first time I would attempt to use the electronic version. Edward was there to pick me up on time and off we went to Plexus. I met two people one was local to Oradea and the other based in Bathgate, Scotland. It was a good meeting with two very experienced managers. We went over our capabilities, what they wanted, what we could do now and will be possible with the new equipment coming in the near future. The manager from Oradea complimented me on my past books so I will send her the new ones and will do the same with the man from Bathgate. The branding benefits from my books are proven, long term and we will continue to do them.

9/26/18

4:53pm -Timisoara Airport

We got here with some extra time so we tried two supermarkets for supplies but the fruit did not look great nor worth the extra weight to carry so I did not indulge. Edward did take me to his favorite place for Chicken Shrawma. He had to stay with the car and I went in alone. Happily one of the people there spoke English, I got two platters and transferred them to plastic bags so they could travel in relative safety from spills. Kayla called me, her week had been a series of mild problems. She is handling them well but in the process was getting very tired. She has some suggestions about a reorganization for Ideal Jacobs globally and I asked her to email me and we will go over it. It is good she is going on vacation, she could use the rest. The sales call at Flextronics, went well. I met with two buyers and they were both very excited about having a supplier who welcomed rush, difficult, unusual jobs. We are great to have in reserve in case their other suppliers run into trouble and if a recession comes some of those will probably go out of business and they will need back-ups. One of the buyers had a bad back as did the other's husband so we will be adding them to our European Beta Test in the next few weeks. From there Edward got me here, and on the way I spoke to Don in Canada. He had come back from his Montreal Trip and has made good progress on his sales call. I then said goodbye to Edward, this was the second trip he had driven me and I would utilize him anytime, he was excellent. I actually checked in for my flight the first time with my email/paperless ticket which gave me confidence to do it again.

9/26/18

5:30pm - In Route to Munich

Sleep deprivation and jet lag were in full evidence, however my cold might have getting a little better. My stomach had not been great precluding me from eating lunch. This was flight one of three to get to Xiamen. I mostly caught up on email. The business calls over the past three days had gone well, next stop was working with IJX on Friday, seeing the Vest manufacturer and meetings with Ben and Allan.

9/26/18

8:16pm - Munich Airport

It was a short, good flight and this lounge and the next flight gate were close to where I landed so that was very convenient. My stomach had improved and I was able to eat heartily. I still had food supplies for the journey so I was well prepared. My cold was changing and now seemed to be going toward coughing which was not good since my cough syrup got confiscated at Edinburgh because I had too many liquid bottles. It was amazing the different protocols at every airport regarding the rules but such is life and I could not argue. I spoke to Wendy, she is well and via

text to Alex and Kay, as are they, so my mind is pretty calm. I emailed Marina regarding the rush trip to Shanghai next month for the annual Nokia pricing negotiations. The timing was bad because I would basically be there for twenty-four hours come home, leave two days later for Canada and my first trade show. We did not have a choice.

9/27/18

5:24pm - Hong Kong Airport

Although the Lufthansa flight I had a difficult time because of a really bad sinus headache almost like a migraine. That condition made any light source intolerable, therefore no movies and not being able to eat until far into the flight. I used various medications I had with me and the last batch seemed to partially work but it was not pleasant. Finally in the last two hours (10 1/2 hour flight) I started to feel better. I had no idea how much sleep I actually got but it was not much.

9/28/18

4:59pm - Conrad Xiamen HOTEL

We landed a little late last night which did not matter since I had no other connecting flight. I did get through Immigration incredibly quickly and Ben's driver took me to this hotel which was very nice and overlooked the water. I went up to the lounge to get some nuts, fruit and tea, came back and exercised for a while in my room then got to sleep about midnight. I was up at 3:30am, exercised, went to the gym and then had a huge really good breakfast. I met Ben downstairs for a strategy meeting. Things had been going well with IJX but we both agreed that more coordination between the various IJ companies was needed globally which was the primary purpose of my visit. We then went to the plant, the building was beautiful and meetings started right away regarding the Global Operating Agreement which was the blueprint for how we would all work together. Ben and Allan agreed that Kayla would become the head of global branding, advertising, trade shows and she would coordinate with Leona who would be in charge for IJX and Asia. We needed to work together better, it would benefit all of us immediately and I planned to push this agreement hard to get it functioning as quickly as possible. Other areas included working on joint projects, handling Intellectual Property, making joint sales call, it was always better to have someone local with anyone coming in from another location. I then ran a ISO 9001/14001 audit because IJX was one of our biggest suppliers and as part of our new system we needed that documentation. As I expected they are an extremely efficient, competent organization and I will finish the paperwork when I get home. Sophy and I then went over some cost reductions for the SwaddlePax Vest and also the BuildTalk FlexPlate system which they may start manufacturing. After that Leona and the driver took me to a pharmacy where we tried to figure out what would help my cold and

hacking cough. I bought some Chinese medicine but held off taking it for later. Leona, John and I then met at the SwaddlePax Vest manufacturer in Xiamen. It seemed like a competently run manufacturer but they did not have many people and if this whole “thing” takes off I am worried they may not be able to handle the volume but the owner said that he could expand and for now that is okay. At that point my coughing and cold symptoms had gotten worse so they brought me back here where I tried the Chinese medicine and took a nap. Neither worked great so I decided to take an inventory of everything I had and found some interesting things like a menthol inhaler. I also went online to find out the dosing instructions for some cold medicine I had so I will take that soon with the hope it will kick in at dinner. I am not feeling horrible so I am still going.

9/28/18

8:53pm - Conrad Xiamen Hotel

Have you ever read the back of a medication package and it said something like “caution-do not operate heavy machinery when taking this product”. Now I know why they say that. I took the correct amount of Chinese Cough Syrup and less than the prescribed amount of pills. Right before going out to dinner I was still not good so I also took some 12 hour super strength decongestant medicine I had brought from home that was also supposed to help with my cough. The good news is that it all helped but I had trouble walking in a straight line and steps became a real challenge. Never the less Allan, Zelda and Leona picked me up and off we went to a local, good restaurant that I had been to before. There were a total of twelve people, all of the upper management of IJX. The first thing we did was play a dice game to celebrate the Autumn Festival, a week long celebration that starts this coming Monday. It was fun and everyone enjoyed themselves. After that food was served and we toasted to each other. I got the date for the Chinese New Years Celebration here in January, hopefully Kayla can come with me because we will spent a week going on sales calls in Hong Kong, Malaysia and Thailand. Seeing the shape I was in, and very happy I made it to the party, Ben sent me home early which was really nice of him. I will stay up here for a little while longer than go back to my room, start packing and hopefully get some sleep. IJUS is already up and running, there is a lot happening-I love it!

9/29/18

10:27am - Xiamen Airport

I am not sure how much sleep I actually got last night but I was up before 4:30am exercised in my room and also watched the sun come up which was breathtaking from my room on the 53rd floor. It overlooked the Taiwan Straits and I could see the many lights of the fishing boats out for their pre-dawn expedition to get food.

From there it was up to the gym where they had large windows again

overlooking an amazing panorama of Xiamen and the water. Once done I had breakfast, not as big as usual since I was not feeling up to par but still good and then I finished packing. Ben's driver was waiting for me and whisked me here with no issues. I really like Xiamen, in fact I like Asia a lot and always find it a fascinating place that is always teeming with potential for new business and projects.

9/29/18

3:06pm - Hong Kong Airport; Cathay Pacific Lounge

Our flight was delayed due to air traffic but I have time until my next connection so I am okay but my temper is really short, I can feel it and I am really tired, still have my cold and jet-lagged. I think I will avoid people as much as possible until I get home.

9/29/18

8:27pm EST - In Route to Newark/Liberty International Airport

If we stay on schedule we will arrive early which would be awesome. It has been an excellent trip.

9/30/18

4:24pm - My Home; Short Hills, NJ

I was home by 11:00pm last night and it was great to be there. I slept until 7:45am which was wonderful. I had a talk with Wendy about my trip and the new Stik-it martial arts system that I was developing and she finally convinced me that the liability factor was too great and I stopped the project.

I exercised in our basement, road outside in the gorgeous weather and was back by noon. I met David at 1:15pm and we had a nice chat. I told him about my trip and he told me about his real estate deals. It was then to the store and market for supplies and back here where I re-packed my computer bag for my next trip. I made sure to have plenty of cold/cough related medications so I would be better prepared for the future. I then went outside and puttered around our garden which was very pleasant and great for my peace of mind. Wendy just got back from volunteering at the Greenwood Gardens harvest fair. She had a good time and looked pleasantly tired.



10/1/18

3:10pm - My Office; Maplewood, NJ

It has been a crazy, wonderful day being back after a week on the road. Things I had to check included:

1. Making sure a family of raccoons would not cause a problem near our loading dock.
2. Making sure all of the sales related stuff went out to the people I saw on my last trip.
3. Creating an update revision for our Global Agreement to go out to everyone.
4. Talk to Kay, who is on vacation regarding an update on everything.

10/2/18

3:58pm - My Office; Maplewood, NJ

It has been a day of trying to catch up from my trip and I am making progress but am still behind. There have been a lot of discussion regarding how many SwaddlePax Vests we should have on hand before going into the trade show. We also need to have some for the two potential distributors and also for generated sales from the radio ads. I am thinking we are going to be short so I will make the decision of ordering more inventory next week when IJX gets back from vacation. Speaking of the radio advertising I spoke with the heads of the company placing the spots for us in Toronto, we will finalize everything with them within two weeks.

10/3/18

3:10pm - My Office; Maplewood, NJ

I was up at my normal weekday time, exercised and went out for a glorious bike ride happy to be alive. Work has been excellent and we are working out some personnel issues. I was just speaking with Don in

Canada. We will use the ice/heat packs for the Vests from a local supplier he found who is medical class 1 rated. They also might distribute the Vests through their network which would be a great.

10/4/18

4:23EST - Office, NJ

I have finally caught up from my trip. The day has been spent in paperwork, working on pricing and planning for the next few years. It is always amazing to me how much effort has to go into getting ready for the future. I suppose it should be no surprise that it is a constant endeavor because the world is changing so quickly as is everyone in it. Kayla called from Germany, it is becoming increasingly evident that her being in California is causing an isolation and barrier to communication that is ever more frustrating for us all. I think I will gently suggest she come home in January instead of staying an extra twelve months in California. The benefits are quickly outweighing the rewards and having her here daily will solve a lot of the communication issues besides radically increasing the rate of her training for running the company here and our other locations. She has to be in the middle of the flow and that is not California. We will either send someone else out there to take her place or simply close the office for the foreseeable future. I spoke to her about the upcoming trade show in Canada, we are almost ready and I can't wait to see her again because above all else she is my daughter and I miss her.

The financial markets are down here in the US which does not seem to have affected the Asian Indexes so it is always a surprise as to where Ideal Jacobs Malaysia stock starts in each session. We have begun selling and I want it completed as quickly as possible both because I want it to be done and off my mind but also because I am afraid a global recession is coming and I don't want to be caught in a downward spiral.

10/6/18

6:19pm - My Home; Short Hills, NJ

Yesterday was spent pricing, working on marketing, and formally setting up the new Canadian company. In addition we are reorganizing our staff again to become more efficient. No matter how good anyone's organization, there can always be improvements and when some of the top management is away for a while, like last week, trouble shows itself. While this is a pain and has to be dealt with, it is also good to have them identified. The problems that arose have already led to some employees being re-assigned, their rolls changed and more of that will occur over the next few weeks. This is never an easy or pleasant process but highly necessary on a continuing basis so they will continue.

When I got home Wendy was highly upset that Brett Kavanaugh had been cleared for a final Senate vote for the US Supreme Court. She felt that he will be instrumental in reducing the ability for women to have

control over their own bodies and thought the bad effects will be felt for generations.

I was up my usual Saturday time of 6:15am, exercised in our basement, went out for bike ride and met David at our usual Dunkin Donuts location at 11:15am. He could tell I had been going through a rough week with our employees, the stock situation in Asia and the general decline of the global economy. We spoke about business and our families, he is a very nice man and I am very fortunate to be able to call him my good friend. After lunch I went to see my Mom and brought her a new version of the SwaddlePax Shorts. She had been having a lot of sciatica pain on both sides of her body and was anxious to try them tomorrow. I am hopeful they will give her some relief. Otherwise she was very happy about Rebecca being pregnant and her upcoming 90th birthday party in February. After that it was to the plant store where, as usual bought too many and planted them all. It was drizzling outside, perfect weather for that activity and I put the flowers I removed into a new section in our backyard hill to see if they would take root there. I then changed and went out to pick up dinner, pizza for Wendy and a salad for me. I am very sore, happily tired, am done for the day, looking forward to an incredibly hot bath and a good nights sleep.

10/7/18

7:23pm - My Home; Short Hills, NJ

It has been a very good day, besides spending time with my wonderful wife, exercising and biking, I spoke to my Mom. She tried the Swaddlepax Shorts and really liked them. She said she will continue using them in conjunction with the Vest. This was really good news. This week will continue our company reorganization. Our laser area should now be squared away, the next area review is the machine shop.

10/8/18

2:35pm - My Office; Maplewood, NJ

Fallout from the confirmation of Brett Kavanaugh is permeating throughout our country, I can tell that because of the amount of people who are talking about it within my immediate circle of contacts. The general feeling is that our country has taken a step backward regarding tolerance for anyone who does not exactly fit the picture of a Puritan freshly off the Mayflower. For a country of Immigrants I find the lack of empathy appalling but not surprising of any group after they have been here for two generations towards anyone else who has newly immigrated or has the chance to do so. We should also be ashamed of ourselves as a country for allowing the denigration of our political system to the extent where good quality candidates are afraid to run because of the unfair gauntlet and ridicule they have to endure simply in running. This leads us to the undeniable conclusion that we are stuck with sub-par extremists who

utilize social media to subvert and convert those who are afraid. I do not know what the answer is except that we really need to have a system that will foster the right people to lead us extreme circumstances and right now we have the opposite.

The only good thing the president has done for business is the tax cut but I am not totally sure about that either. Unfortunately his use of tariffs and bullying has disrupted the global supply chain of business which is adversely affecting us more every day. I believe globally the world is already in recession and the US will follow within the next twelve months. We are taking steps already and layoffs have begun. I have no idea if the SwaddlePax Vest will actually sell. Relying on products versus individual parts and sub-assemblies has been our plan for the last few years and the timing could not be better but it is extremely worrisome that the requirement to replace large segments of our business may be coming much sooner than I had planned.

Now for some better news. Our plan to coordinate all Ideal Jacobs companies globally is already in motion with Kay and I traveling to Israel and Asia in January and Allan flying to make calls in Europe with Igor. If we can keep up the constant selling assault globally then the new business that is coming will hopefully make up for the sales we may lose. I understand how paranoid I sound right now but we have been through this before and if I am right the world is going in for a heavy re-alignment and with change there is always opportunity and pain.

10/9/18

3:20pm - My Office; Maplewood, NJ

We have laid off two people and I am hoping that is all we will have to do. It is never a pleasant thing to do but we need to reduce our overhead to get ready for what is coming. The world supply chain is in disarray because of the tariffs, we just got notified that some of the plastic material we use will now have a 25% extra charge on it. Our options are to pass all or part of that onto our customers which we can't do until at least next year. This is happening everywhere and all of the people who think that the President's policies are good will wake up very soon to higher prices for a lot of stuff they took for granted. Those same people think that the Chinese are paying the tariffs and that is incorrect, Americans companies are paying the billions and the president has clandestinely put in a new, harsh tax that everyone seems to think is invisible.

10/10/18

2:43pm - My Office; Maplewood, NJ

I took out my new bike this morning since my older one is having issues again. In fact I checked the bike store and am looking to trade her in for the same model as my new one which has a much simpler design and will be easier to keep on the road. If not I will have the old one tuned-up

again and use her until she needs more maintenance. Our reorganization continues and we are making substantial progress. We plan to outsource more things to IJX and that may mean we can have less people here which may be the preferred course if things get bad. IJUS has our first President, VP and Manager meeting, it went well. We went over our new employee annual evaluation form and our new policy regarding cell phone use. I thanked everyone for their loyalty, service and their brains. The rest of the day was spent marketing, planning and working on future trips.

10/11/18

4:20pm - My Office; Maplewood, NJ

Hurricane Michael was due to pass by here starting this morning so I switched my workout routine and biked first. It was dark, warm and very humid but I had a very pleasant ride and was not affected by the storm. This hurricane has caused a bunch of deaths and damage but for us it was mostly rain. It was a day of cost reductions regarding some of our products and figuring selling prices for potential jobs. Don in Canada is doing a good job, Kay and I will be up there in less than two weeks. I spoke to Kay, she is in Italy preparing with Igor for the 3D Printing show and is fighting a cold and sleep deprivation. It is good that she will get home for at least a week before flying to Canada. Stocks here in the US were hit hard again and gains for the main indexes are still on the plus side for the year but have decreased a lot. I had my last checkup for my minor sinus surgery, everything was well.

The incredible polar reaction to Brett Kavanaugh's inclusion into the Supreme Court has decreased but once the big court starts to hear cases I am sure the fervor will rise again. Mid-term elections occur in less than a month and that will be the telling sign as to whether the President keeps his mandate or if he loses the House and/or Senate and then gridlock will most likely occur.

10/12/18

2:00pm - My Office; Maplewood, NJ

Big News! Don got us approval from one of the two main Canadian Chiropractic Product Distributors for SwaddlePax. I was very happy and proud of him, now he is trying to close the other one. We also ordered more Vests from IJX for inventory. I spoke to Kayla who is at the 3D Printing Trade Show in Italy. The people running the event did not tell her that there was no electricity available and she had already resolved to never go back to that venue again. Otherwise there seem to be a good amount of people and it will be interesting to gauge the overall interest.

I have been working on Kay and my trip both to Texas next month. It is slowly filling up. Once I have the itinerary for the Israel/Asia trip in January I can work on sales calls for Malaysia, I am leaving calls in Thailand up to Yui, IJX's very able saleswoman in Bangkok. Most of the US

stock markets are once again on the plus side after a really bad last few days. It is good to see them coming back to the positive side.

10/13/18

12:45pm - Our House NJ

Dear Dad,

I had tea with my friend David today which is not unusual. What was, happened when we were speaking about the economy and where it was headed. I normally had a decent idea where "things" were going. I could generally take in the available data and figure out a direction that our government and the rest of the world were headed. I had to admit to him today that I was confused by what I was seeing. President Trump, in his attempt to bring manufacturing back to the US with his massive tariff program appeared instead to be stalling the global market place which had already resulted in downshifting of many economies and companies globally. At the same time it appeared that our domestic manufacturers were expanding with the idea that business was going to get better and they were laying the groundwork for better times. That would be supported by the incredibly low unemployment rate and the current levels of the various global stock markets, not withstanding the huge stock sell off and recovery this week.

I however did not see that and we were in fact moving business offshore with the intent to reduce our employee footprint here in the US so we could be ready to constrict at a moment's notice. Could I be seeing things that incorrectly that where everyone else saw a green light to launch forward and I saw yellow at best with red coming up quickly? David said that his customers were expanding, looking to not only get more space but buy, as opposed to rent. To me this seemed crazy but the actions I was taking would not be bad even if others were totally right and I was totally wrong which rarely happened. Whatever mix occurred I was hopeful that our companies were covered globally and in position to prosper and profit almost no matter what happened. However if all of those people were so radically wrong then the recession/depression that would occur would greatly effect everyone no matter how well we prepared.

I heard people say that Real Estate in Manhattan never went down. I remembered you telling me how people could not give it away during the Great Depression. The general population has no idea about how bad things could get. If the worst happened then right wing nationalist leaders or left wing ultra progressives in many countries, including our own, could use it as an excuse for taking dictatorial powers. I was hoping that the next recession would not horrible and we would have a soft landing but the further we go the less that chance. Perhaps now was the correct time to consider buying land in another country to have an escape plan ready if our government decided that Gay, Jewish or anyone with some amount of money would no longer be welcomed.

Love you,
Andrew

10/14/18

3:45pm - Our House NJ

Wendy and I had lunch today with our good friends who I will not name. They are wonderful people and we have known them for a long time. They are a perfect example of how we can be friends when they and I have virtually no common ground regarding politics and government. Wendy is somewhere in the middle. They believe that government can and should be in overall charge of deciding what is best for it's people and our leaders should put the welfare of it's citizens above all of us unless it interfere's with the benefit of the world in which case the overall betterment of the planet comes first. When we spoke about the US tariffs they thought that the matter should go to the World Court for arbitration and they hoped it would be solved with the leaders currently in power. Their view of Trade Unions are that they are necessary and while they do not always protect people for the right reasons they are nevertheless always needed. One of them actually works as an attorney for a National Union.

They are in favor of the maximum amount of time off for all reasons and that work should have a place in life but it is not everything. They come from highly liberal, left wing, even Socialist backgrounds and their ideas of what should be are based on theory versus. I, on the other hand, am an Internationalist by design, a capitalist throughout my soul and a believer that all Unions should be abolished immediately. I firmly believe that the swing towards "progressive" ideas and platforms has swung too far and the resulting backlash which was illustrated with the installation of Brett Kavanaugh to the Supreme Court is only the beginning of what is coming. With the advent of such things as a 15.00-20.00 minimum wage, which will benefit only a very small number because the reaction from owners but will be a tidal wave of sending work off-shore and the massive use of new types of machinery and robotics that need few if any operators.

The amount of jobs for the unskilled will continually decrease, the unemployment rate will start to go up, especially for minorities. Company owners like me will push my people to either be more productive and able to handle multiple tasks or simply move the business to other countries. Is it possible that the "progressives" in our country think that they can simply dictate to me that I will hire more people at a specific wage and give them a huge array of benefits that includes huge amount of time for sick and all types of family leave. Where was it written that I, as an employer had to give my employees everything and then have them not be as productive as other workers in different parts of the world? I also find it very sad to think that our state governor thinks he can demand that I give additional benefits, then raises taxes anyway and then expects me to take it without a protest. He is wrong and I will prove it. Speaking of which I am planning to expand all of our locations in Mexico, Europe and Canada to become mini-assembly centers to reduce the amount of

personnel needed to add any more here the US and also utilize their non-US locations to help with the tariff situation. The harder the government makes it for me to operate here the more I will do to fight them which will mean less jobs, tax dollars and is the exact opposite of what the politicians are intending which, after all, is the normal state of affairs.

10/15/18

3:13pm - My Office; Maplewood, NJ

It has been a costly fun crazy day, one that reminds me how fortunate I am to have my life, my family and my job. Kayla is on her way home to San Francisco, she sounded very happy to be on the last leg of her journey and after being gone a month I don't think is going to move from her couch for at least a day.

I did more work on checking the areas of our highest spends here at IJUS and more work is needed to get us down to being as lean as I want us to be. We got an estimate for testing the SwaddlePax in Mexico. You read it correctly, we have to pay the testing organization to create a protocol so they can tell us how much more it will cost us. The only good thing about that is that it probably dissuades almost everyone else so we will go to the next stage to see how bad it will be and whether it is worth it against the possible sales. Print Harry and his wife Meghan are expecting their first child. They look very happy, nice to see.

10/16/18

4:47pm - My Office; Maplewood, NJ

Our able accountant Gary was in today to go over the quarterly financials plus the whole year. This also included the reorganization so there was a lot to go over and much was accomplished. I am hoping to be totally on our new path by the first of the year. We got the Floor Display for the SwaddlePax Vest for the Trade Show in Toronto. It looks awesome. The US stock markets went way up and I am hoping that it has a good effect on the IJ Malaysian Stock which we are trying to liquidate as quickly as possible. I am continuing my nightly ritual of checking the stock price and contacting the broker as needed and while fun, it is affecting my sleep. Since the market is not open Friday and Saturday nights here, they are 12 hours ahead, those nights are calm but I am not complaining as selling the stock has been a fascinating and fun endeavor that I am sure that I will miss when everything is sold. Don is setting up the schedule for various financial and SwaddlePax related calls. Kay and I are also scheduled to be interviewed for our Nexus Entry Cards which will make going into Canada much faster. I checked the weather for next week in Toronto and it is going to be cold, I am not sure if I am taking my trench coat or a more causal jacket. I only mention that because of the escalator related protection it gave me in Hong Kong and it will give me an added sense of security so I will probably take it. By the way the blood stains

did come out, so I will look presentable although they did give a certain “authenticity” to the “Escalator” adventure. My new book is printed finished and should be here by the time I get back from Shanghai next week. I will have six weeks to sign about 4,000 books which will be tight but I will do the best I can.

10/17/18

3:08pm - My Office; Maplewood, NJ

Thus was the first day where full thermals, boots and gloves were needed for my morning bike ride. It was invigorating but the 40 degree F temperature reminded me of what was to come. I am now starting off in the dark which means that my lights are critical so I will endeavor to keep them well charged. We only need one more sales appointment to finish out our schedule for Texas so I will go after that tomorrow. Mike got me the necessary files for my trip to Shanghai this weekend so that I am ready for the Nokia price negotiations on Monday. The backdrop and table for the health fair conference in Toronto is done and looks fantastic. We had assembled here for promotional photos today and it will ship tomorrow to Don. Sears has declared bankruptcy along with KMart, two more store Icons going through either drastic restructuring or out of business.

10/18/18

4:40pm EST

Today was even colder to bike this morning, as a result I had my mask on for a while. Not an issue so far, my equipment is functioning well. More work on sales, the reorganization and pricing today. I am now looking forward to getting out of town” as Kayla used to say. My new book is in, looks great and now begins the long process of signing them. The calendar and insert that go with it are being printed and everything needs to coordinate to go out globally by the first half of December. We are looking at new space for IJ Europe in Belgium. Igor needs more room and we are considering getting a lot more space and him sub-contract to some small companies to help pay the rent.

10/18/18

8:09pm - My Home; Short Hills, NJ

One of those big moments in time just happened. I got a phone call from our security group that an alarm sounded at the plant. I called our representative who is also a Lieutenant in the local County Police. He told me the alarm reset itself and the police would go and check our place. It was only on for a minute and no other motion was detected. I was debating whether to go over and check it myself like I had done in the past. After talking with him for a moment I decided that I no longer wanted to find anyone if they were hiding there because of the damage they could do to me. Therefore, with his agreement I am going to take a

bath and figure everything is okay. He will keep monitoring the system in the meantime. In the old days the danger of finding a robber would have not have been a deterrent if I could have stopped him from causing trouble. Now I weighed the odds and figured my staying in good shape was a much better course. I am becoming either more afraid of what could be or simply getting a little older and a little wiser.

10/20/18

8:37am - Newark/Liberty International Airport; Newark, NJ

Yesterday is a bit of a blur. I did my usual work-out, biked and spent the day doing pricing, marketing and working on trips. The day before leaving is usually crazy with some loose ends to tie up but everything, except downloading my ticket was done before 3:00pm. My chiropractor was at a seminar and unavailable so I went home to bike again. It was a beautiful late afternoon ride and by the time I got back Wendy was making dinner and we had a peaceful evening. I was able to get onto the Continental Airlines App and check-in for Shanghai, it included downloading my passport and Visa which took a few attempts but I eventually got it done and once again I was going paperless. I was asleep my normal time, the Malaysian Stock Exchange was closed for the weekend so I did not have to check it and slept well. I was up at 3:00am did my normal inside workout then went outside to check the weather. Rain had been predicted yesterday but seemed okay so I went for it and hoped I would stay reasonably dry. It turned out to be the perfect time, the weather held, the nighttime air was mild, very pleasant and I had a great time. After getting cleaned up I finished packing, said goodbye to my wonderful wife, always difficult and Mike the Driver had me here in plenty of time. I got through security quickly, easily and am now in the United Polaris Lounge. It is very nice, the food is good and the people are very kind. My two ice bags are now loaded, one is in the lounge freezer, I will get it back before going to the gate. Sonya has been waiting on me. She is competent and pleasant and although I know that it is part of her job I still like to reward good people with a big tip, she was very pleased. I love watching people, I like to try and figure out what they do for a living, how successful they are and if they are interesting. It is a hobby that comes in very handy for my job since sizing people up quickly is a big part of my responsibilities and making decisions on first impressions is a very big deal.

10/20/18

11:50pm - En Route to China

While standing in line to board I met a man named Martin. He was from England but has moved to Massachusetts years ago which combined to give him a very unusual accent. We chatted briefly, he has spent the last few decades traveling a lot especially to Asia and his hobby was short-wave radio. I knew a little about that from listening for years to Jean

Shepherd who had the same passion. He was hoping to be able to find a contact in China so he could enter a world shortwave competition, a very interesting way to spend his spare time. Once on board I am sitting next to a woman named Joelle. She was obviously a very experienced flyer by the way she was preparing his seat area.

10/21/18

7:08am - En Route to Shanghai

I spent a few hours relaxing, light sleeping and listening to Jean Shepherd. His voice almost always gets me to relax and often to sleep, a very big deal when traveling. My thoughts keep going towards the meeting I will be attending. None of our people from China will be there and that may look a little strange. I will have to be forceful from the beginning that 'my people' were all busy elsewhere and we did not get a lot of notice so I made the decision to come alone. There will be anywhere from 4-7 people there, from Asia, India and Romania. Some I already know others will be new. Once I get one more sales number from Allan regarding IJX I will be ready. I am going into this meeting with the idea that we have already given them the price reductions they asked for, we were able to do this from their anticipated increased usage. However, I will have had very little sleep before I get to the meeting, heavily jet lagged and already tired from the last few weeks of monitoring our stock at night so my temper will be short. Hopefully they will not push me and I definitely will not cause any problems for them unless they change their requirements during the conference and starting asking for more than we have already agreed to. I have the option to do whatever is necessary regarding the bulk of their business with them. IJX's business is not inconsequential but not a huge deal, Allan asked me to help them keep it even with price pressure but I will not be bullied. I can feel myself starting to get upset at the possibility of being pushed unfairly and the meeting hasn't even started yet. Another symptom of stress and lack of sleep. However the good news is that I love my job and I like the people who I already know at the meeting. We want to do more business, we are a valuable supplier for them and I think we all want to continue to make things even better. That will be my goal, I trust it is theirs and everything else can be worked out.

Dear God,

I hope it isn't presumptuous for me to write to you, I believe it is the first time. I am traveling to China at about 35,000 feet and I always feel closer to you up here. I am figuring it is okay since I usually pray to you twice a day anyway, which makes me feel better and sometimes it is easier to write what is on my mind. First I want to say thank-you. I have an amazing life, an incredible family, the job I always wanted and the chance to do more. As time has gone on I believe that my path in certain ways was pre-ordained but in other ways not. The issues I had with various family members over my life have

come increasingly more into perspective and I realize that my relationships and interactions with them, while they were alive and after some passed, were in place for a reason. The joy, learning, hard lessons and decisions I made over time all combined to enable me to get into position to enjoy my life, help others to do the same and be the bedrock for some to launch.

I also believe that it is true that some of my worst decisions, the ensuing fallout and guilt helped to mold me into a much better person. Although I would have preferred to take back a few of the things I said and did, they did force me into a path that brought me here. I now understand a lot more of why people acted as they did, their motivations and how much we all act from fear of failure, getting older, being irrelevant, getting sick and no longer being able to “be in the game.” I believe that the knowledge and experience I have acquired required me to use it to help others. Although I try and pick my spots and not give unsolicited or negative based advice I am sure there are some who wished I kept my thoughts to myself.

When you created my Dad you put a huge mix of positives and negatives into one person. In many ways he was the perfect father because I was able to absorb the positive traits, incorporate them as mine and also identify the negative and do my best not to adopt those. He was the “yin and the yang” all wrapped up in one person which made him the perfect teacher and role model for me which I was only able to recognize part of the time. As for my Mom, her ability to verbally define the differences between weakness and strength, empathy and sympathy enabled me to set up a solid structure regarding how to run my life. Her unquestioning loyalty and protection for her family were also part of my foundation and my code of conduct. By the way, thank-you for making at least half of the attributes I got at birth were from her. Besides the above she also gave me the ability to think and view life differently which has made all the difference in being able to create, innovate, leap, often fail, try again and keep going. All of which have been major components of the success we as a family and company have had.

You never promised things would be simple or easy and when dealing with people I know that will not often happen but I also know you gave me the tools I needed to do what I hoped to accomplish. I know it must sound a little presumptuous of me, since you are God, but thanks for everything, I have an amazing wife and kids, a company with the chance to soar and I interact with great people every day. I am happy but not totally contented, there is a lot more I want to accomplish so thank-you for your help in the past, today and for the future. I think you have done an amazing job, thank-you for the abilities you have given me and the chances to move forward, they are everything I could have hoped for.

*Love,
Andrew*

10/21/18

6:08pm - Intercontinental Hotel Shanghai

We landed early, there was a new border entry protocol using kiosks and I wasn't sure if it affected me so I took the chance, bypassed them and

went directly to the Immigration Counter which ended up working out well. After a bit of searching and help from one of the local transportation guys just outside the entry area I found my ride. I have been here before, it is a good hotel. I started to workout in my room and various waves of intense tiredness slowed my progress. When I finished I went downstairs to the gym but it was packed so I went back to my floor and began doing laps there. I got some strange looks from the hotel staff but no-one actually stopped me. I could not go for long, besides being tired my sciatica was bothering me. After a combination bath/shower, which felt great, I got dressed and came here to the hotel lounge. They have a very nice Happy Hour with good food and there is enough so I won't have to go to dinner.

I just got some more food and am using chopsticks. It reminded me of the first time I was in a Hong Kong and Mainland China in the late 90's with Wendy, Bunny, Jeff, Cliff and Barbara. Bunny had forced me to go, she said it might change after the British left and she wanted us to see if before it happened. I am glad that all I did was complain but still went because she was right and coming here changed my life and our company forever. Being global gives us a big edge and that only happened because Bunny forced me to come here and for that and many other things I will always love and adore her.

10/22/18

8:47am - Intercontinental Hotel Shanghai

I was asleep before 8:00pm last night, up at 3:00am which was enough sleep to function and my workout went well. I was alone in the gym watching a movie by myself, most of the time, which was very pleasant. I then can back up to exercise more in my room since I had a long trip ahead of me back home later today. I spoke to Wendy, she sounded well, it turned colder at home and she had fun visiting our local farmers market for supplies. The temperature had been getting down to the mid 30's F which meant a frost was not far behind which also foretold that the bulk of my plants would probably be done for the season within a few weeks. It will be sad to see them go but also marked the beginning of Autumn and then planning for Spring. I love all of the seasons, they each have their highs and lows and the continual migration of one to the other is always a continual wonderment of life. I have started going over the meeting this afternoon in my mind, getting ready for what could potentially happen, questions and problems that could be raised. I am not sure if any trouble is coming but I will stay guarded in case something comes up I am not expecting.

President Trump announced we are leaving the nuclear arms agreement we have with Russia. He said that they have been violating the rules and have created a new weapons system. If that is so then I agree with his actions, England is siding with us. The President is also putting a stop to the practice of letting foreign suppliers utilize incredibly cheap postage

rates to be able to flood the US market with their cheaper goods thus creating unfair competition within our country. Contrary to much reported in the media, not everything the President does is wrong or is only done if it personally benefits him. Multiple actions by the Obama Administration were not in the best interest of most Americans which never got reported by a majority of the media.

10/22/18

6:28pm- Pudong Airport, Shanghai

My driver got me to the Nokia Headquarters thirty minutes early which was a very good thing because I was always worried about massive traffic delays. The very nice receptionist at the building did not speak English but she used something like Google Translator and we were able to communicate without a big problem. I was sent to another building where the head buyer for our commodities, who is from India came out to meet me. He is a very nice man, I have known him for a few years and he has been a pleasure to deal with so when he asked me here today on short notice I did not hesitate. I had a copy of our database with me showing all of the prices we had submitted within the last year plus the ability to see pictures of every part. On the Nokia side there were four people present and one listening by telephone. They started by giving me an update on how their company was doing and some of their plans for the future. I did the same thing and then the big boss came in and we got down to the nitty gritty of the visit. It turned out that they were very pleased with the cost reductions I had offered, there were a few questions on a couple of parts regarding prices and the other area was reducing our lead time for some of their products. The components to make those had some long lead times so I offered to stock them in advance of future orders. They were very happy with that solution. We finished with the goal to get us more business, send everyone information on our new product lines and in the next few months to have Kayla and I go to India to see everyone there. I was out of there in under ninety minutes, went back to the hotel, changed clothes and was then driven here. You may ask was it worth coming across the world for a 90 minute meeting? My answer was positively yes, they all wanted me there in person, they also missed Kayla but there was no way she could have made the trip. There is nothing like seeing people in person, showing them they matter and as my Dad always said nothing beats "belly to belly" selling. I am in the airline lounge, already got some food for the trip home and filled my ice bags. The weather looks good for biking tomorrow back home, that is my plan.

10/22/18

8:16pm - Shanghai Pudong Airport We were delayed about forty minutes so far, I am calm since I have a long layover in LA. I have one ice pack on my back and a second one ready if needed. I am concerned

about the amount of standing I will need to do on Saturday and Sunday at the Health Fair in Canada but Kay and Don will have a chair for me when needed so I am greatly looking forward to the experience.

10/22/18

1:55pm

I usually don't speak to people sitting next to me. I talk to a lot of people all the time so on flights I usually keep to myself. Today however the man next to me, named Jorge, started to talk and since he was very interesting we kept going. It turned out he was an entertainment promoter for things like Monster Truck Shows and traveling exhibitions all over the world. He was just coming back from stops in China to make deals and ended up next to me. I have a pretty busy schedule for the next few weeks and one of my goals is to try and stay healthy. Unfortunately Jorge, along with others on this plane had various types of colds and illnesses. Since he was coughing I figured it was in my best interest to give him some of my cough/flu medicine, yes I medicated the man next to me, and he thankfully felt a lot better, coughed less and was able to sleep. While all that was going on we spoke about doing business in Asia, global economics, the chances for a world recession and where we can both make money. Since he is relatively new in Asia and as per fate, I happened to be carrying a copy of my book "The Road to China Continues" I gave it to him. The only reason I had the book was that Amazon was no longer carrying it for sale and returned the last copy. Since I wrote it in 2005 I thought it would be interesting to read it otherwise it never would have happened. Regardless all the pieces seemed go into place and I will send him Ben's contact information in China and who knows what could happen.

10/22/18

6:08pm - LAX Airport; United Airlines Lounge

There was construction here at LAX so they bused us in after we landed. They have obviously been doing it for a while since it was done efficiently. I passed through Customs very quickly, thank you Global Entry System. And then through security for this terminal. I have already texted with Wendy and the kids, all are well. I connected with Marina and also Ben in China. All I have left to do is buy some food for the way home. I am really hoping I can find a turkey sandwich on gluten free bread.

10/22/18

8:03pm - My Home; Short Hills, NJ

For one of the few times of my life I slept from the time we left California until shortly before touching down home, except of course for a few bathroom breaks. I obviously badly needed the sleep. We landed early, thank-you United Airlines, Mike the Driver picked me up and I was home before 5:30am. I unpacked my suitcase then went into the basement to

work-out. Wendy woke up soon after and came down to say hello and welcome me back home. After exercising, which was not easy, I was very tired, I went biking and afterwards spoke to Kayla and Don. The show is coming up this weekend and we are doing the final preparations for going to Toronto. Wendy and I then went for a walk around a local reservoir, I had decided to take the day off and work from home as needed. We then had a very pleasant lunch and I spent the afternoon packing for my next trip, getting food ready for tomorrow and transplanting some flowers outside. We got an Orchid as a present and I had put it outside but the really cold weather is coming so I put it into it's own pot and I will bring it to the office tomorrow. I grilled chicken for dinner, Wendy took care of the rest and we had a peaceful meal after a very nice day.

10/24/18

5:10am - Newark/Liberty International Airport; Newark, NJ

With the good advice of my wife I went to sleep early the day I got back, got eight hours of badly needed sleep and yesterday was a blur of frenetic activity catching up and doing the finishing tasks for this trip. World stock markets have been getting pummeled and I don't think the downward trend is over.

Mike, Kay and I will undertake the immense task of figuring out what our products actually cost. I know this sounds like a simple task but in reality it is quite complicated when you have a factory with so many different materials and processes. The parameters involved include figuring out how to allot the time of our employees, the time it takes to make something, the cost of the equipment not to mention the other overhead items like electricity, rent etc. Since I tend to weigh in on the highly conservative side, Mike from the other end and Kayla in the middle you can see the potential for disagreement. But since we are moving forward as a global group we have to reach a consensus of what products cost and incorporate them into our new database so that more people can do the pricing for our customers.

10/24/18

1:43 pm - Pearson Airport Food Court

The flight in from Newark was early, I met-up with Kayla and Don, great to see them both. We went to a local TD Bank and had a conference with a very pleasant man named Luke. Less than an hour later all of the paperwork that we could sign was completed to setup a bank account here for Ideal Jacobs Imports Inc. Mike in our office had to sign scanned copies that would be going to him soon. From there we went to see a customer, the first that Don had gotten on his own. He handled himself well and there was more potential business so all was good. Then it was back here to the airport for Kay and I to visit the Nexus Group so we could come into Canada via Kiosk like with Global Entry. The people

there were very pleasant and we were done within forty-five minutes. Both Kayla and I are showing signs of fatigue so Don will drive us back to the hotel so we can check-in and either grab a nap and/or walk and he will pick us up later for dinner.

10/24/18

9:18pm - Intercontinental Hotel Toronto Center

I never know what will happen when I bring people with strong personalities together but I was hopeful that Kayla and Don's brother Keith and his new husband Charles would get along. Charles Pachter is an internally acclaimed Canadian artist and he gave Kayla and me a tour of his Toronto house/gallery. Don and Keith were also there. When they first met Kayla she asked him a few very perceptive questions regarding his work and by the time he finished talking about how his career had developed a firm friendship was established. I had been to Charles and Keith's other home/art gallery with Wendy and our friends the Greens over the summer so I knew what to anticipate but it was a joy watching Kayla's face as we went from painting to print to painting and talking about the world and our places in it. We also spoke about marketing plans for the Vest and Charles was very supportive of our pathway with the multiple avenues of attack. He has done an amazing job advertising and marketing his own work so his opinion is of great value. I also heard back from our radio spot placement company. They thought there might be some confusion with one of the two radio spots I recorded so we will re-do it.

10/24/18

9:16pm - Intercontinental Hotel Toronto

I did fall asleep quickly last night and was up at 4:15am. After my in-room exercises I went down to the gym and my timing was perfect because within twenty minutes all of the other treadmills were taken. I was supposed to have breakfast with Kayla but the lounge only had hard boiled eggs and not scrambled. She decided to go the restaurant downstairs which was no problem since we would already be spending a lot of time together over the next few days. Once done and dressed in my suit I met Kay and Don and off we went to the Chiropractic College of Canada. We were hoping they would carry the Vest in their store since they supplied many of the Chiropractor's throughout Canada. We met with the Buyer and after some negotiations came to an agreement about minimum lot sizes and discounts. He then said he was fine with it but had to speak to the manager. It turned out that she was going to a Chiropractic Trade Show in Vancouver next week and we offered to send Don there for a few days to personally show people the Vest and gauge their reaction. Our thinking was that if we could not generate enthusiasm at two trade shows then we either had to focus on other means of advertising like radio or various types of newspapers or give up.

It was then off to the conventions center where we set-up the SwaddlePax Booth. I had never done this before and it was exciting. Once up it looked great, thank-you Kayla and Don and then it was off to go to Don's condominium to take some product pictures for the SwaddlePax website and then to lunch. Afterwards we went to see a potential customer for labels, membrane switch panels, plastic parts and assemblies. His company had been absorbed two years ago and they were still finishing off the takeover. There might be business there but the new owner was based in Germany and might want to maintain design control and purchasing from there so we will have to see what happens. Then it was off to Whole Foods for supplies and back here to the hotel. Kayla and I went to the lounge, I ate my salad from the supermarket and Kay had some pizza. We had a nice long chat and as I dropped her off at her room she asked me if I was ready for tomorrow. Without hesitation I said I was, she smiled and I came back here. It is time to go to sleep because tomorrow we attack. I have no idea if we will sell anything so there are no expectations about the Vest just the hope that people like it enough to consider buying it.

10/25/18

8:54am - Intercontinental Hotel Toronto

Sixty-five minutes to launch the SwaddlePax Vest. We start soon, I am nervous it feels good to be finally be doing this. I am waiting for Don and Kayla, my pulse is quickening, my stomach is jumping a little, I feel good.

10/25/18

7:35pm - Intercontinental Hotel Toronto

As we made our way to the conference center we were all nervous. Don and I had never done a trade show and Kayla, because she was both in charge of both Don and me, hoped it would turn out well. It was a rainy day which might dampen the turnout. We arrived and put the finishing touches in our booth and then we waited. The show started at 10:00am and a trickle of people started a little while later. It turned out that we were in the back area away from the main stage and apparently the bulk of the people. However since our style, which became evident immediately, was to attack almost anyone who came by, worked out really well. Don found his "voice" within an hour and was "hawking" our wares with the best of them. I was asking people "how's your back?" And Kayla was doing the same and keeping an eye on us so we did not go too crazy and make impossible guarantees of what the Vest could do. The booth next to us was selling windows and their people were pleasant, competent and a pleasure to be near.

It was a lot of fun and we sold our first Vest within an hour. By then I realized how hard it was going to be to sell anything so I toned down my hopes for sales and focused instead on listening to the feedback from people regarding our design, cost and the potential good it could do,

which were all positive. They also said we filled a needed niche and wondered why someone else had not done it before. Many of the people we spoke to had problems with other parts of their bodies like hips and sciatica which we planned to deal with in the future. We even offered a few of them a spot in the SwaddlePax Shorts Beta Test coming up in the next few months. We spoke to a few possible distributors and one of Don's friends work for a major pharmacy group who gave us the idea of doing presentations at their walk-in medical clinics and offered to help get us to the right people in her company. By the end of the day we ended up with three actual sales, the same number Kayla had predicted. Obviously this was not going to be a trade show with lots of direct business on the floor but the knowledge we received and the contacts made meant it was worthwhile. While I would not want to do this very month, once every 6 or 12 months for the Toronto Market would seem warranted. We do it again tomorrow.

10/26/am

9:09pm - Intercontinental Hotel Toronto

Don picked us up at 10:00am and drove us to the convention center quickly enough where we had time to stop at Starbuck's for a beverage. Once done it was back to the Trade Show floor and we spent the day talking to people. After speaking to various message therapists and members of the general public the consensus was that they really liked the design of the Vest. They thought the various features were great and the product unique. We also met some representatives of various organizations who wanted us to utilize their services to help put the Vest before the public. By the end of the day a few things became clear. The first was that we would send Don to various Trade Shows in the future by himself to work the floor. He did this today and came up with some great contacts simply going booth to booth and talking to the other exhibitors.

While this first show was very instructive we will not do another one until we have an additional new products to launch. After the show was over and we had broken down the booth we went to dinner at a very cool diner. The food was excellent and we had a pleasant time going over what happened, how we planned to move ahead and winding down from the event. Kayla had spied a music record store before we went in but Don knew of a better one so we stopped there after eating and she bought an album that had been on her "find" list. She was very happy. It was then back here, Kay and I called Wendy, she is fine and looking forward to my return. Since Kayla and I have different flights I will leave earlier via Don and she will take a later taxi. As always it was very difficult to say goodbye but we will see each other in two weeks so that is not bad. I am glad we came here, it was great to finally have the experience of working a Trade Show and, as always, I am glad to be going home.

10/30/18

4:45pm - My Office; Maplewood, NJ

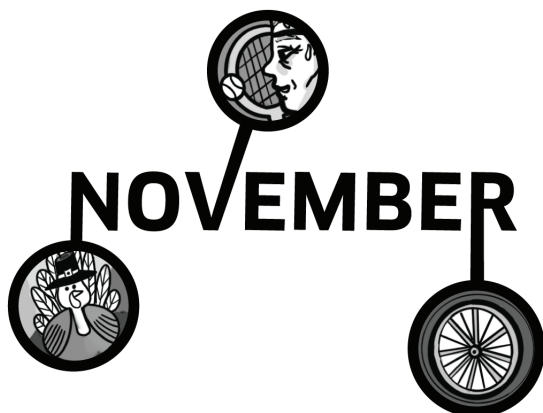
I got home at 9:00am yesterday from the airport, exercised and then had lunch with my wonderful wife. By that time I was really tired so I worked, unpacked and did little else until I went to the Chiropractor. My session felt really good after standing at the Trade Show. After dinner I went to sleep early.

I was up my regular time, exercised and then went biking. It was cold and beautiful and I had a wonderful time. The day has been crazy great with catching up, pricing, planning and writing my own Company Performance Review. I was tough on myself but that is my nature and I still have a long way to grow as a boss and running our company. The US stock markets are bouncing all over the place. The President says he might make a trade deal with China, I don't believe it. An armed anti-semitic man attacked a Jewish Synagogue in Pittsburg a few days ago. My daughter asked me why this keeps happening, I have no answer.

10/31/18

7:42pm - My Home; Short Hills, NJ

Today began the company employee review process. As is normal it always brings up a lot of issues and today was no different. After speaking with Mike has agreed to stay home three days a week to concentrate on finalizing the installation of our new database and having it in full operation by January 1st. This is critical to both our efficiency and growth and there can be no delays it has to be done. We went through all of our production people, we were not giving raises just bonuses since the global financial outlook is not strong and I did not want our overhead to increase any more than it already has. I have also stopped Igor Gomes from moving into bigger quarters in Belgium, he will have to get more off site storage as needed, at this point I will not accept a large monthly jump in overhead at IJE. The mid-term elections occur here in the US in less than a week. The amount of political advertising is staggering and all sides are pushing everything they have both to keep control or take it away. Our radio blitz for the Swaddlepax Vest begins tonight in Toronto, we should have a good idea of it's effectiveness within three weeks. Don in Canada is hot on the trail of getting more distributors for the Vest, it is a fascinating process and if it works we will roll-out our other products after testing.



11/1/18

7:53pm - My Home; Short Hills, NJ

I set my five alarm clocks for 11:45pm last night and was asleep by 9:15pm. It was not easy getting up but just before midnight I was in our kitchen on WeChat ready to receive Kayla's call. At 12:00pm the call came to all of us and amazingly enough the audios, via WeChat were crisp and clear and we had no trouble hearing each other. I ran the meeting and we had representatives from all IJ locations that covered five countries, three continents, eight individuals and one group from IJX in China. The agenda covered joint sales, marketing financial and planning across the globe and went very well. Everyone participated and next time three months from now, we will shift the time six hours forward so everyone gets a turn at being up at midnight. It was over in about thirty minutes then Kayla and I emailed for a while afterwards. She sent me her notes on the meeting, I sent her mine and she combined them together and sent them to everyone today.

I slept an extra half hour after being up from midnight until 2:00am so the extra thirty minutes helped but I was still tired throughout the day. On my way to the office I stopped at our local Police Department. My two pistol permits were ready for pick-up and I look forward to going gun shopping, hopefully with one or multiple of my kids over the next sixty days. The background checks were rigorous as per the gun laws in our state for which I have no problem.

Mike and I finished all but one of the employee reviews which took a while because we were not only reviewing them but going through future plans, modified assignments, and implementing the new database. It went well and I believe everyone was pleased with their evaluations and extra money. We can now move forward and continue to reorganize the company, my next focus is on shipping and receiving.

We spend too much assembly time here on the BuildTak Magnetic

Base parts which could be much more efficiently done through IJX so I will focus on moving the work there. We can then re-assign the people here to other purposes like helping Rich to research materials for the many quotes we get every week. Wendy was in New York for part of the day so I stopped for Turkey Burgers and salad on the way home, we had a pleasant, quiet dinner.

11/2/18

2:32pm - My Office; Maplewood, NJ

I was very fortunate and got a bike ride in on this unusually warm morning before the rain. It has been a day of signing books, pricing, working on sales and overall a lot of fun. President Trump is hinting there might be a trade agreement with China. However it is right before the Mid-term elections and I don't believe it. It really doesn't matter because it will not change our plans or focus because he could always put them back on at a moment's notice. There is a media frenzy regarding the mid-term elections, of course they make their money from crisis and ratings so it is not surprising they are fanning the fire.

11/3/18

10:15pm - My Home; Short Hills, NJ

It has been a fun day, after exercising and biking I had tea with David. It has been a few weeks since we had seen each other. He is well, thinks the economy is good and no recession is coming unless a disaster happens. After lunch I saw Ira, he looks better. He is the polar political opposite of David and more towards my way of thinking. He seems to be liking retirement now, it took a year, not an uncommon amount of time. I then went to see my Mom. She is also well and glad to get an update on Kayla, my travels and our family. The big news with my sister is that Rebecca and Gavin are due to have a baby in the spring. Wendy and I had dinner with our good friends Jerry and Laurie Levy. We then went together to a concert at our Synagogue. After the Pittsburgh shootings, security was very tight but there were no issues. Performing was a group of singers who were excellent and one of them was a woman I dated back in college. It was a little strange seeing her, a kind of throwback in time. She was always very pleasant when we would occasionally run into each other over the ensuing four decades. I saw her at the reception afterwards but she did not seem to recognize me and since I was with Wendy and the Levey's I did not go over and speak to her. Probably just as well. We had a pleasant evening, the Levey's are wonderful people.

11/4/18

4:35pm - My Home; Short Hills, NJ

Dear Dad,

As time has passed I have resolved to reduce the showing of any weak-

ness on my part anywhere because, as the boss, everyone including employees, relatives and friends all look to me for unstoppable strength. Complaining is a sign of weakness. Being unsure is a sign of not being in control. Our people are both unnerved when they see anything else and often use it to try and attack because they feel I am betraying their belief that I their "rock" whenever needed. I understand it better now, the need to have someone that you believe, can protect, defend and will always be supportive so I will try and always fill that roll for everyone in my life. For those times when I don't feel 100% confident in who I am or what we are doing I will do my best to keep it to myself and push forward to improve. Mom was right you can either get sympathy and be considered weak or you can be perpetually strong and get their respect. It is no contest for me. This is the way I am and will strive to be more, there is no alternative accept leaving command and that is not an option until I can't function well or am pushed out.

It is not unusual that it is a Sunday night and I am writing like this. Historically this is the time when I ward off both the bad spirits and rev myself up for the coming week. By the time I get to the office tomorrow morning my energy level should be humming along with my confidence and the willingness to take on the world.

Regards,
Andrew

11/4/18

8:30pm - My Home; Short Hills, NJ

Today marked the second round of the final planting for this season. I bought twelve cabbage plants which I thought would be enough but I was incorrect. This situation however won't be remedied for two weeks after I get back from my next business trip. While at the Garden Center I also bought four huge planters for our office patio which will be delivered to our office. We will put Mums in them which should be very colorful. That will probably do it for the pots at our plant for this season unless we decide to do a round of cabbage plants like home.

I don't think the President will lift the tariffs anytime soon. I also think that predictions of a Democratic wave taking the House of Representatives are way too optimistic. It doesn't help that Democratic Leaders are calling this midterm election one of the most critical in our lifetime.

11/5/18

3:18pm EST - My Office; Maplewood, NJ

I had lunch with my friend John today. It was fascinating in that he was a microcosm of our nation. The last ten years had been very good and he had not been keeping up with international news and economics. No-one was questioning why and what could happen if it didn't and the warning signs had been growing. When I went over my reasons for the global economy going into recession he eventually agreed. It was unfortunate that I was able to convince him so easily, it gave more power to my

prediction that things are going to turn tough.

11/6/18

4:44pm - My Office; Maplewood, NJ

Rich was out for election day, which meant I covered for a lot of his paperwork. It is always good to have someone out of the office to see how much work they did. As I thought Rich did a lot. I also signed a lot of books and did a bunch of pricing. We are nearing the end of the design process for Kayla's 3D Printing Tool. There will be no word on the elections until the polls close at 8:00pm tonight. It is very exciting and I hope then result is good for all of us.

11/7/18

8:43pm - My Home; Short Hills, NJ

The Democrats became the majority in the House of Representative, the Republicans still run the Senate. Translation, this means gridlock for the next two years. I expect very little to happen until the next recession takes hold and then maybe they can act together to do something positive but I doubt it. Gridlock seems like a welcomed alternative to what we have been through. One of the first acts for President, after the election results was forcing the Attorney General, Jeff Sessions to resign.

With our company restructuring we are faced with the huge question of what does something really cost. It sounds simple, just add up the various costs and you are done but in reality, in a manufacturing setting it is very complicated. We have to take into account equipment, personnel, raw materials, tooling, running costs and overhead. Mike will be attacking it from the detail end with our new database. He will be theoretically able to strip out every component of every operation including materials and employees to get an exact figure. I will be coming from the other side in that I will add up all of the employee rates and then the various segments of our company including pre-press, press, machinery, production time, finishing time, inventory and everything else to come up with a total of what it costs to run on a gross yearly and then hourly basis.

I will then break that down by section and that is the group of numbers that I will use to figure out what our products cost. In a perfect world both systems will yield similar results, in reality I believe that my numbers will show higher money and we will have to reconcile the two because that will be the basis of how we charge for the future. I look forward to the comparison, it may take until the end of the year.

11/8/18

5:10pm - My Office; Maplewood, NJ

There are times when I wonder why I resolve to sign the bulk of my books for our mailings. However I know the "punch" from a signed book is much higher than unsigned and will keep going. I also spent the day

pricing and working with Mike, Kayla and Don on new product development and sales. We got our first web order from the SwaddlePax Website. Kay asked me and I projected it will take three thousand Vests a year in sales to break even, we have a long way to go. I am having a lot of fun.

11/9/18

8:13pm - My Home; Short Hills, NJ

Sometimes I like being put under extreme stress especially when it makes our people reach their limits. Like today, Eileen and Rich were out of the office, Mike and Bernie worked part of the day which meant that those of left were doing a lot. The great part, besides having fun and coping with everything that happened was that it was ever more apparent that our people were excellent, highly necessary and I am very glad we have them all onboard. We should be back to full strength on Monday and by then Kayla and I will be in Mexico on sales calls but we can work from there as needed. In the middle of this crazy day one of our oldest customers came in for a visit. I had know Michael for almost two decades and had been with Commscope for a very long time. One of the nice parts about being in business is that you can develop long term relationships with people all over the world. As time goes on they often are no longer direct customers, which doesn't matter because they are often really great people and an honor to call as friends. Such was the case today and after a brief plant tour we went to lunch. We spoke about where our companies had been, where they are going, the world, our families and in general had a nice time. An hour later it was back to the craziness but it was a nice interlude. Positive relationships, even those that touch only rarely are one of the true side benefits of life.

11/10/18

4:30pm - My Home; Short Hills, NJ

Hi Ben,

I think it is time we discussed where we are going and how we are going to get there. First, I want to highlight what I think are our individual abilities and also our strengths as partners.

You are honest, trustworthy and over the years have proven yourself to be someone I can count on. Some of your abilities include being able to organize big projects, find and keep great people, find the best professionals to cover our various business ventures that cover multiple countries, having and finding high level contacts and also having the tenacity and energy to see tough situations through to a positive end.

I believe that my strengths are my abilities to create new products, learn new technology and utilize both to find more sales and new customers. I can also run manufacturing and distribution sites, find excellent long-term people, sell and find others who can do the same. I can also find the best in people and handle trouble. Together as a team we are not afraid to take chances, change directions quickly, make fast decisions, innovate, take on new proj-

ects and not be satisfied to stay where we are.

The world is in turmoil which means there are numerous opportunities for us grow in China/Asia and other parts of the world, especially in these highly uncertain times with prices rising everywhere. I have been formulating a plan as to how we can move forward to start in China and then spread it globally.

Here is my idea. Both President Trump and President Jinping are pushing hard for their domestic economies and production to grow and be self-sufficient. It seems to me that President Jinping and the local Chinese governments, like Xiamen would be very happy and supportive of a company that helps/mentors start-up groups with financial and technical help plus the ability to actually build and market their products. We can also teach and help with innovation so they could grow their ideas into new products and industries.

Here is my plan: We set-up a metal shop, 3D prototyping and metal finishing at IJX so that virtually any prototype can be made in-house. We then convert the unused floor space into small sections for new companies where, in exchange for a piece of their companies they can work, be supported in hardware, prototyping, limited financing and technical expertise to help build their products and then help them launch into new markets.

IJX could then manufacture the end products or sub-contract out as needed which would be a new flow of sales for them. We in turn hopefully get support from the government both in tax breaks and R&D money not to mention getting a percentage of each company that we help. If this works then the local and federal government will see it's potential and then help us to build the new building on the lot next to IJX.

After this is actually working we then do the same thing at IJ Suzhou. The idea would then be to simply replicate this "total factory concept" throughout Asia and each would act both as an incubator for new companies and also production facilities for IJX. The more centers we put up the less they will cost because we will get faster and better at doing it, besides buying the equipment on a larger scale.

The future for Asia is in innovation and getting ideas to the finished prototype level as quickly as possible. We happen to have everything, including the inventing capability to not only support the start-ups but help teach people all over the world to think like creators and entrepreneurs. You can do all of the facility set-up and handle the local, national governments and personnel while I can handle the innovation, sales and entrepreneurship for the individual companies involved. We have the total package that no-one else can offer and we can start it immediately. Let me know what you think.

*Regards,
Andy*

11/11/18

5:38am - Newark/Liberty International Airport; Newark, NJ

Yesterday was a very nice day. After exercising in our house I went for a bike ride, it was windy and cold but I was dressed correctly. I had

tea with David, he is well and still in the search for ever bigger real estate deals. I then went to the ATM machine for extra traveling money, the supermarket for provisions and then back home where I spent the balance of the afternoon packing, eating and spending time with Wendy. Elana stopped by with muffins and cookies, she is great, and with what she dropped off yesterday I was now fully stocked for this trip.

We had dinner last night with Barb and Cliff to celebrate a family legal matter not caused by any of us, which was finally settled after a few years of extreme stress, cost and litigation. It is good to have peace again and I hope it lasts for a very, very long time. As I have learned over the years, all families are dysfunctional which is often exacerbated when one generation passes away and money is involved.

I was at 2:15am, Mike the Driver picked me up and I got through security after a wait because of a shift change for airport personnel, they had all flooded through our security area at the same time. I stayed very calm as did everyone else, it did not matter anyway because I was early. Once the United Lounge was open I was able to get a newspaper, fill my ice bags, one for my back and the other to keep my food cold and all was well.

11/11/18

10:33am - In flight to Guadalajara, Mexico

As we were taxiing to take off at Newark we got the announcement that there was a problem with one of the onboard electronic systems. That was very bad in general and in particular because I had a tight next connection. We lost about an hour and that was just enough to not know if I would make this flight. I did have texting capability so I was in contact with Kay, who was already in Houston and Marina, our travel agent, as to what time I would land and set-up another flight if needed. We ended up fifty minutes late and as I got off the plane I started running and noticed a woman nearby doing the same thing. It was if we were in a race as we flew by people and carts hoping not to hit anyone. As we rounded the corner to the C gate area I was breathing hard but saw my gate, lost track of my running companion and then I saw Kay so I kept going. The gate agent was standing next to her and waiting for me. Kay had convinced them to wait for me and the others, she was and is truly amazing. Four of us eventually made it onto the plane and I want to publicly thank the extremely nice gate agent who helped us and thank-you United Airlines!

11/11/18

2:20pm - Intercontinental Hotel; Guadalajara, Mexico

It turned out that Kay and I were not sitting together on the plane which was fine. She went to sleep almost immediately and I was sitting next to an interesting man named Clark. We got to talking and he was nice enough to let me to use his pen for the entry paperwork and I in turn

was able to give him Marina's information because it turned out he did a lot of traveling and she could probably save him a bunch of money. It was always nice to meet new people. Once landed we both got our luggage, I was pleasantly surprised considering how little time there was from one plane to the other but United Airlines came through again. We got through customs, our hotel driver was waiting and Kay stopped off to get some food before the ride began. Kay is now in her room, I am in the lounge. I just finished eating a massive lunch of food I brought from home plus lots of ice tea and water. I try not to drink a lot when traveling. I am planning to go to the gym soon and then not do much until I meet Kay for dinner at 7:00pm. It is good to be back in Guadalajara.

11/11/18

5:26pm - Intercontinental Hotel; Guadalajara, Mexico

Dear Dad,

I thought you might be curious as to where we are going. Our company has gone through tremendous changes since Grandpa started us in 1921 and I am excited to see where we will be 100 years later. None of this would have happened without grandfather, you, me and with the potential of Kayla. It is the true definition of a joint, long term effort, be proud of yourself for your part, your Dad for his amazing ability to get us started, to me for getting us here and for your granddaughter who has the unlimited capability to get us anywhere. None of us would have gotten where we are going without the other, we are all interdependent and that is the real description of teamwork.

Love you,

Andrew

11/12/18

6:47pm - Intercontinental Hotel; Guadalajara, Mexico

We met Paulina at 8:50am and went immediately to Plexus, a good customer throughout North America. We met with our main buyer, the head of new projects and three mechanical engineers who were part of their design team. There is a chance for more business we will do our best to get it and I will meet the head of new projects in Wisconsin next month to meet their design group. From there we spent the next few hours visiting various people and groups at Flextronics. They have a lot of changes going on in their company. They are pushing to localize their products which is good for us since we have the Distribution Center here in Guadalajara. After a delicious late lunch which included excellent guacamole we had one more stop. Paulina had been working on launching the SwaddlePax Vest here in Guadalajara and the hospital that wanted to promote it first stipulated that we get the Vest's benefits formally validated. She had found a consulting group and we met with a representative. He was a soft spoken man who had obviously been dealing with academics, government and big company people because I don't think he had ever met anyone like our team especially me. After he finished

reading us his Power Point presentation I started asking him questions about what he did, his organization their current roll with the government, how they were funded, who were their customers and what did they actually did. In the end it was apparent that his organization was a quasi government group that wanted to go off on its own direction and to do that, they needed customers with money to help finance them. Once I figured out what he wanted from us I then told him that his proposal to us to help coordinate the Vest Testing with a federal agency like our Food and Drug Administration was not what they wanted but there could be other areas where we could help each other. I told him I would write a proposal as to how we could work together and he agreed immediately, not only because he probably had no idea what to do with me but would also interested in our plan. I told him to send us all of his related materials and we would be back to him in two weeks with our ideas.

11/12/18

6:47pm - Intercontinental Hotel; Guadalajara, Mexico

Dear Dad,

It is Veterans's Day in the US.

Thanks for your service and helping to keep us all safe.

Love Always,

Andrew

11/13/18

6:39pm - Intercontinental Hotel; Guadalajara, Mexico

Our first set of appointments were at Samina, a contract manufacturer who's business with us had been increasing steadily over the past year. Their company's good fortune was evident by the high spirits of their employees. We saw a lot of people, a bunch of whom really liked the Vest I was wearing and asked to participate in product testing to see if it would help their backs. We of course agreed.

They have a lot of business moving here from their groups in Asia and Scandinavia and we could be a good fit for their supply chain. The next stop was to Jabil but the buyer we were supposed to see was not there so we called it a day and stopped at Starbucks on the way back. Paulina dropped us here, she is doing great as is IJ Mexico. I will meet Kay for dinner soon, after that we will call Wendy. I like Guadalajara, the people and the business.

11/14/18

6:39pm - Hotel Indigo; Dallas, TX

I was up at 2:45am and downstairs to meet Kayla at 3:40. We made it swiftly to the Airport in Guadalajara, checked-in and at the appointed time the boarded a bus to get to the airplane. It was there that I had one of those life changing moments. As I entered the bus with my suitcase

and roller bag a very nice young man offered to help me with my luggage. Horrified that I seemed to him like I was too old to handle it myself I thanked him but refused. However he was persistent and I let him move it. There it was, for the first time I was treated like someone, at least in his eyes, as “old.” Not a great moment but I took it for what it meant which was I was no longer forty years old. It was also a reminder I had to be more careful to keep myself in the best shape possible and to keep developing the SwaddlePax line. If nothing else it could benefit me and that alone would be worth all the money and time.

Kay slept the whole way to Dallas and I worked on the “60 Rules of Life” booklet. Once landed and through security, always fantastic to be back in the US, our driver for the day, Tonya ably got us to our first appointment at Flextronics. One of the men we saw I had known for years, the other two engineers were new. We went over our product lines and they were also very interested in the Vest. I think they will keep us in mind for a while, hopefully something will come up where we can be involved. From there it was off to lunch with my Uncle Alan and his friend Dorothy. He was nearing his 95th birthday and had even gained some much needed weight. His spirits were good, his mind was sharp and it was great to see them both. Then it was off to Commscope. We originally had three meetings scheduled, two got canceled but the one we did have was excellent with a chance at a new piece of business that would be global for them and us.

We were running ahead of schedule so we went to a Starbucks inside a Kroger’s Supermarket. After getting some beverages I decided to buy my dinner since Kay was going to utilize room service and it also meant we did not have to stop at Whole Foods later. The next call was to a new customer who built lighted signs where our new and current product lines might be of great interest. The buyer also really like the Vest so we will send her information and she can be in on the Beta Test if she wants to try it. Finally the last call was to Tellabs, an engineer named Andy I had known for years. He too really liked our new products including the Vest and we will hopefully be working on a new project for him. It was then here to the hotel, which is very nice and I went to the gym. A very pleasant young man had been using the only working treadmill but gave it to me and went to another piece of equipment, there are a lot of very nice people in this world. I am meeting a Kay in a few minutes for tea, call Wendy and then I plan on getting cleaned up, have a snack and go to sleep.

11/15/18

7:52pm - Hotel Indigo; Dallas, TX

I was up at 3: 15 and by the time I finished exercising, eating some of my left over dinner from last night figuring there was no breakfast buffet with eggs here, and getting cleaned up it was time to meet Kay down-

stairs. I was right about the restaurant and augmented the chicken and banana I had already eaten with two servings of oatmeal, blueberries and honey so I was ready to go. Our driver, the same as yesterday got caught in traffic from an accident and was late picking us up but made up the time and we were at our Commscope appointment on time. The man we saw was interested in name plates for some of their equipment and we came up with a combination of materials he liked so we will make him a prototype. From there we went back to the hotel to pick up the brochures I had forgotten and on the way to a Flextronics appointment got a call through our office that we were late.

Turns out I screwed up because of the time change but the man was very nice and we got to the appointment soon after I called him. Unfortunately there was a mess up with the driver's itinerary and we were in the wrong town. We quickly made our way over to the right location and got about ten minutes with the man who had waited even though he had an appointment at another location. He graciously accepted my apology and we actually had a good, quick productive meeting so it ended well. From there we went to lunch and Kayla suggested Sushi. Our driver knew of a place where they had a continuous line that offered small plates of food and you picked off what you wanted and they added up the cost at the end. I had seen these types of place in the movies but never actually tried one so it as a treat both for the food and the experience.

We were already in the town of our next appointment and that was to a metal fabricator. After showing them our stuff one of the senior staff gave us a tour and a history of the company. It was fascinating both in the huge amount of equipment they had and their story of being part of the telecom boom and bust and then rebuilding with multiple customers in different market segments so that they would not be vulnerable again to a sector meltdown. The last stop was to another Flextronics location nearby. We were supposed to see four people but only the leader was there, the others were off on assignment. Since we were a Preferred Supplier for them we normally got first chance at the new business and our biggest task was to keep them informed of our new areas so they could send us inquiries for more work. Once done that was it for this trip and we went to a local barbecue restaurant to get Kayla a pulled pork sandwich. It was a pretty rough looking place and I can only imagine how crazy it got once people were done with work and had started drinking.

Kayla said that I tend to overreact regarding possible danger, I don't think so but that is what makes life interesting. Her sandwich did look good. We then went to Whole Foods where I got supplies for dinner and tomorrow. Once back here Kayla and I went for a walk outside, the weather had moderated and it was beautiful late afternoon in the 60's F. I spotted a dog walking park near our hotel so we went there for a while enjoying the fresh air and each other's company. I left her at her room before 5:00pm and came to mine. Dinner was excellent even though I

had forgotten utensils and had to eat my humus and salad with my hands which was a bit messy. I then finished the proposal for the University Group in Guadalajara regarding the testing for the Vest, did some work, kept in touch with the office and Wendy regarding the snow storm. Three of our office people had been stuck there, the snow plows in our area apparently were not ready for the storm. There were large traffic delays but our people left a little while ago and hopefully Bernie, Kevin and Yelena will get home swiftly and safely. Wendy was already home and not going out until tomorrow which was great news.

11/16/18

11:18am - Dallas International Airport

I was up at 3:10am, worked-out in my room and went down to the gym for the treadmill. During that time I got an email from United that our flight would be delayed 70 minutes. I called the limo service and they pushed back our pick-up an hour and then texted Kay. After I got cleaned up and packed I did some work on the 60 Rules of Life. It turned out we knew the driver who came for us from past rides and we arrived here with plenty of time. We got Kayla breakfast at International House of Pancakes, one of her favorites, so she was very happy, even though very tired. We hung out in the United Lounge, a very nice one, we are now on the plane running roughly forty minutes late, not a problem since we don't have a connecting flight. I have been working with Mike on how to figure out our true operating costs and I am making enough progress where I hope to go over my numbers with him next week. I had some fruit before but am greatly looking forward to the big sandwich I bought yesterday from Whole Foods.

11/17/18

We arrived an hour late and there was a big back-up in the baggage area that affected a lot of people but fortunately ours were not included and Mike the Driver had us home by 4:30pm. The aftermath from the snow storm two days before was still evident as I heard many horror stories of the time it took our people to get home, some more than six hours. Business-wise IJUS was back to normal and our people were happy the weekend had now come. There was no time to workout after we got home which was fine since I was tired and after seeing my lovely wife and a really good dinner I was asleep my regular time. I was very happy to be home especially with Kayla back.

I was up my regular weekend time of 6:15am, worked-out in our basement and then it was outside for a bike ride. The remaining snow was mostly on the grass so there was no problem riding and the temperature was in the low 40's F and very pleasant. Afterwards I went for tea with David and realized something important. Virtually every time I saw him for the last five years he mentioned the fact that he needed to go after big-

ger deals. He is a broker and helps people buy and sell commercial Real Estate. The point was that his business environment had not changed for years. He was doing the same thing which meant that the economy was also doing the same thing and not changing. It has been slowly improving after the Great Recession until it became red hot a few years ago. He will be my indicator because when his area slows down the Recession will most probably be here. After lunch I saw my brother.

We spoke about family and politics and the creeping Socialism that is pervading our economy and especially our state. With the onslaught of the “Progressives” and their “tax anyone who makes any money” philosophy it will eventually come down to the fact of whether we can still make money operating here. They are now talking about everyone getting paid a salary whether they work or not and the only people who can help pay for economy-killing programs like that are people like he and I. We will keep our business outside the country growing as quickly as possible, you never know what will happen in the future. We checked dual citizenship in Canada, they make it virtually impossible so that avenue has been cut off.

11/18/18

7:26pm - My Home; Short Hills, NJ

The cold temperatures continue and are set to go colder still, below freezing later in the week. After exercising and biking Wendy, Kay and I went out for a wonderful lunch. The laughter continuous, the food good and the company excellent. After that I went to see my Mom. She is well and planning her 90th Birthday Party. She was very happy to hear that Kay and I went to see her brother and Dorothy in Texas and we spoke about family and life in general. She is amazing and looks well. After that it was to the pharmacy and supermarket for provisions, back here to get my fruit supplies packaged for this week and then Wendy and I spent the rest of the day relaxing.

Dinner with our friends the Green's was very pleasant last night. He is partially retiring as of the beginning of next year which added to the ever continuing group of our friends in that type of transition. I was not ready for that to happen to me but planned changes are usually better and much more efficient as opposed to results by accidents or by unanticipated events.

More fires in the Las Angeles area, lot's of people are missing. It is a huge disaster and I hope it is over soon. Global stock futures seem reasonably stable. The talk of the Trade war between China and the US being settled is wrong and probably only discussed when people are trying to move the markets temporarily for their own gain. Neither country's leaders think it is in their best interest to delete the tariffs, I believe that they will continue into the infinite future and that is how we will plan.

11/19/18

7:37pm - My Home; Short Hills, NJ

It was a normal day back after being gone for a week, totally crazy but lots of fun. I got most of what needed to be done plus signed a lot of books, everyone was very happy to see Kay back for a few days. The chiropractor visit was wonderful and then we had a very fun dinner with Wendy, Kay, Ben and me.

11/21/18

4:38pm - My Home; Short Hills, NJ

Alex and Kayla got home last night which meant that we are a full family again for the first time in a while. It was joyous to be with them and the kids and I went target shooting this morning. We met our friend Sal there with his son Ben, actually it was the first time we met him and we all had a good time. The weather had been turning colder and it was bordering on uncomfortable while shooting which meant it might be the last time. Once back home and after cleaning the guns, the kids concentrated on getting baking supplies so they could begin creating delicious treats for tomorrow. They also bought various types of alcohol, again for consumption for the holiday. I spoke to Don in Canada, he had heard back from one of the potential SwaddlePax Distributors who was trying to negotiate a better deal for his company. While I have no problem with someone trying to get the most profit, in this case we are also buying our ice/heat packs for the Vests from them so it was in their best interest to work together on a long term basis. I will work out a response after checking with Kay because she is now in charge of sales and I have to bounce things off her before moving forward. Don and I also spoke about modifying his sales attack starting immediately. He will let everyone know that when the recession, which I think is already happening, is actually defined and recognized by the media that our position will be to help keep the assembly lines of our customer running after their suppliers go bankrupt. A sort of free insurance policy in the event it does happen and they should be very happy since it could save their jobs by averting a line shut-down. It is wonderful hearing the kids and Wendy chatting downstairs and laughing as they go about their various tasks. I will go out soon to get Chinese Food for dinner.

11/22/18

10:16pm - My Home; Short Hills, NJ

Today is the American holiday of Thanksgiving, one of my favorites. It is the only holiday where all of our three children have to be home and that tradition has rarely been breached. It was a wonderful day with various type of cooking going on starting this morning including Kayla roasting one turkey and Cliff and Barry frying another. Cliff and Barbara's immediately family and children's' families were there including his brother

Andrew, mother Myrna and Barry's in-laws Larry and Melissa from Philadelphia who have also become part of our family; Cliff's Mom. Wendy and Kayla's friend George, as well as a Ben's friend Greg were also there, two very pleasant men who are welcomed back anytime. Wendy organizes a great Thanksgiving meal. I was in charge of clean-up. It was a day to remember how thankful we are for our families, our country, our blessings in general and how fortunate we are to live and work as we do. I try and never forget our amazing lives and am thankful for everything good that happens.

11/23/18

6:09pm - My Home; Short Hills, NJ

One of the hardest parts of the "writing process" for me, is not the actual writing. I usually love that endeavor especially when it enables me to excise or at least codify and deal with various troubling emotions and events. It also provides me with an incredibly creative outlet to be able to express myself where my otherwise multi-faceted various "disorders" which ebb and flow to varying degrees as life goes on, would inhibit. In other words I can relay in words what I can't or won't say in person so for me it is a wonderful way of communicating.

I have started looking at some of my past work and just finished listening to the CD we did about my parents and the one about the value of work and defining who we are and what we want. I am happy to report I thought both CD's were excellent and we also may post those for free on the SwaddlePax website. We need to beef up the information there and that would be a simple way to do it. As for the SwaddlePax Vest effort our radio advertising has been a flop, out of the two Vests we sold one was already returned. We are also getting some push back from one of the distributors who had already said they would carry so I will deal with them on Monday. Retail is a different marketing "animal" and it may be that it is not my thing, if so we will utilize the Vests coming in from IJX as presents to various buyers and friends around the world. In doing that I am extremely confident that the branding value will more than pay back their cost in direct sales. In fact if they don't sell then that will be my main push and since the Vest has already changed my life the added sales will simply be a bonus to enabling me to keep functioning well.

11/24/18

9:32pm - My Home; Short Hills, NJ

It has been years since we had a dog overnight in our house. The fact is that I did not want another one after our original/my dog Hershey. She was an amazing animal and I still miss her a lot. But then we got Bailey, Wendy's dog, who I initially had little to do with but eventually he worked his way into my heart. He has been gone for a few years. Time has passed and I have had no inclination to get another one. Wendy

has mentioned it occasionally so I figured that when Kayla asked if her friend Alissa's dog Wiley, could come for the night she would not object. I figured it would be the final chapter in our canine history since this dog shedded hair and was everything Wendy did not want. He would be in our care for most of the night until Kayla, Alissa, her brother Mark and her boyfriend Andy get back here from watching a concert where my son Ben was performing with his friends. Such are the plans of man because Wiley is a really great dog and is currently sleeping on the bed while Wendy is watching TV. She is having a great time, as admittedly, am I, so the idea of never getting another one may not be a dead issue. Dogs are wonderful but a lot of work especially when going away but everything can be worked out if everyone agrees so I will wait and see if anything comes out of tonight's sleep over.

It is the Saturday of the Thanksgiving Weekend. I was able to bike outside this morning although it was really cold when I started. I had tea with my friend David, nothing new from his side, went to see my Mom, nothing new there either. It is good they are both well and I am very contented with those outcomes.

11/25/18

3:43pm - My Home; Short Hills, NJ

I was up at 6:30am, the weather had tuned mild and beautiful so after working-out inside I rode my bike outside then did various chores. Those included getting our porch ready for the winter, taking most of the garden ornaments inside and moving the leaves from in front of our driveway which had been hindering the water draining to the sewers. Alissa, Andy, Mark and their dog Wiley, who has won our hearts, left at noontime. Kay is here until tomorrow, Ben left for Denver about noon. The holiday season is now in full swing with Hanukkah and Christmas coming soon. Starting tomorrow I have to get our next trips confirmed and also start working on the year-end Quality, Environmental and OSHA related audits.

11/26/18

8:08pm - My Home; Short Hills, NJ

General Motors announced a reduction in North America of 14,000 jobs. Crypto Currencies are down about 75%. President Trump says more trade tariffs are coming, Ukraine declared martial law after an attack by Russian naval vessels which meant that Russia was after more territory. Most of the world's stock exchanges are down for this year. The turmoil is increasing, talk of a recession coming. Faster your seat belt extreme turbulence is already here.

11/27/28

4:20pm - My Office; Maplewood, NJ

More work on our company re-organization paired with the new database. The quest it to find out what everything really costs so we can focus on the areas that can be made more efficient or cut. It is never a pleasant activity with the potential for layoffs but still has to be done especially with the specter of a Recession coming or already here. In spite of my worries this month's US Sales are good and of course I am already concerned about next year. I am signing more books.

11/28/18

6:43pm - My Home; Short Hills, NJ

I had been trying to figure out why I was slower, more tired and sore from my bike rides than usual and then I figured it out. The temperature had dropped and with the wind chill the last few days it had been in the low 30's F. With those temperatures I had on underwear, spandex shorts, thermal long underwear, very heavy thermal underwear and then thick outside sweatpants. As you can imagine that created a lot of friction when riding which slowed me down and hence the extra effort needed to finish plus the added time. It was fine, I was not changing anything as I would rather not be cold when riding and it did burn extra calories. Soon enough, because of the cold, I will have to turn to walking and if the weather gets too tough I can always workout in our basement.

I went to see Dr. Seidman, my urologist today. We have been together for almost a quarter of a century and I trust him implicitly both from his ability and experience. After the "examination," which went well, we spoke briefly about life and politics. He is a very good man to have on my medical team.

11/28/18

7:16pm - My Home; Short Hills, NJ

You might be curious as to how I set-up a trip. If it is a single destination like the one next month for Neenah, WI it is relatively simple. I try and ensure I have the appointments to see the needed people, get the flights and drivers and make sure everything is confirmed in writing. I decided to go with the long expensive car ride from Chicago to the customer since it was my best chance of being able to get home the same day.

For the trip in January however that involves eleven separate flights, five countries, two continents but the logistics are not horrible if you break them down into segments. We mostly have our appointments set, our planes are booked and now the task is getting the needed drivers and hotels to try and make the trip as seamless as possible. The easiest trips are those where everything happens on schedule, however life is not always like that so I try and have lots of work to do, music, food, extra clothes, money, travel documents and alternatives ready for everything. Getting prepared is stressful but the planning can also be fun and the challenge of having everything go "seamless" is always a worthy and desired goal.

11/30/18

9:11pm - My Home; Short Hills, NJ

It was in the mid 30 degrees F this morning so I was able to ride outside. I was dressed perfectly and I think I might be able to get below 30 degrees F with the new heavier equipment I purchased. Today was spent doing pricing, signing books and preparing for the two trips coming up.

I have noticed that the news is becoming even more polarized than it was before which does not seem possible. I do not call it "fake" news because I don't think that media people are making things up or actively lying. I believe that they are selectively retaining, deleting and processing information that fits within their pre-conceived ideas.

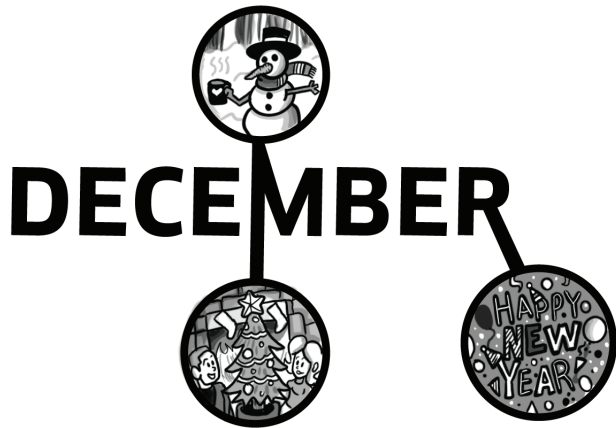
I do however think that many politicians are actively lying which is very evident by their body movements when they are speaking. The worst part is that the actual "news" itself has already been altered before the Media gets access. Therefore there is no chance for any semblance of truth even if broadcasters were actually able to report things accurately. What do we have left? Besides trying to get a base line by sampling various news and financial sources weekly the best solution I have come up with are watching the news events and seeing the people involved. If I believe the actual news makers then that is my truth, if not I value their information by as much as I believe them. Hardly scientific but my gut is my barometer and I will stand by it for the majority of my opinions. I turned to Wendy tonight, it is Friday, and said I was bored. She knows that means one of a few things:

We will start a new company

We will invent something

I should go on the road

She voted for going on the road, which I am already, doing but you never know about a new invention.



12/1/18

3:41pm - My Home; Short Hills, NJ

It started out as a beautiful day and after exercising I had a great bike ride. Once done and cleaned up it was into town to see David. He had resolved to make a certain amount of “cold calls” during this previous week, that meant knocking on doors and looking for real estate business without prior appointments. He had more than tripled the amount of attempts he had promised, got some great results and thus was feeling very good when we met. We spoke about the potential new deals and the need for him to continue the onslaught to keep his odds higher for new business. When I got back here I made guacamole for the first time. Elvis from our office had given me a large avocado and I had resolved to make one of my favorite treats. It turned out great and Wendy like it too.

Then it was off to see my wonderful brother, he is well, I had more iced tea, I am flagged for the rest of today for that beverage and we had a pleasant walk and talk. Our Mom’s 90th birthday party is coming up in February, he will be the Master of Ceremonies which meant, once again that I would follow him in a short speech. He is very good at public speaking so following him is always a challenge. Once done we decided to go see my Mom, who was not far away, and she is well. She is very excited about her party and it sounds like it will be a lot of fun.

President George H. Bush passed away today. He was a good president, dedicated public servant, exceptional family man and overall an incredibly high-grade person. I have only the highest respect for those who serve and believe that everyone else should also feel that way. If we don’t participate we have no right to complain.

12/2/18

9:16pm - My Home; Short Hills, NJ

It was a very good day. Wendy and I went to the wedding of a daugh-

ter of a good friend of hers. The wedding couple were extremely nice and they even made sure that I had food for my dietary requirements which was way above and beyond the norm. The service was very positive and fun as was the reception. President Trump and President Xi agreed to a freeze in the Tariff war which has most of the world and the media outlets thinking that everything is fine. They are all predicting that the global stock markets will go up, which I agree they will. But I am not convinced that more tariffs are not coming and the effects of the ones already in place are going to be a lot worse than most people realize.

12/3/18

3:42pm - Woodloch Resort; Hawley, PA

It took a little over two hours to get here including one stop, a very pleasant, calm journey and Wendy and I really like being here. After lunch she went for a walk as did I.

The time has come to create a plan, regarding the company for Kayla to choose where she wants to go for her future. Since we have never had an actual document, Wendy and I both felt it was time, therefore I will formulate a plan. Kayla is sounding very stressed, greatly worried about making mistakes that will cause problems.

12/4/18

4:06pm - Woodloch Resort; Hawley, PA

After talking it over with Wendy we agreed that when Kayla comes back to live in New Jersey she will start under a new work agreement which included her new salary and benefits so now she could find a place to live. When we spoke Kayla also liked the plan and we went over some of her additional responsibilities which will include taking over managing pre-press and direct control of the 3D printing area. She will also be the chief liaison between the pre-press art group and manufacturing. When there is time we will also resume her learning how to cost and price jobs and I am sure working with the new database will also be involved. As you can see it will be a big job but I feel confident she can handle it.

Stock markets here in the US plunged as it became apparent that President Trump once again said he had deals completed with other countries and leaders that were not true. His habit of saying whatever he hopes will happen as gospel has now angered huge amounts of investors who will eventually realize that he cannot be trusted. Until then these huge swings of optimism versus fatalism will continue to foil world markets which are still winding downward. Unfortunately the effects of the tariffs already in place have not been felt yet and when they do the declarations that we are already in a recession will come faster. We need to get 'debt free' as soon as possible to get ready for what is coming,

12/5/18

6:51pm - My Home; Short Hills, NJ

President George H.W. Bush was buried today. He was sent off with the well wishes of a good part of the world, a tribute to his strength, intelligence, force of will and good sense of humor. He was an amazing leader, husband and father and he will be missed.

I got word from the office today that for the second time one of our guys, driving a rented truck, hit the same overpass near our office. There were no injuries and the bridge seemed okay but the truck was badly damaged, we have already involved our insurance company. Two of our people are experiencing extreme back issues. One is already out indefinitely until okayed by a doctor to return another is going to be checked out today. These are not work related injuries but still greatly affects their ability to function. If they can both still work we will try and make it as easy as possible. We have an aging population at IJUS, much like our country, we will do the best we can.

China has enacted certain promises regarding the unofficial trade meeting with President Trump. Whether enough people believe their effort to stem the stampeded negative results in global markets remains to be seen. People are fed up with being told half truths about what countries are doing and I believe that they will continue to leave the stock markets for safe havens like bonds and precious metals. We got home in about two hours from Woodloch, a pleasant and uneventful trip. I then went to the Chiropractor, always a pleasure to see John and his team. I love being home and I love going away, a very good mix especially with Wendy along.

12/6/18

3:41pm - My Office; Maplewood, NJ

It was too cold to bike this morning so I went out walking with my two modified walking staffs. After getting cleaned up it was here to a day of frenetic activity, it was wonderful to be back. The company reorganization continued. Canada arrested the daughter of the founder of Huawei and the US is asking for extradition. They say that Huawei has stolen a great deal of Intellectual Property and wanted it stopped. China is enraged and demanding she be released. President Trump is brazen if nothing else.

12/7/18

3:19am - My Office; Maplewood, NJ

It was 32 degrees F with a wind chill of lower 20's but I was dressed well and it was good to be riding again outside. I signed more books and should be finished by Tuesday. Just in time because my latest book will be completed by the end of this month and we start the process again. Some products we create are much easier than others and become memorable

over time. We are working on one part like that right now. It is a piece of plastic that we tried to laser which did not work, then we tried unsuccessfully to mill it, and now it is currently on our CNC Router which seems to be working. If they meet the drawing specifications we will send a sample to the customer tomorrow. We are not sure if it will pass their quality specifications, which are incredibly stringent, but we love challenges and this has been a big one.

12/8/18

7:13pm - My Home; Short Hills, NJ

It was too cold this morning to bike so after my indoor exercises I took my two walking staffs outside and began my new winter tradition of a combination of jogging and walking. It was a very pleasant and I am confident that in time I will be able to run much more of the path than I did today. Afterwards I saw my friend David, he once again lived up to his resolve to make a lot of cold calls on potential customers last week so I gladly listened to his request for bigger deals. We got into a discussion of politics and that led to the realization that if President Trump ran against Michael Bloomberg that David and I could actually vote for the same candidate.

That possibility is a long way away and a lot has to happen first but even just the possibility of us supporting the same candidate was amazing. Elsewhere in business David said that the inventory for potential properties to buy was still incredibly small so that, in his area at least, the Recession that I am predicting is still not showing. He did tell me one interesting story. One of his customers is a self-made man in his mid 70's who maintained his properties by himself. This including cleaning the roofs and David had gone to show one of his buildings earlier this week. As was normal the owner was cleaning it when David got there but fell off the ladder coming down from the roof and ended up with a broken hand and leg. David saw him just after he fell and called 911. After the emergency people came to take care of the owner, who by the way had not wanted them contacted, David continued to show the building. Once done he went to check on the owner in the ambulance and the first thing he asked was how the prospective buyers liked his building. His incredible resolve in the face of pain was amazing in that he was still focused on selling his building. Small wonder he had been so successful and made him a formidable opponent.

After lunch I went to the newly opened gun store two towns away and it was so crowded I did not bother to go in. My new pistol permit had an expiration date and I wanted to use it while it was still valid. My friend Sal had told me about another store twenty-five minutes away so I went there and it turned out to be a very well-run establishment owned by a former law enforcement official. The first pistol I looked at was gorgeous and I said I would buy it. He then showed me another one that was a little

easier to use and maintain so I bought that one instead plus a gun case and some ear plugs. In New Jersey a gun store had to register a new purchase with the state before it can be released and that could take a while so I paid for the pistol and while driving home they let me know they got the clearance. I will pick it up next weekend. It was a good company I will also buy my next pistol there with the second permit I got from our town. I have to wait thirty days before I can do it, another New Jersey rule. Later I went out and got food for Wendy and I for dinner. It has been a quiet and peaceful evening at home, all very nice.

12/9/18

2:241 - My Home; Short Hills, NJ

One of the benefits of having minor surgery earlier in the year was that I learned that I could still run and not hurt my back. Therefore, since it was now too cold to bike comfortably I have started my winter regimen which is to run/walk along the pre-determined course after exercising in our basement. Today was day 2 and I was able to run a little longer which will hopefully be the case over the next few months. I doubt that I will be able to run the whole route but if I can get up to half I will consider it an excellent achievement and a really good workout. Part of the route takes through a small patch of woods and as I entered it this morning I thought of my Dad. He always loved being around trees and wildlife and that love transferred to all of his kids. As was normal my thoughts about him ran the gamut of all emotions but I continued to try and focus on the good he did which was becoming a little easier every day.

I saw my brother this afternoon. He is well, is very pro President Trump and hopes he gets re-elected. He thinks that his plan is to force the US back into manufacturing of all types and if it causes some pain with higher prices for goods and services then he is okay with that. I am coming in from a different direction and am not so sure that the conversion to domestic manufacturing will be swift nor easy and will cause a lot of disturbances but since I can do nothing about it I will concentrate on us benefiting from the process.

There were more riots in France against the economic policies of their President Macron. The participants say the government is only helping the rich and ignoring the poor. Their country is an incredibly difficult place to conduct business and if they go back to their socialist policies regarding wealth and taxes then I can only see a continual deterioration in the overall country. But of course I am a capitalist and willing to work my backside off for success and that is not the Progressive/liberal way so there is no way we would ever agree. As I said to David yesterday, if two people want the same thing then the person willing to work longer, harder and smarter will almost always win.

12/10/18

7:42pm - My Home; Short Hills, NJ

By now you know how paranoid I am about gaining weight. Even though my extremely able Chiropractor told me not to run with my two walking poles he did not say I could not run while carrying one in each hand, in between the time I walked with them. I should have not tried it because it screwed up my back. Therefore I have to make a decision tomorrow morning whether to leave my poles at home and run/walk the course or just walk quickly with the poles. I am leaning toward running to build up my stamina and burn more calories but that will be decided in the morning. I spent today working with our crew on our order-entry system, making it more efficient and less labor intensive and costly. I also worked on pricing, signing books and a new project with Rich our machinist Dave for a new type of plastic part.

I am mostly packed for my trip to Wisconsin on Wednesday via Chicago. Stock markets of the world are in continual turmoil, Democrats are talking about impeaching President Trump while Prime Minister May of the U.K. and President Macron of France are also having their problems. There are rumors of a December "bump" upward in the US stock market. That would be nice because other countries may follow.

12/12/18

3:54am - Newark/Liberty International Airport; Newark, NJ

Yesterday was a typically crazy day before a trip. I did the final preparations for leaving this morning, worked-out, did a lot of pricing, working on a new product, signed books and general stuff. I left at 3:00pm to go home and go bike figuring that I would have no chance to workout today. It was a beautiful ride and by the time I finished I was very happily tired. Wendy was back shortly after from Manhattan with her friend Joyce. Her husband had passed away recently and today would have been his birthday so Wendy decided it would be good to get her away and spend the day having fun, which they did. I went to sleep early, was up at 2:15am and Mike the Driver had me here before 3:30am. I figured that I would separate my electronics and most of my food in order to get through security without getting searched. I was wrong, they flagged me and checked my food.

I had an interesting, quick pleasant discussion with the guards regarding how long my hard boiled eggs should last while traveling. They also checked my suitcase which had some additional food supplies which meant that I would have to separate everything in the future. They are getting tougher in their searches which is a sign of the times. President Trump said he will shut down the government if he does not get his border wall. He met with Nancy Pelosi and Chuck Schumer yesterday and they did not give the impression that they could work together anytime soon.

12/12/18

6:59 - In Route to Neenah, WI

The flight here was excellent and early. The extremely nice flight attendant also filled my ice bag so I am still enjoying its cooling effects. I was met here by Shawn, my driver for the day. He has assured me that he is a good snow driver because it is supposed to be snowing where we are headed. Elsewhere everything else seems good.

12/12/18

1:19pm - In route to Chicago...somewhere in Illinois

We traveled through some snowy weather on the way to Neenah but with Shawn's able driving we had no issues. Neenah is a small, pretty mid-western town and Plexus has a big new design facility there. Once we got to the correct building I was met by Luis, one of our main and best company contacts who introduced me to two designers. His buyer replacement in Guadalajara, Lourdes attended by phone and I gave a brief presentation of how we came to be as a company and all our new product lines. It went well and they asked us to come back to give a tutorial for their new mechanical engineers and designers. They also wanted us to discuss how we made our various products, how to design for them and the basic problems to avoid. I of course agreed and will probably have Rich, who they asked for, and Kayla come back in the near future. Then it was back to the car and we are now on the way to the airport. People here are very nice.

12/13/18

4:46pm - My Office; Maplewood, NJ

I got home at 10:05pm last night and to sleep around midnight. It was great to be home and see Wendy. I got up at my usual 4:15am, exercised, went for a walk and then it was here. It has been a really good day.

12/14/18

11:45am - My Office; Maplewood, NJ

I just walked into our conference room and saw that our Christmas Cactus was blooming. I got it from a girl in 1974, I do not remember her name, during my freshman year at the University of Delaware. I was a young, strapping 18 year old youth working to get out of school as quickly as possible so I could pursue my dream to become a television network anchorman. Little did I know then how my life goals would be shifted a few years later. As it turned out that no one wanted me as a reporter, I was not as good as I thought I was and God and life led me into my destiny which was our family business. What was originally an unwanted fallback position became my true calling and over the decades our company gave me the platform to go after my dreams, find an outlet for my inventive nature and learn some hard life lessons along the way.

As I look back it reminded me of a time of extreme change and that condition has never altered. Whenever things got calm and life “too” normal I would get bored and start a new company or create a new product. Boredom was and is the single biggest trap for anyone to fall into therefore I will continue to push upward not really knowing where I am going but confident that there is more of everything to find. It is good I do not know what will happen in the future. It is much better to keep fighting onward with the hope of the occasional success then be satisfied with what I have. Being grateful is a paramount and constant state but total satisfaction is another term for stagnation.

12/14/18

2:40pm - My Office; Maplewood, NJ

We hired a new pressman today. He used to work with Mauro in a different company. He starts Tuesday, I sent him a welcoming email and hope that it works out for a long time. We spend a lot of time training people so once they start we hope they are onboard for a while. I finished signing my new books for the mailing. A fantastic feeling and now I can move onto getting ready for our annual interior audit and also going back to numerous inventions some of which we have to prototype and others already in work.

12/15/18

4:38pm - My Home; Short Hills, NJ

It was warm enough to bike outside but I was afraid of rain later so I rode first and then finished up downstairs. I met David for tea. We talked about how to grow Ideal Jacobs quickly and profitably and the best way seemed to be through actual products like the Vest. We will pursue that avenue. After lunch my brother came over and we went to go pick up the pistol I bought last week. It was a beautiful gun and I was glad I purchased it. Ira liked it also. From there it was back here for my yearly ritual to put covers on top of our outdoor air conditioning units, hopefully the plastic sheeting and tape will hold all winter. I also emailed a contact I got in Mexico regarding helping to market and distribute the Vest. Our current efforts have failed so it is time to try a new approach. I also emailed Don to start work in Canada about getting us on their Home Shopping Network.

12/16/18

3:42pm - My Home; Short Hills, NJ

When I told David yesterday that I was picking up a new gun, he is very anti-firearms, he challenged me to invent a way to disarm a mass shooter. After giving it a lot of thought yesterday I came up with an idea. I called David to tell him the idea and before I got halfway through he started telling me why it would not work. That infuriated me so I screamed at him that he had no right to judge any of my ideas. I

told him the project was dead and got off the phone. He called me later and said he did not fully understand the idea which got me angrier. I cut off the phone call and later emailed him never to judge anything I did again especially when he asked me to help. He is however hard to stay mad at him for long.

Wendy was not feeling well, especially too bad since today was our 34th wedding anniversary and our lunch was cancelled. I decided to bring lunch to my Mom and went to the local delicatessen to buy her a corned beef sandwich and while there saw one of my old friends who had been away for a while. Turned out that he had just had surgery again and had semi-retired earlier in the year. I was stunned since he had been so into work but he said he was enjoying a much slower pace of life and was on his way to a Florida tomorrow for two months with his wife. Things can change very quickly, I hope he is okay.

12/17/18

3:15pm - My Office; Maplewood, NJ

I was able to go biking this morning and even though it was 38 degrees F it was wonderful. It was great being back in the office after the weekend. It was a day of paperwork, marketing, getting ready for our annual interior quality, environmental and OSHA Audit and new inventions. We are working on a way to help people with head and foot pains of all types. If it works then we have two whole new product areas to go after not to mention a new type of ice pack with 3D printed balls to act as acupuncture points. I love inventing, it is really fun.

12/17/18

7:44pm - My Home; Short Hills, NJ

Major global stock markets are all down, people are now openly talking about a coming recession. Credit markets appear to be tightening and the first of large corporate layoffs are already in progress. I have the feeling there will be a small uptick in the markets before the end of the year. I spoke with Mike and ended up abandoning the idea of Industrial Design Interns since he intelligently mentioned most of my new inventions involved more fashion and design than electronic products.

12/18/18

3:40pm - My Office; Maplewood, NJ

We had a new pressman start today, his trial period will last three months but we will know by next week if he has "the chops" to work within our team. Our press-people will stand no-one who cannot pull their own weight so I should know quickly if he will not work out. The 25% Chinese Trade Tariffs have hit us, we will have to pass the increase to our customers which means it will then go to consumers. Unfortunately the US public has no idea what is waiting for them.

12/19/18

2:43pm - My Office; Maplewood, NJ

One of the more fun parts of having a plant is deciding on what type of equipment to bring in. Whatever the decision it will influence the marketing and sales efforts so the decision has to be done carefully or in some cases, if there is already business, then the decision is easy. While we do not have any direct orders waiting we have been talking about buying a small water jet cutting machine for years. After having two more potential pieces of business where we could not produce samples, I pulled the trigger today to order one that will have a 12" x 12" capability which should cover most opportunities. We still have to work out the water supply, drain and electric requirements but I am hopeful all will be settled by this Friday so we can order it and have it here by March.

12/20/18

3:47pm - My Office; Maplewood, NJ

Alex had noticed that I have a few age spots so he mentioned that I should get them treated by my dermatologist. Today was that day. My skin doctor is both competent and very nice so after I gave her a copy of my latest book and showed her the Vest. She went to work on me using a laser on some areas and liquid nitrogen on others. It will be a few weeks before those areas look better. Until they are healed I have to wear sun screen when I go outside but I am looking forward to a more handsome me at the end.

I am very careful about certain things regarding how I look like my weight and clothes but I did not think a few spots was a big deal. Apparently they were a bother to some of my family members which meant that more people probably had the same opinion so it was good to get it done.

The US Congress is trying to head off a government shutdown but President Trump said he will not sign any budget that does not have money for his border wall. My feelings about the competency of our president are rapidly deteriorating. His tariffs, border wall and seemingly general incompetence in running our country is making it difficult to have any hope for his presidency, hopefully I will feel differently looking back in a decade. For now our country is showing the signs of being constantly battered by his rapid, vacillating changes of direction, obsessive desire for attention and his overall nasty attitude. If a shut-down occurs over the holidays then everything will get much worse quickly. The US Stock markets were already lower from the Federal Reserve interest hike and tanked again today because of the potential for a shut-down.

12/22/18

6:58pm - My Home; Short Hills, NJ

Yesterday, the day before a four day work break was happily nuts with getting out rush orders, working to stay in front of the orders on hand

with a reduced staff and me working on personnel and our ISO System. The Internal Audit is going well, I am about 1/3 through and hope to be mostly done by the end of next week. Yesterday was the shortest day of the year which meant the journey begins toward spring and my garden.

We got the initial prototype from Igor's Mom for the new head pain invention. It needs some modifications but I think there is potential. I was thinking about what to call it.

Maybe the SwaddlePax Moose-Head and Neck Pain Reducing Helmet. The myth created for it by me was that centuries ago Eskimos near the Arctic Circle began using the skulls of moose in their religious rituals. The medicine priests soon realized that when they wore the skulls their head and neck pain lessened. Like with the art of acupuncture allegedly being accidentally discovered through the torturing of prisoners, the shamans realized that they could control their pain and also their followers discomfort by the use of cold pressure. This eventually led to the development of the SwaddlePax Moose Helmet or SwaddlePax Moose Mask. I agree the story and the product still needs work.

12/22/18

3:30 - My Home; Short Hills, NJ

I went to see David for tea. It was very pleasant, he spoke about his potential deals and all seemed well. He was highly concerned, like the rest of us, regarding the steep decline of the world stock markets which made this month's one of the worst on record. He believes that if things don't recover soon then it will affect the real estate markets. Once that happens and if the money tightens then so will credit, rates will go up and the variable mortgages will rise and cause pain for those with monthly payments. I hope I am wrong but if the President fires the head of the Federal Reserve and stock markets plunge lower than a stampede could happen. In that case people and companies will then hunker down more, reduce their purchases and that will make everything worse.

The psyche of the American consumer as well as the rest of the world is tied to the hope that things will keep improving. If that feeling starts to be threatened then they will most likely start cutting back, again a very dangerous path for the world. As I have been writing I am not optimistic and this week has done nothing to change that. I forgot to mention, the President shut down part of the US government yesterday. There is no solution in sight, he is demanding a funding of the Mexico Border Wall. The Democratic Majority in the Congress is refusing to give him everything he wants and the Mexican Government will not pay for it. The world thinks we are crazy, I agree with them.

12/23/18

5:07pm - My Home; Short Hills, NJ

For those who know me it is not a surprise when I said I moved a

little too quickly last night. Some background first, we have to go back to approximately 1970. I was fourteen years old and visiting my grandparents in Florida. I really liked it down there and when given a chance to go I always took it, especially when it meant going alone because I loved the short spurt of independence. I had gotten in the night before and when I woke up I brushed my teeth and used the toothpaste on the bathroom counter. It tasted really bad but I did not give it much thought. Later that day I actually looked at the tube and realized I had mistakenly used hair cream. Laughing at myself I told my grandfather who admitted he had also done the same thing. Fast forward to last night. I had finished the tube of skin lotion in my bathroom and had replaced it with a big container I had purchased a few days ago.

I actually bought two figuring I would stock up. I did not really look at the labels, they were in the right section and the brand I liked so I just grabbed two. I put some on last night and then again this morning and noticed my skin was a little itchy but figured it was dry from the cold weather. History repeated itself I actually had been using body wash instead of lotion which was why it never felt quite right. You might think that this would slow me down and take more care in the future but I know me and with the speed I operate it will happen again. It is worth a couple of accidents over the decades to keep my efficiency level high, one of those risks I am willing to take. I just hope I don't end up eating something bad for me.

It has been a very good day. I exercised in our basement then biked upside. I had lunch with Wendy and realized I had forgotten my wallet, highly unusual for me and she paid. I paid her back when we got home. From there I had tea with my brother, he is well and also worried about the economy. It was then off to see my Mom. We spoke about her 90th birthday party preparations for February and I showed her my latest invention the SwaddlePax Moose Mask. I did not tell her the name but she liked the idea and is looking forward to seeing the next version next week. After a stop at the supermarket I came back here, made guacamole and we are having dinner soon. It is quiet, peaceful and very nice to be here with my wonderful wife. Kayla is due here tonight, Alex tomorrow and Ben on Friday. All are coming to celebrate Alex's 30th birthday, a rare and great treat to have the whole family together.

12/24/18

7:16PM - My Home; Short Hills, NJ

As always being Jewish on Christmas is a little strange because we feel left out of the main event but is a wonderful tradition for everyone else. Yesterday while biking I saw a wallet by a car and did not stop to try and find the owner. I had done that a few months ago and took it to the local police station. There they made me wait and it was a whole production. I resolved not to go through it again. In fact when David and I were

walking a month ago we saw a driver's license on the ground. I said to leave it alone so the owner could find it but David took it to the Police Station. After biking yesterday I went for lunch with Wendy and forgot my wallet. Luckily she had her's or I would have had to depend on the kindness of those around me to help get through it. This morning I went walking because I thought it would be raining and while in the woods on my route I lost my keys.

I kept thinking to myself that I hoped someone would find them and get them back to me when I realized that God was teaching me a lesson. I looked up at the sky and promised to help find the owner if I ever found another wallet on the ground and then started searching for my key chain. I eventually found it, uttered a huge thank you and went on my way. I guess today had a lot of religion in it for me anyway. After lunch I worked a little on our ISO audit and then went out for Sushi with Wendy. I was talking with her about how I was having trouble reading the signs of what will happen in the global economy. I hoped that the pathways I had chosen would succeed. Wendy, as always, expressed total support in my abilities which was always extremely gratifying.

12/25/18

8:09pm - My Home; Short Hills, NJ

I was up at 6:30, exercised in our basement then went out for a ride in the cold, early winter air. It was beautiful, I was dressed correctly so the temperature was not a problem and thoroughly enjoyed myself. After lunch it became quickly evident that Wendy, Alex and Kay wanted me around so I did no work. Cliff and Barbara came over in the mid-afternoon for our annual fun time of playing a board game with a fire in the fireplace and lots of laughing and fun. Cliff and I went out to get Chinese Food, again as per our tradition, shortly after we got back Wendy was back from the airport with a Ben. Dinner was fun and afterwards we started watching a movie, I left before it was over to take my bath and get ready for bed. A very fun day and time off, back to work tomorrow and I look forward to my regular schedule. After last week's stock semi-melt-down in the global markets things seem to be stabilizing I hope they continue.

12/26/18

4:52am - My Home; Short Hills, NJ

I sent this in response to a Bloomberg new article about the potentially disastrous effects of the tariffs on the world economy in 2019.

Hi Mike and Kay,

Looks like the world now agrees with my predictions of trouble. Early January we will need to plan budgets for the year for R&D, marketing, a freeze on more equipment, hiring and a section by section review of where we can

save money including all locations. The new system should help greatly with efficiency, cutting costs and inventory, we will need all of the advantages we can gather, it looks like it could get rough.

*Regards,
Andy/Dad*

12/26/18

2:49pm - My Office; Maplewood, NJ

It was great getting back here after the long weekend, I am really bad at taking time off. Even so Kay and I left at 9:50am to go home for Alex's Birthday brunch which was a highly pleasant experience. It was then back here for more work on the ISO Systems Audit plus various other issues that could all not be immediately fixed. It was great having Kay visiting but it was obvious that she will be much more effective and happy-business wise-when she lives here full time starting in December.

12/27/18

3:52pm - My Office; Maplewood, NJ

I went out biking this morning. It was 30 degrees F and a good reminder that it was too cold to be out in the pre-dawn air. Maybe with sunlight it will be okay, I will try that again but otherwise 32 degrees was my new bottom limit for biking. Once here it was a day for the continuing reorganization of our company looking for that "sweet spot" where everyone is utilized to their best abilities. I also worked on the ISO Interior Audit and am doing a bunch of pricing for one of our Mexican customers. I also gave Don, from Canada, a pep talk about how to sell in a Recession.

12/28/18

2:33pm - My Office; Maplewood, NJ

The amount of paperwork needed to run a company, no matter what the size, can be staggering. Besides the forms demanded by our state and federal government we also have various ISO and OSHA related systems which require a lot of training, compliance proof and other documents. I am not complaining, mainly because a lot of the records involved center around promoting better overall quality, being good to our environment and the health and welfare of our employees. It may seem easy when manufacturing, simply build the product, ship and invoice. The real key to both survival and profit however comes from the ability to maximize the amount of finished products from the raw materials. It also should be done in an environmentally positive way and then disposal of the waste in an approved manner. In fact, most pollution is simply the by product of inefficient manufacturing. It may sound counter intuitive but the better we are to the environment, in all ways, the more money we make. It is a philosophy unfortunately not shared by nearly enough company owners

and one reason we are happy to share our system with others so they can also do "it" better.

I am incredibly fortunate in that I often don't mind doing a lot of the required paperwork. I also like working with systems and processes to make them more efficient to save time, money and overall efficiency. When I was first in the family business my Dad used to pound into my head that running a company was not easy, the details would kill me if I let them and in the end I was mostly paid on my ability to handle increasing levels of stress and frustration. The bigger we got the more people were involved and the more complicated the relationships over time. Again I am highly fortunate in that most of the time I find that process fascinating especially with the various personalities of our employees. Since I have no problem with quirky, highly intelligent, motivated teammates our various companies have become hotbeds of unusual people.

They want to do their jobs well, have their opinions and ideas considered and not have to suffer working with anyone who can't carry their own workload. Excuses do not do well in our working environment, neither do slackers or anyone not willing to learn more in many areas. If you want to work incredibly hard, get paid well and constantly learn new things our company is a haven, if not you will not last long. There is a government shutdown in progress and various government institutions are closing in sequence. Next up is the Smithsonian and the EPA. I am way behind on the first edit of my new book, I will continue now.

12/29/18

1:08 - My Home; Short Hills, NJ

The huge storm that roared cross the US finished last night brought with it a lot of rain and moderate temperatures. I had a delightful bike ride in almost 50 degree F sunshine which is very rare for this time of year. Once back I had tea with my friend David and he confirmed what I had been fearing. While his area of commercial real estate was still strong the residential market in New Jersey/New York hit the skids a few months ago. The victims of rescinded tax write-offs, the tariffs, the potential economic down turn and too much inventory. He stated that his market normally follows their lead nine months later which meant that by the third quarter of 2019, if I am correct, the recession will not longer be a question but a big worry as to how deep and long it will last. The best way to head into tough times is head on with the least amount of debt on hand. If business slows we will reduce our expenses and consider layoffs but so far December has been good and the prospect for January is also okay.

There are few people whom I would listen to regarding how to handle this situation and I have not asked for any guidance. I have the most experience regarding our situation, I have the responsibility and my course is to be conservative enough where I can sleep at night. I am all for taking

well-timed chances but for the next twelve months I plan to be extremely selective as to what we do. I believed we are really well positioned with our varied product lines, new equipment, our teams and worldwide locations which will enable us to be flexible where needed. I am worried, I am also excited because times of extremes can mean great leaps in new areas and I am ready. I am 62 years old. Kayla is moving back to New Jersey in September. That means she will be in the middle of how we handle the coming economic changes. By the time the next Recession comes, probably when I am 70 or 71, then by that time she will have already had all the experience necessary to handle it herself and with me in the background for advice and moral support. Her training would not have been complete without going through multiple cycles and the one coming up here is probably going to be exceptionally unpleasant but highly necessary for her development as a manager and leader. It is relatively easy to lead when business is good and growing but a totally different arena in very tough times with debt and layoffs. She needs experience of all types.

12/30/18

4:17pm - My Home; Short Hills, NJ

It was 34 degrees F this morning so after my inside workout I went biking. It was pleasant, I was dressed for it so all went well. It has been a calm, peaceful day. Some good news from my brother that my niece Lisa announced her engagement to a man from the Netherlands. He is moving to San Francisco to be with her, I wish them a very happy and long marriage, no word yet on any wedding date. My son Ben is now on a biking vacation in Spain. Starting tomorrow he will ride about forty miles a day to a new location to stay for the night. He expressed some surprise before he left that I still worried about him, I told him that even if I did not always show it, my concern for his welfare was always at a high level. I am glad I actually told him, he is always in my daily consciousness.

President's Trump and Xi have allegedly been trying to work out some sort of trade compromise between the US and China. I will believe it when I see it in work. Many of the world stock futures markets seem to like the idea but that can change in an instant. I asked Don to go into the headquarters of the Toronto Home Shopping Network TSC. In the next few weeks we have six hundred Vests coming into Toronto. I am willing to heavily discount them for a quick sale also get the television exposure. He did get into the building but the buyers were off for the holidays, he will go back to find out the right person for our commodity.

12/31/18

1:15pm - My Office; Maplewood, NJ

The last day of 2018. When I went out walking this morning, it was 29 degrees F and too cold to bike so I went out jogging/walking. It was beautiful and I could already tell the swing towards more daylight had

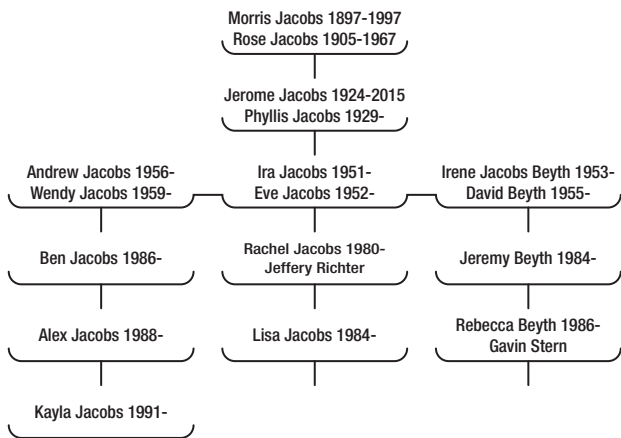
started and I was not in as much darkness as previous days. As was normal when I got to the wooded area at the top of the development where we live I saw numerous white tailed deer which only added to the holiday spirit. Once back here in the office I found out that one of our office people was in the hospital. It turned out to be pancreatitis and she will be operated on tomorrow. I am hoping she will be back this Monday. Elsewhere our new database is scheduled to roll out on Wednesday when we get back from the New Year holiday and I have huge expectations to streamline our processes and make us much more efficient. Mike is home working on it as I write.

Elsewhere our team here is working hard to finish out the orders needed to ship today with an upbeat spirit. It is always strange finishing a book, it means the year is done. Whatever happened good or bad can be reflected upon but never changed. I try and never to second-guess myself so I will keep looking forward. Our teams globally did a fantastic job under extremely challenging and changing economic and political global conditions which will only accelerate in the months to come. With every year the pace of advancement gets faster and only those who can revel in the quest to excel can survive and thrive. My hopes for 2019 are that the coming Recession is not too bad, the Tariff debacle is at least stabilized so we can plan for it ramifications and hope that there is enough business globally where we can attack and grab a good part of it.

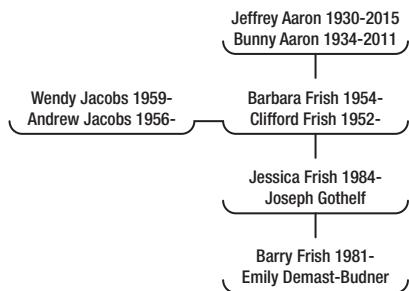
Staying the same is not an option, we have already ordered new equipment for next year. In addition Kayla is moving back to New Jersey in September and we will spend a lot more time pulling our various teams together globally to work as one fighting unit. We will help each other to grow, prosper and utilize our various positions where they work best. It has been a very good year for our BuildTak line, sales are up everywhere thanks to Kayla and her team. The SwaddlePax Vest has been launched but so far had almost no sales. It is my personal goal to change that situation and do it with using the least amount of advertising money possible. We will continue to prototype new products and inventions to keep ourselves in the front line of innovation. We have to stay in the lead to give us position to try see where the rest of the world is headed. As I have said before, I am an incredibly fortunate man, blessed in many areas and I take absolutely nothing for granted. We will continue to work our hardest, in the smartest ways possible looking for the next new “thing” whatever that is and have the joy of being able to be on the journey to get there. I hope your 2018 has been incredible, thank-you for whatever area we have touched upon together and I hope we can work together much more in 2019.

NAME LOCATOR

JACOBS FAMILY



AARON FAMILY



BUSINESS ASSOCIATES

- Ideal Jacobs US**
 - Vincent Santoro, *VP of Global Manufacturing*
 - Mike Valentine, *Vice President Operations*
 - Richard Green, *Sr. Manager of Technical Sales*
 - Eileen Mroczek, *Sr. Manager of Cust. Relations*
 - Dave Alexander, *Die Maker / Tooling Specialist*
 - Doug Winters, *Production Manager*
 - Igor Lebre, *Prepress Manager*
- Ideal Jacobs Europe**
 - Igor Gomes, *Managing Director*
- Ideal Jacobs Mexico**
 - Paulina Vallejo, *General Manager*
- Ideal Jacobs Xiamen**
 - Ben Meng, *IJX President*
 - Allan Du, *IJX General Manager*
- Ideal Jacobs Canada**
 - Donald Lem, *Sales Representative*

FAMILY FRIENDS

- Dr. Kevin Browne, *Andrew's Dentist*
- Elana Hager, *Family Friend*
- Paula Green, *Friend*
- Jerry and Laurie Levey, *Friends*
- Dr. William Menard
- Gary Moscovitz, *Accountant; God Father to Kayla*
- John Rudder, *Friend*
- Jean Shepard, *Radio Celebrity; Andrew's Mentor*
- David Williams "Uncle Dave," *God Father to Ben*
- Dr. John Capriglione, *Chiropractor*
- Mike The Driver, *Andrew's Driver*

COLOPHON

This book was prepared using Adobe InDesign 14.0.3 on an Apple iMac 3.4 GHz Intel Core i7 running macOS Mojave 10.14.6. The original text was supplied from the author as individual Microsoft Word files and was imported into Adobe InDesign.

The body text is set in 10 point Optima Regular. Time stamps are typeset in 10 point Clan OT Bold. All body fonts are PostScript Type 1 fonts.

Cover design and concept created by Mike Ward using Adobe Illustrator CC on an Apple iMac 3.5 GHz Intel Core i7 running macOS Mojave 10.14.5.

Layout and formatting were done by Richard Green III and Mike Ward.

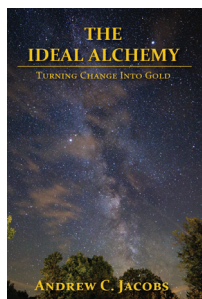
Editing was performed by Richard Green III, David Perez, and Mike Ward. Proofreading edits were entered into master Microsoft Word documents. Text was then imported and formatted in Adobe InDesign.

The finished layout was exported from InDesign in Adobe Portable Document Format (PDF). The resulting PDF file was uploaded to the Ideal Jacobs Corp website (www.idealjacobs.com) for digital download and digitally transmitted to the print facility for imposition, set-up and printing.

RG3

ALSO BY ANDREW

Books



The Ideal Alchemy: Turning Change Into Gold

Join Andrew on his worldly travels as he navigates the rivers of business through the ever changing rapids of the global market.



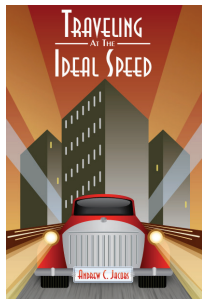
The IDEAL Direction

Which direction will Andrew go next? Download a copy of this book on www.idealjacobs.com and embark on the journey with Andrew and find out where he will go next.



The Ideal Climate

Log on to download our first digital release and continue the journey with Andrew Jacobs as he looks for the ideal climate for business and sales. Exclusively available at www.idealjacobs.com.



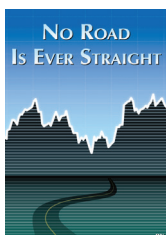
Travelling At The Ideal Speed

Fasten your seatbelt! Hop in and take a trip with Ideal Businessman Andrew Jacobs as he travels around the world pursuing new areas of business and other challenges.



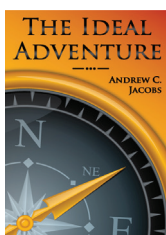
Going Public The Ideal Way

The adventure continues with one of Andrew's life-long dreams coming true of the Ideal Jacobs Asian group going public on the Malaysian Stock Exchange. Read about what it took to complete that quest and the other momentous advents that occurred.



No Road Is Ever Straight

Come ride the road with Andrew Jacobs and his team and see how the three dimensional highway of world business keeps changing the landscape ahead and forces them to adapt, improve and want more.



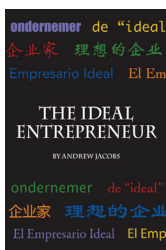
The Ideal Adventure

The Ideal Adventure is the continuing story of eccentric, crazy, obsessive compulsive Andrew Jacobs who is leading his small mutli-national company into the 22 century. Why wait until this one is over?



The Ideal Era

The Ideal Era chronicles the adventures in the life of global entrepreneur Andrew Jacobs. His diary picks up from his last book with the exploits of life on and off the road as he tries to build a small global empire. Come along for a truthful ride of world business from one man's perspective.



The Ideal Entrepreneur

We had a window to get bigger, we knew it and tried to move as quickly as possible. While manufacturing plants were not necessary we did put in distribution centers in Mexico, The Netherlands and China. Coordinating sites, people and various cultures was and continues to be a fascinating challenge.

ALSO BY ANDREW

Audio CDs

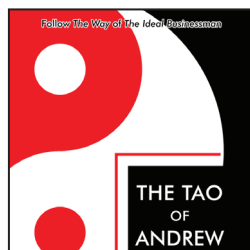
On The Air

My dream of being a radio celebrity finally came true thirty-three years after I graduated college. I was finally in New York City and had two radio shows in the biggest media market in the country. The best part – I really loved doing it and the fact that I had to wait more than three decades only added to the joy.



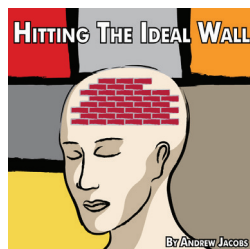
The Tao Of Andrew CD Box Set

In my life there have been turning points that have defined who I am. The four CD's in this box set have documented some of these moments, the people involved, how they have affected me and what I have learned. It is my hope that talking about some of my bumps and bruises will enable you to avoid them and allow you to move forward faster with a little less pain.



Hitting The Ideal Wall

It happens to all of us. The world closes in and there appears to be no way out. We have hit “the wall.” Listen how you can keep that wall from crashing down in front of you and blocking your way. Turn it into the “Ideal Wall” by putting it behind you as a support to launch you toward success.



The Sunday Night Lifeguards: Living Through Tough Times

What happens when the economy slows down, unemployment skyrockets, retirements are pushed back and suddenly job security and the mental well being that goes with it are in jeopardy? How much money does it take to make us happy? Who decides and how do we know if we are doing it right? Our answers may surprise you.

