THE IDEAL ALMANAC

I waited 45 years to make this speech.

Hello and Welcome to the June edition of the Ideal Almanac.

June 1st marks our 101st year in business and on June 4th, we will be having a celebration here at Ideal Jacobs US in New Jersey.

Here is a copy of my speech:

I want to thank everyone for being here. This toast is the only speech tonight.

I first want to point out my mom, Phyllis Jacobs. In addition to being my mother, she has also been my protector and confidant. I cherish her counsel and she has one of the sharpest minds I have ever seen. Speaking of sharp minds, the next person I want to acknowledge is known as "www" or my wonderful wife, Wendy. Being married to me cannot possibly be easy but we have had an amazing life together, which we both say is forever and beyond. Our kids, Ben, Alex, Kayla, Carla, and Scott are also all here. To say I am proud of all of you is a grand understatement.

Ideal Printing and Office Supply Corporation was started sometime in 1921. Since we never knew the exact date, I chose June 1st since that was the day I started 45 years ago in 1977. My grandfather was an amazing man who started with nothing and created our company while still holding onto two other jobs in case it did not work out. He was successful and sailed through the Great Depression and World War II. He brought his two sons, my uncle and my dad, unwillingly into his company in the late 1940s. Both were smart, tough, aggressive, and successful. After my grandfather's retirement, they did not get along and split up in 1971. My uncle kept the plant in Manhattan, which eventually closed, and my dad came to New Jersey to become a printing broker, which meant he did not have his own plant. He was happy with it being just him and his secretary. My mom stepped in here, as she had before, and forced him to hire me as a salesman. He sent me on the road selling door-todoor, a rite of passage to see if I could survive.

It turned out that I liked being on the road. I loved to sell, still do, and eventually, my father agreed to train me. As time passed and I became successful, he accepted me as an equal, one of my greater achievements. I then met Wendy; we fell in love, still are, and have an incredible life together with our three kids, who are now amazing adults. God shined and keeps shining. I was fortunate enough to be born into a company that I loved. We started to grow, I wanted a big company and my dad did not. He retired and we later opened up our first plant here. One of our biggest customers then said we had to expand globally immediately. One of the places was China. I knew a man there, Wayne Meng, who introduced me to his brother Ben in 2003. We became partners on a handshake that continues until today. His daughter Emporia is also here, though Ben could not because of the Chinese travel restrictions.

Still, we have the most fantastic relationship. We sometimes email, rarely talk on the phone, and see each other even less, but we have a fierce connection, like being brothers in a past life. We opened up plants in China and Malaysia and offices in Thailand and Israel. I gave up trying to understand how it worked and just accepted divine intervention and enjoyed the results. In addition to Ideal Jacobs US, we also set up small distribution centers in Mexico, headed by Paulina Vallejo, and Belgium, headed by Igor Gomes, and

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I waited 45 years to make this speech. (cont.)

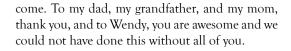
a sales office in Canada run by Don Lem. You can meet a lot of our IJUS people who are here today.

Eight years ago, I persuaded Kayla to come work for us. I figured that she would be highly competent, intelligent, organized, and had the potential to be a fantastic salesman and boss. As it turned out, I underestimated her abilities; she was the best. But our business was not her passion, and she had the courage to tell me it wasn't for her. She wanted me as her dad and not her boss. Believe me, it was not easy for her, but I have incredible respect for her judgment and instincts, and she was right. She now works for a software firm, is doing great, and we get along better than ever. It was the right decision.

This brings us to two years ago and COVID. We were 6 months into it, and Jill, manager of our shipping department, turned to me one day and said I had gotten a lot easier to live with since the pandemic. With all of the perpetual changes happening at an increasingly greater speed, it became evident that our company is not run by machines but by people. You can't force people to work when they are scared, unhappy, and don't feel appreciated. As my dad always said, the Golden Rule works, treat others as you wish to be treated and that is what I have tried to do. Okay, the singing and occasional dancing might have been overboard, but being human is what we are. We spend more time together at work than we do at home and what is the point if it isn't as pleasant as possible.

In closing, I want to thank our teams, our families and our friends for being here today. Celebrating 101 years is an amazing accomplishment and a fantastic journey with, I hope, many more decades to

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A toast to Ideal Jacobs. Thank you all, now let's eat!

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