

The Ideal Century



Andrew C. Jacobs

THE IDEAL CENTURY

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DEDICATION

I have very good friends. I always knew that, but there are times when they step up to show how really amazing they can be. As you will read in this book, there was a time when we were working on a carbon credit project that would have involved going into the Indonesian jungle to work with the indigenous people to take soil samples.

As you can imagine, an expedition like this was not without its dangers. The first was going into the forest with the various risks of insects, animals, and germs, as well as the indigenous people themselves. We had also never taken soil samples before, nor had we interacted with the people who would be guiding us. In fact, every part of it was new and to be honest, potentially dangerous. But I was not planning on sending anyone in to do anything I was not willing to do myself, so I asked three of my friends, who I figured could not only handle the rigors and responsibilities of the expedition but would enjoy the process.

Therefore, I emailed Vincent Santoro, our Vice President of Global Manufacturing, Jim Jensen, a friend I have known for four decades, and Roy Bond, a more recent friend but one with whom I felt an immediate kinship. They all replied immediately that they were in. Their wives were a little more reticent, but they eventually agreed too, since I was leading the group and they knew whatever happened would happen to me first. They trusted our ability to plan and prepare for wherever we thought could happen. I was truly honored and inspired that they all said yes and I will never forget their offer to help. As it turned out, we did not go, however, they were willing, which is truly amazing, and I, in return, will do the same for them.

Regards,
Andrew

ACKNOWLEDGMENT

I have been incredibly blessed to have great people working with us around the world. We found them usually a combination of someone knowing someone else, fate, divine intervention, and the willingness to make very fast decisions with very little information. I am equal parts crazy, optimistic, paranoid, germaphobic, attention deficit, totally afraid of change, willing and loving to take huge chances, and I am sure a whole lot of other “stuff” I cannot recognize in myself. However, that also means that we can have employees with unusual “quirks” that other companies might not embrace. This has enabled us to build a network of global teams of fantastic, while offbeat, employees who can do fantastic work as long as they are given room to breathe. We might not be “normal”, but we can also accomplish the “almost impossible” and I would not trade any of us. Here is to our people around the world, thank you for helping us build our global company; with your help, we have no ceiling.

Regards,
Andrew

PREFACE

One of the greatest things I can say about life is that it is not boring. Between Covid-19, inflation, global supply chain issues, the war in Ukraine, tensions in Taiwan, global politics, and life in general, the pace of change continues to accelerate. That acceleration is our passport to global growth and prosperity. However, it could also be the pathway to becoming overextended, in debt, and cash poor. Welcome to the life of an entrepreneur. In the following pages, you will see what I saw, what roads we took, what succeeded, and what failed. It was a crazy mixture of everything, just like last year and most likely will be the same for the foreseeable future. As is always, the failures are all mine and the successes are a combination of the actions of our global teams. No one gets to any success strictly on their own.

Thanks for reading. See you on “the road.”

Regards,
Andrew

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JANUARY

1/1/2021 – Friday late afternoon | Our House, NJ

After my usual weekend workout this morning, I went out biking. Due to the weather conditions, I had not been able to ride for the last two days. Combined with last night's gluten-free pizza binge, I was over 3.5 pounds above my weight goal, which was unacceptable, so I used my heavier weekday bicycle which burned more calories than my normal weekend bike. It was a wonderful workout and after lunch.

Wendy is feeling much better today. Yesterday she got her second shingles inoculation and had a flu-like reaction to it. It made for a very quiet New Year's Eve, which is normal for us anyway, but I am very glad she was better.

People chide me for emailing and otherwise contacting people on weekends and holidays, but I view it as a compliment that I think enough of them that I want to include them in the latest developments of whatever is going on. Most agree, and I have never met anyone who was highly successful or would be in the future, get angry at them for disturbing them. The idea that there are boundaries and rules regarding business communication, innovation, and the chances to move forward is a myth. Successful people want to be kept up to date immediately and would much rather be involved than delayed or, worse yet, left out.

1/2/2021 – 7:28 a.m. EST | Our House, NJ

Failure Forward

2021 is the 100th anniversary of the start of our company. We are

putting together a special book to be released later this year in honor of the monumental event. Among other things, it will have excerpts from my books, newsletters, and blogs. As I go through them, the thing that strikes out the most is how many ideas I had that did not work. Multiple times, we would put forth huge efforts, time, and money only to have the projects fail at various parts before completion.

That process continues today with more ideas in work, hoping that we will find amazing ways to help ourselves and our world. I learned a long time ago that nothing goes in a straight line, and I have to try numerous pathways to find the best way forward. There is nothing wrong with trying something that doesn't work out the way you plan. In fact, it is the only way to even get the option to get where you want to go.

1/2/2021 – Saturday afternoon | Our House, NJ

It has been an amazing day. I did my usual weekend workout and saw my wonderful brother after lunch. He is well, and from there, I went back home to start the fire-pit because Barb and Cliff were coming over to make s'mores. S'mores are a delicious concoction created by toasting marshmallows over an open fire and then sandwiching them between two graham crackers with a piece of chocolate. If you have never had one, trust me, they are worth the effort. We had a really nice time sitting around the pit, adding firewood as time passed and talking.

1/4/2021 – 3:08 p.m. EST | Our Office, NJ

I was up at 3:00 a.m. I needed to work out early to get to the dentist by 8:00 a.m. I made it with less than 10 minutes to spare. The office visit went well. The dental hygienist mentioned how the pandemic adversely affected people's regimens and teeth. I was good except for a bit of staining from drinking tea.

1/5/2021 – 4:40 p.m. EST | Our Office, NJ

Most of the yearly interior audit I am conducting is complete. We have our quarterly Quality, Environmental, Health, and Safety meeting tomorrow. When that is done, I can finish the audit. Lots of paperwork, and all seems well here except the ever-present specter of another COVID-19 variant across the Atlantic. There is no word yet on our offer to help clean the local vaccine center; hopefully, it will come soon. Wendy, Barb, and Cliff may volunteer at one or more of the vaccination centers, and if we can help protect them and others, I want to do it. The runoff elections are on in Georgia. Control for the Senate is at stake. There is a huge rush to try and get the vaccine. Hopefully, we can all get ours before being in COVID-19's direct path.

1/7/2021 – 4:43 p.m. EST | Our Office NJ

It has been a very good day. After my workout, I went to see my urologist Dr. Seidman. He is an experienced doctor, and I have total faith in his abilities. He said everything was good, and I walked out of his office floating on air. I have an amazing team of doctors to keep me in the best overall health possible, and when they say things are fine, I feel great. My day was excellent. I had a chance to talk to Kayla and Alex. Both are well, and I finished the annual interior audit.

On most days, I take multiple walks throughout our plant. The pandemic had created a continuing, high level of stress that shows immediately in flare-ups and general trouble over time. Part of my job is to be a cheerleader, listen to problems, and herd off trouble between our employees before they get worse. It takes time, but our team is great, and they are worth it. Without them, we have no company, and I will never forget that. We are on the battlefield together, and we have to look after each other day to day. Still, the effects of COVID-19 over time are already showing with heightened stress levels in evidence.

Unfortunately, yesterday the Capitol building was stormed by a

group of domestic terrorists. Four people died, and I am assuming there were also many wounded. Many blamed President Trump, and the call for his removal has ramped up. The Georgia Senate races ended in wins for the Democrats, giving them effective control of the Senate. It was apparently too much for President Trump, who then tried to stop the Electoral Process by any means possible. There is the worry that he is unhinged mentally hence the calls for his early departure. However, he is leaving in under two weeks, so that probably will not happen. The worse Mr. Trump and his allies act, the worse it will be for all Republicans, and the opposite effect of what they are going for will happen. This will empower liberals and progressives and only increase what they will be able to achieve. The tumult is not done by any means, and President Biden has his work cut out for him to try and unify our country. I wish him the best, and he will need all the strength possible from divine intervention to bring us back to one country.

1/8/2021 – 9:14pm EST | Our House, NJ

It was 26°F this morning, too cold to bike, so after exercises and the ARC in our basement, I had a very pleasant, invigorating walk outside. I saw a cardinal in the small patch of wood a few streets up; its red color was spectacular and always a pleasing sight. Once in the office, I had a lot of paperwork, a Human Resources issue. When people work together, it is not unusual for things to be in a tumult. I also got an update from Sahar. She normally sends us pictures and a letter at least once a month, and we have a large mailing list who enjoy seeing them. People love this project and seeing how it is progressing.

We are getting the plant ready for the new bottling machine arriving at the end of this month, which entails moving four large shelves out of the center of the machine shop area. The Sharperson brothers have already adeptly moved two. They have finished prepping the area across from our metal laser for the last two to be done on Monday. Once finished, everything should fit nicely, but we are quickly running out

of space, and we have three more generators coming in soon. For now, they will simply stay in their crates.

It was then off to the chiropractor for a session and home to dinner with Wendy.

There are now two COVID-19 strains here in the US, and they are probably already in New Jersey. Our products are definitely, urgently needed. May God continue to shine down on us to keep it going.

1/9/2021 – 4:39 p.m. EST | Our House, NJ

I saw my brother Ira and my mom today. Both are well.

I continued editing my writings from the past 20 years for the centennial book. I just finished 2016; there were a lot more letters to my relatives than I thought, a very good thing.

President Trump has been stripped of his Twitter and other accounts. He has been basically neutered regarding mass media and will have to use the major news outlets he hates if he expects to get a message out before he leaves office. There is talk of impeaching him again, this time to ensure he cannot be elected again; I like the idea. Mr. Biden is showing signs of being tough with China. I am figuring he will not change the tariff situation anytime soon, so there are more complications to be concerned with in the future. It is safe to say it will take a good six months for things to settle down, and we can get a clearer reading on US diplomatic and financial philosophies.

1/10/201 – Sunday Night | Our House, NJ

Standard weekend workout, all went well. Over the past two days, I have gone through two more of my books, looked for letters to my relatives, and through other entries I thought might be of interest.

I have a few more books to go through, newsletters, and my LinkedIn posts before I can start the final culling of information. Once

done, we can begin editing, typesetting, and creating graphics to be brought to press by June 1 with a release date of September 1.

Elsewhere, the world continues to close in on President Trump. Calls for his resignation and/or his impeachment continue. There is talk he will try to pardon his family and himself before he leaves office. I am sure governments worldwide are licking their chops in anticipation to try and take advantage of our situation. President-elect Biden has the best and worst of it. Things are a mess, but there is a lot of low-hanging fruit for which he can make an immediate, positive splash. I wish him Godspeed and clarity.

1/12/2021 - 4:20 p.m. EST | Our Office, NJ

I got my Trek Bicycle back yesterday night, and midway through my ride this morning, I realized that the new gear system that had been installed had started slipping. As I rode, the gears would shift on their own, which not only made it very difficult to ride, but also dangerous. On the route, I texted the bike store, and to their credit, the manager was at my house two hours later doing the repairs himself. While stopped, I checked the temperature; it seemed pretty cold. It turned out that, without trying, I had achieved a new cold record, 25°F with no wind. It was not terrible, so I will probably go that low again. Once here, it has been a lot of paperwork.

A bunch of us went to the roof; it was a sunny day here, and the direct sunlight on the black-covered hives gave the bees some cause to venture out of one of the hives, and it was nice seeing them fly around. The other hive did not show activity, but that is not unusual at this time of year. If the hive is dead, we will rebuild it in the spring. I spoke with Brett, our Bee supplier, and he will deliver four nucs and some other equipment to us in mid-late April. They will immediately be transferred to the full-size empty hives in storage, and we will hope for the best.

President Trump is fighting to stay in office for the last week of his

term. After the insurrection at the White House, where five people died, many feel he has committed what amounts to treason. That remains for Congress and probably Supreme Court to eventually decide. COVID-19 deaths and cases are still rampant around the world. Unfortunately, I believe the virus will come in waves, so even when this current battle is fought, more will follow. The best hope is mass vaccination and herd immunity. Still, if the strains keep mutating, it will probably mean continuous mass immunizations.

As usual, I have no idea what is happening with the global stock markets. Since we are putting a lot of money into the anti-covid project, the balance of our personal money is in conservative areas.

1/13/2021 – 2:51 p.m. EST | Our Office, NJ

As you can tell from my earlier entry, I'm quite excited about going on my first sales call in about ten months. It has massive potential, so Nick and I are busily preparing. As with all encounters, I try and figure out what might be of use or how to fix a problem the customer might be having, and in this case, we already know the answers. They are looking for a superior cleaner that works better, has less odor, and is cheaper than what they use now.

The vaccine will be offered to those 65 years and over, so I should be eligible in less than 5 weeks. Judging from what is coming out from the government and the Biden camp, there will be no immediate thawing of Chinese relations which means the tariffs are probably on for a while.

1/14/2021 – 4:40 p.m. EST | Our Office, NJ

President Trump has been impeached again. It is up to the Senate as to what happens next. They won't decide until after President Biden assumes power.

More work on getting ready for tomorrow's sales call. It is wonderful having the capability to make our own very cool business cards. We are

in the process of doing so, and Nick and I will be well prepared.

1/16/2021 – 9:13 p.m. EST | Our House, NJ

It has been a very good Saturday. I did my usual workout and biking routine and visited my mom and brother. Eve and them have appointments for COVID-19 shots, Wendy and I do not yet. Apparently, there is a nationwide vaccine shortage, a very bad thing, but I hope it will be better soon.

1/17/2021 – Sunday late afternoon | Our House, NJ

It has been a very pleasant day. I extended my bike ride to the ATM near our office. After lunch, Wendy and I went to Dunkin' for iced tea. I have been doing some paperwork to prepare for this week and editing the new centennial book.

1/18/2021 – 7:39 p.m. EST | Our House, NJ

It has been an excellent day doing paperwork and preparing for the big plant tour on Thursday.

I got a call from a friend to go to the local COVID-19 vaccine center. There were a few extra doses leftover, so Wendy and I got them. We go for our second shots early next month. It was a huge load off my mind and the first step for us to be more “normal” day to day and travel again. Of course, we will still have to wear masks, but that is okay.

1/19/2021 – 4:21 p.m. EST | Our Office, NJ

Alex called me to say there were two new strains of COVID-19 circulating; one might be resistant to the current vaccines. He is otherwise well and looking forward to the new Biden Administration taking over tomorrow, as am I.

1/20/2021 – 8:29 p.m. EST | Our House, NJ

We got a new president today—may he go down in history as one of the best presidents.

I ended up biking in the snow, which was not my original intention, but it worked out well. After that, it was to Dr. John, my chiropractor, and then home to my wonderful wife. I am a very fortunate man, and I know it.

Tournament-Tough is Not Just for Sports

Part of my job is sales. I love it; going after customers, sometimes halfway around the world, trying to figure out what they want and need, which are often two very different things. But in order to do my job correctly, I have to be in the best possible mental, physical, and spiritual shape. While I can constantly train, which I do, if I am not on the actual “firing line” in front of potential customers, I lose my edge. The pandemic forced me off the road up until last week. We were able to start some visits and have people come in for plant tours. Getting the vaccine last week was a huge leap forward in broadening my global scope. However, it became apparent quickly that despite all my preparation, being in front of the customers was draining me quickly. I was out of practice, and by the end of the day, I was exhausted. The good news is that the more I do it, the better I will get and the longer I can do it. It will take a few months to recapture the tournament-tough level from the pre-pandemic days when I could travel with little sleep over multiple time zones and love the adventure. It is a very worthwhile goal. Even the training aspect is gratifying because I know that if I push myself to my limit, the chances for our success will multiply accordingly.

1/21/2021 – 4:50 p.m. EST | Our Office, NJ

I went to the ear doctor today for a cleaning and afterward, I could hear a lot better. It is something I should have been doing yearly and

have made a note to check.

President Biden is signing many presidential orders, but the main thing will be to see how well he can create a coalition with the Republican senators.

1/22/2021 - 2:53 p.m. EST | My Car, Livingston, NJ

This morning our house alarm went off after Wendy and I left.

The alarm company could not reach us, so they called my mom, brother, and Cliff. Good to know they were thorough. The police came to the house and the officer checked out our basement to be sure nothing was wrong. Our town police are excellent and Wendy later set about getting the system fixed.

1/23/2021 – Saturday early evening | Our House, NJ

I rode my new mountain bike this morning. She was excellent, and after a few modifications next week, she will be ready to become part of my weekly rotations. Any day in the winter I can bike is a very good thing. I always travel the same route so I can focus more on my mental well-being as opposed to figuring out where I am going. It is usually a very relaxing yet exhilarating workout and helps keep my weight down. I saw David afterward. He is well and is rapidly recovering from his second hip replacement. Janet is also doing much better.

David and I spoke about work and life. His business is very different from mine and it is always interesting to see his point of view regarding the economy and the world.

After a big lunch, I went to see my mom. She is well and is getting her vaccine in the middle of next month. After that, she can start playing bridge and mahjong again, so her life should be more interesting and blissful. I stopped at the market and the plant store on the way home. I bought two pots for our house, the usual man was there and we chatted

amiably. We are replacing one of the broken pots here and I may swap another one out or simply end up with an extra. Wendy is fine with it; she likes the flowers.

Suddenly talk is moving back to a possible recession/financial crash. I will keep monitoring the news.

1/24/2021 - Sunday late afternoon | Our House, NJ

It occurred to me that, as my wife has said, we have no boundaries when it comes to work. If I have something that I want to email, check, or try and accomplish, I give little thought as to the time of day, day of the week, or whether it is a holiday. The more energy I put out, the more people will tend to do the same. It is infuriating to some people, especially those who want to keep specific work hours and have their time off be sacrosanct. Some think I am crazy, arrogant, condescending, and do not think about nor care about other people's free time. I am probably a mixture of all, but when people need things done, I believe they come to and depend on me because I am not shackled by pre-determined time slots of when and how I should be working.

Besides, I find working is more often a lot of fun than difficult, so it is not a chore for me to keep going. I am incredibly fortunate to have a job that I love in part because I created the environment to utilize my strengths and downplay my weaknesses. I have the best people working with me; they are well compensated, and know that I cherish them both by how I act and treat them. The emails from this morning, which included people from Europe and Asia, did not settle anything nor accomplish a great deal, however, it did move things along, and that alone is a major plus. The fact people know that I am working and monitoring what is going on normally breeds even more strength in our relationships and ability to work together, and if it doesn't, then it tells me even more about the people we are dealing with.

After my workout and lunch, I saw my wonderful brother. If

everything goes as planned, my siblings, their spouses, Wendy, and I should all be fully vaccinated by the end of March, which will mean I will finally be able to go back into my Mom's apartment after about a year of having to meet downstairs. The current viral spread seems to be easing, but more mutations are already here.

1/26/2021 – 4:55 p.m. EST | Our Office, NJ

There was snow forecast this morning, so I went biking first. Except for some squeaky brakes, which will be fixed soon, my new bike was a great pleasure to ride.

1/27/2021 – 7:52 p.m. EST | Our House, NJ

Hello and Welcome to the February edition of the Ideal Almanac

Eulogy for a Very Good Man

When I got home last night, my wife Wendy gave me a special hug that meant something had happened. One of my brothers-in-law, also named Andrew, fought cancer for years and had passed. We were all saddened, but I had a special reason. He was friendly, pleasant, and never caused any trouble, but there was much more to it. God had put him into my life for a reason. I came from a background that is prejudiced towards gay people. I did not know how ingrained it was inside me until I made an unfortunate comment in front of Andrew, when I didn't know he was gay, shortly after I met him in 1984. He then refused to be in my presence. When I found out I had unintentionally hurt him without thinking, it sent me into a spiral of self-reflection, which uncovered some very unpleasant things about myself. Realizing what I had done and what "I was," I immediately apologized and asked him to forgive me, which he graciously did. At his suggestion, we started over. From that moment on, I radically modified my beliefs and behavior not just toward gay people, but other groups and it changed my life for the better.

My new philosophy was of tolerance as my base, and with the help of my wonderful wife, a new era in my life began. Up until the pandemic, we regularly saw Andrew. We have gotten along well and learning from him over time prepared me for one of the greatest gifts that God has ever given me. Our son Alex, who is gay, is one of the most wonderful people I know. When he “came out,” it was not an issue; Wendy had prepared me in advance as I did not know. There were no problems. We have always treated him simply as a person and only our wonderful son. Without having known Andrew and realizing how prejudiced I was, I could not have been as prepared for when Alex came out. A seamless process full of love could have been a disaster with irreparable damage. I owe Andrew big time, my debt to him was to forever act with the most respect possible to everyone, and his legacy will go on for decades.

*Regards,
Andrew*

1/27/2021 – 3:17 p.m. EST | Our Office, NJ

I was able to bike this morning; it was gorgeous. Made even more so with the memory of Andrew’s passing. I try and give thanks every day and things like that make it ever more imperative that I take nothing for granted and enjoy each day. Wendy just called me regarding the time for Andrew’s funeral tomorrow. We will be there.

1/28/2021 – 4:03 p.m. EST | Our Office, NJ

This morning, I did not look at the wind chill factor because it was already at 27°F and I did not want it to stop me. It was a cold but pleasant journey; I kept my earmuffs on the whole time which is highly unusual.

Wendy and I drove to the cemetery for Andrew’s funeral. Considering that it was outside, the temperature was below freezing with wind, and there was a pandemic, there was a pretty good crowd. Alex came in from Manhattan. He and Andrew had always gotten along

well. The main eulogy was from Cliff's cousin, who did an excellent job.

Part of the Jewish ceremony is to help fill the grave with dirt. It always has such a final sound when the shovelfuls go in. After a funeral, we would used to go to Barb and Cliff's house to "sit Shiva", which is to eat until the evening minyan service and keep the primary mourners occupied to get them through the next few days. However, during coronavirus times, none of this will happen. I did see Myrna; she was as well as expected, considering her son had just passed. I will go see her this weekend with a copy of the article I wrote about Andrew. I hope she likes it.

I got lost on the way to and from the ceremony, but both Wendy and Alex were very calm about it. He is a wonderful man, and I am truly honored to be his father. Funerals are very difficult, especially if it is for someone I liked who had done me a great favor in the past, and the sooner I can get back on my normal schedule, the better. We already ordered trees to be planted in Andrew's memory in Israel and there will be more when The Farm has its next set of plantings.

1/29/2021 – 3:08 p.m. EST | Our Office, NJ

It was too cold to bike this morning—5°F wind chill, so I worked out inside, did the ARC, and went for a brisk walk. It has been a day of paperwork, new products, and pricing.

One of the advantages of writing is that you can look back and actually see what you were thinking. I have been combing through my writings since deciding on creating the centennial book for our 100th anniversary. I was going through my book for 2019 when I saw an entry that caught my eye. I predicted a significant recession with a lot of trouble through divine intervention. This was shortly before the pandemic occurred, so unfortunately, the forecast was mostly correct. A few days ago, I was in our basement, exercising in the pre-dawn hours, when I got a sudden message from above. This time it would

not be a recession but rather worse than what we have now. Wall Street gyrations with multitudes of small investors swept into the investing mix are eerily reminiscent of 1921. Check your history books, and I think that we are following the same path. As bad as 1920 was for many people, 2021 could prove worse. I hope I am wrong.

If the global vaccination programs do not cover a significant portion of the population to create herd immunity and if the COVID-19 mutations are not contained, then I see more of what we have now with the risk of a Wall Street meltdown. The pharmaceutical companies of the world have done a fantastic job with the vaccines. Hopefully, companies like ours can help with the disinfecting side. It will take a continuing global joint effort from every person, company, government, and help from above to get us back to any semblance of where we were.

1/30/2021 – Saturday afternoon | Our House, NJ

I went to see David after a brisk walk outside. He and Janet were feeling better from their surgeries. Still, he was a bit distracted with business matters which was fine, we are there for each other and have a long-term friendship. Hence, whatever either of us need, the other usually provides.

After lunch, I went to see my brother. We spoke about family, relationships, the world, and President Biden. We both believe that new laws will be enacted and others repealed that will most likely raise taxes, but hopefully it will not curtail our civil liberties. I am not against another stimulus package if it means that it can help a lot of people and avoid the recession that I think is coming. Unfortunately, there is a high frequency of economic parallels to 1929. When everything hits the wall, I hope we are still okay and can avoid the worst of what is possible.

I then went to see Myrna. Cliff was also there and Barry came a few minutes later. I did not stay; I just wanted to give her a copy of the tribute I wrote about Andrew. She really liked it and was happier it

would be sent out around the world via my book and the Ideal Almanac. I rarely know how people will react to my writing and if the effect will be as I hoped; in this case, it looked like it did. I really believe that Andrew is now with his father, Norman, as well as other friends and relatives who have passed. He was a very good man and I hope his next lives are awesome and we meet again.

I posted the tribute to Andrew on LinkedIn and texted Alex and Scott, so there were no surprises. I hope they liked it.

1/31/2021 – Sunday night | Our House, NJ

The impending snowstorm brought me back to the days of my youth. There was nothing better than a Sunday night snowstorm which had the double advantage of canceled school and the chance to shovel driveways and make money. I would go to sleep watching the roof outside my bedroom window inundated under constant waves of heavy snow and the wind would lull me to sleep, a feeling I never forgot. Alex came from Manhattan for lunch and then we went to see my mom. She was well, thrilled to see him and we had a pleasant visit. She will get her vaccine in a few weeks and then she can start her bridge and mahjong games again, which she has sorely missed. If all goes well, we may be able to gather for Passover this year which would be great. Afterward, he went back to the city and I got an iced tea, went to my office to get paperwork for tomorrow, and then picked up groceries for this week's lunches. I cooked dinner, and Wendy and I had a delightful evening. We are in the midst of a blizzard if the storm does not change course, we could be in for a substantial accumulation. I can't leave until we are plowed out. It looks like I will be working from home tomorrow as will most of our employees. It has been an excellent weekend.



FEBRUARY

2/2/2021 – 3:13 p.m. EST | Our Office, NJ

The blizzard mostly ended this morning. Unfortunately, it was too late to get cleared up enough for our people to go to work. Those who could work virtually did and the rest will resume tomorrow. I was up at 4:00 a.m. and shoveled so that I could get out of our driveway. I had on my SwaddlePax vest, which was wonderful, and I thoroughly enjoyed the adventure. I don't get a chance to shovel much anymore, so I try and take advantage of the opportunity when I do. We got about eighteen inches, one of the more significant snowfalls we have had in the last five years. I got here with little trouble, the roads were mostly good and I have spent the day alone doing paperwork and helping Netta go after new sales. After coming from the world of manual and electric typewriters, I find it amazing to be able to instantaneously communicate all over the world.

2/3/2021 – 3:11 p.m. EST | Our Office, NJ

I went outside to “neaten up” from the plow. In other words, shovel to the curb, so the entire driveway blacktop is once again visible. As every veteran snow shoveler knows, there is nothing like the satisfaction of seeing blacktop when you drive up to your house. Tomorrow I have to shovel a path over the backyard grass to get to our bike shed, even though it will probably be weeks before I can bicycle again because of the potential for ice and the predicted frigid temperatures. I also have to make a path for the generator company to

put in a replacement part so that if our electricity goes out, the unit will be able to supply as much power as needed via natural gas.

Work on the centennial book continues.

2/4/2021 – 4:00 p.m. EST | Our Office, NJ

After my indoor workout, I was able to shovel a path to our backyard generator and our shed. The generator is supposed to be repaired tomorrow, making me feel much better if the power goes out. The path to the bike shed was more wishful thinking as there is so much snow on the ground with more to come. I don't think there will be a chance to bid ride until early March. A bunch of us went up to see the bees. Their hives were almost completely clear of snow and it looked like our wind wall did its job for extra protection. It was in the mid-40°F and beautiful with a cornflower blue sky, bees were buzzing around us and it was blissful.

Our world is filled with all types of people, the bulk of whom think they are smart, savvy, introspective, and know why things happen. In my experience, the brighter and better adjusted the person, the less certain they are about everything and the less they talk about what they know. People who are certain about why things are, are generally not correct. People who think they are very smart, usually are not. People who think they are great manipulators, generally are easy to handle. People who think they are great listeners but never stop talking, are also relatively easy to move. Egomaniacs are the worst because they believe themselves to be the smartest about everything and are master manipulators. Dealing with them takes patience and cunningness and puts your sense of morality to the test.

2/7/2021 – Sunday morning | Our House, NJ

I am unclear about my path and find it highly unsettling until I find a way. Ideal Jacobs is always my main focus, but I have time for

something else. My mind has been trying to find an additional path. It is unsettling, but change is usually a good thing, although not a calm state of mind. Something is waiting for me, I just have to be open to divine intervention to find it. There will probably be false starts, but that is the nature of finding a new area to go after. That consumed yesterday and it will do so today and probably for the short term until an additional direction becomes clear.

We got about seven inches of snow today and afterward, I texted Nick, our gardener/snow plower, to see when his men could clean our driveway. His girlfriend Vivian, whom I had never met, called to tell us that Nick had passed away last Wednesday in his sleep. His men would be to us before I was to leave for work tomorrow morning. To know Nick was to love him. He was a wonderful, gregarious man, always with a smile on his face and a joy to have around. A few years ago, when I was following up on another storm, he called to say his men were coming. He had also mentioned he was in the hospital emergency room after having had a stroke. We told him to forget about us and concentrate on getting better. I miss him already. He had a beautiful soul.

2/8/2021 – 3:14pm ST Our Office, NJ

It was not my best night's sleep as I was upset about Nick. The good news was that he died in his sleep, so it was hopefully a very peaceful passing.

After working out, I went outside to neaten up after the plowers left. They did an excellent job and by the time I was finished, our house and driveway looked great. The rest of today has been spent in paperwork

2/9/2021 – 2:48 p.m. EST | Our Office, NJ

Overall, COVID-19 cases have fallen as vaccinations rise. There is still a long way to go, but the chance for some type of normalcy might

be here by summer unless the mutations cause more trouble.

2/10/2021 – 3:25 p.m. EST | Our Office, NJ

This morning, I gave my back a break and did not shovel but walked instead. More snow is predicted, and I am unsure if Nick's company will stay in business. I hope so and will happily continue to be a long-term customer, but I think the funeral was today and I cannot even check until Friday. This is the second day of President Trump's second impeachment hearing. If nothing else, I am in favor of him being convicted so he can never hold public office again.

2/12/2021 – 3:06 p.m. EST | Our Office, NJ

It has been cold here with lots of snow and ice on the ground. I am thinking about buying some cross country skis; there could be a lot more snow before this winter is over.

2/13/2021 – 9:24 p.m. EST | Our House, NJ

After working out, I had a brisk walk in the cold below 30°F temperature. I met David and we had a pleasant conversation about business, our beliefs, and how this month could be amazing for both of us. After lunch, I saw my brother. He is well and very busy in retirement. From there, it was to Mom, she is well and I brought her two photos of The Farm. Sahar is now growing potatoes and my mother thinks Sahar and the project are awesome. After stopping by the supermarket, it was back home. Alex and Scott came from Manhattan for my birthday dinner. We had a great time and it reinforced how fortunate I am to have my family.

2/14/2021 – 5:01 p.m. EST | Our House, NJ

Valentine's Day

There are various holidays throughout the year that spur thoughts of gratitude. Not that I don't thank God for Wendy and my family every day, but holidays like today tend to make me focus even more. Wendy and I exchanged cards this morning, we have been together 37 years and it is amazing to think it has been that long yet seems so short. The more positive life is, the faster it goes and the overall blur of the last 3+ decades attests to how great I have it.

It got a little warmer today, even so, there is a lot of snow left and the potential for more coming. Although my new cross-country skis are due to be delivered this week, if it suddenly warmed up and I could not use them, that would be okay. However, I do not think that will be the case, so any use out of them will be fun and then they will be stored for the future either in our garage or shed.

President Trump was not convicted in his second impeachment. That is unfortunate because it meant that he could run again for president. If he does as a Republican or an Independent this time, I will vote for the Democratic candidate.

I saw Myrna today, she is as well as could be expected with Andrew's passing on top of her sister and Norman a few years ago. She is hoping everyone can get their vaccine shots so that she can have more visitors.

2/14/2021 – 7:30 p.m. EST | Our House, NJ

The last time I got a strong message regarding the economy is was about eighteen months ago before the pandemic. I have not had any such feelings or messages again until just now. I believe that digital currency stock will crash and take the rest of the market with it. I am currently checking on shorting digital stocks with one of our brokers and should have an answer in the morning. From my research and perspective, the last time a vast amount of small investors went into

the stock market and invested in questionable stocks was right before the big crash in 1929. Many stocks today look to me to be overvalued. Once one area starts to decline quickly and money is needed to cover the losses, a chain reaction will occur and sweep the market. I believe a double-dip recession is coming soon but hopefully not a Depression. I hope I am wrong, but this is not a good feeling.

2/15/2021 – 10:43 a.m. EST | Our Office, NJ

Editors note: I was working under some misconceptions regarding carbon credits. To avoid confusing anyone, I have edited the next 8 months to reflect that information. I was greatly mistaken that the carbon already held in the ground, trees, and vegetation could be counted for carbon credits. It cannot—only carbon absorbed or saved yearly can be counted.

I have been working on a new game tentatively titled: *Brain and Build*.

The game is specially created for those stuck at home due to COVID-19. A simple challenge based on engineering and scientific design that can be played from ages 10 and up.

The use of tactile parts and engineering drawings enables players to compete in the same room or virtually for a 60 minute contest utilizing wits and leveling the playing field between age groups, and academic and financial prowess that uses planning, skill, and luck to win.

Only the bold should play.

2/16/2021 – 3:59 p.m. EST | Our Office, NJ

Thanks to our friend Pete, Wendy and I got our second COVID-19 vaccine last night. I then went to the chiropractor as I was feeling a bit sore, but I felt fine when I woke up this morning, so I did my usual workout. I got a text part of the way through that Wendy felt horrible. I checked on her; the vaccinators warned us that she could experience flu-like symptoms, which was the case. There was nothing to be done

except make sure she was comfortable. After my walk, I came here to work on the centennial book, do pricing, and spoke with Barry to help create the new game prototype.

Today was my 65th birthday. In the midst of the pandemic, no celebration was planned or desired. It was simply a marker for me that time was moving on and I had to keep racing to have a chance at meeting my future goals.

2/17/2021 – 4:46 p.m. EST | Our Office, NJ

God shined down and Wendy and Vinnie felt much better today. Hopefully, after a rough post-vaccine day yesterday, Vinnie's wife will be better tomorrow. My reaction has been minor and after my normal workout, it was in here for a day of pricing, and getting ready to start the carbon credit project in Indonesia if we get the contacts we needed.

2/17/2021 – 4:25 p.m. EST | Our House, NJ

We had another winter storm start this morning. I shoveled right before I left, got to the office without an issue and spent a very good morning working on pricing and watching the weather. I had a conference call with Don and a new potential supplier in Thailand. His company has created a new anti-microbial material that will kill viruses over time. We need more information, but it looks promising for making labels, so we will pursue it. If the results are good, we will go for UL/CSA approval and negotiate being their sole North American distributor. Finally, around noon almost everyone left for home, and I left by 1:25 p.m. with a promise from Yelena that she would not be there too much longer.

The snow had turned to sleet and when I got home, I shoveled enough of our driveway to be able to get my car into the garage. The snow stopped and is supposed to start again later.

2/18/2021 – 12:27 p.m. EST | Our Office, NJ

The snow has been continuing since yesterday. There was ice on our driveway this morning. Our plowers will come tonight when everything is done.

2/18/2021 – Saturday afternoon | Our House, NJ

I was up at 4:15 a.m. and met David early at 9:00 a.m. His business is doing very good and Janet and him are due to get their second vaccine shots in a few weeks. At my office, I met Cary, the landlord, which was why I had to see David early. We were having an HVAC issue, but we think we fixed it. Back home, I did some more work on the driveway. It is looking much better from the last storm. I then went to use my new cross-country skis in the nearby woods. Actually, the attempt must have been comical as I had a lot of trouble even getting them on. Once that was accomplished, I could not maneuver well with them. I came home to set up a small loop in our backyard to get used to the feel of these skis and skiing itself since it had been a few years. I am really rusty and it was not long before parts of my body were hurting, so I decided to stop. That, however, was not as easy as it sounds and I fell over. I was stuck for a little while until I could figure out how to get my skis and boots off. I will practice in our yard for tomorrow and if there is still enough snow next week will try it again.

2/21/2020 – Sunday morning | Our Office, NJ

Start the Ball and God Will Help

History and the pandemic have taught me a lot over the past two years. One of the biggest lessons is not waiting for good things to happen but taking a chance and seeing what works. Purchasing two beehives last summer was a big risk as we knew virtually nothing about raising them, but they have survived, and we have five more “starter hives” coming in April. However, the bees were on our roof, and I wanted

something in the office to bring continual joy. Our new large aquarium has been installed and it is a beautiful, continually changing vista of another world.

Our company and my family helped sponsor the first regenerative farm in Israel. They use virtually no chemical pesticides or fertilizers and are helping spread the word about earth-friendly farming techniques. I will not bore or dishearten you with all the ideas and projects that failed; there were many, but most were quickly forgotten. The point is to try something new and then God will help make it real to whatever degree we deserve.

2/23/2021 – 8:32 a.m. EST | Our Office, NJ

Yesterday had some snow, rain, and ice but was otherwise excellent. I started off with two cortisone shots from Dr. Mesnard, he is amazing, and hopefully, they will continue to help my sore back. I spent the day helping to put together a new manufacturing bulletin board. If it works, we would be able to track all orders to weed out trouble before it happens.

The chiropractor was wonderful, and then I went home and shoveled slush, which was equally enjoyable in between having dinner with my wonderful wife. She had given me a choice of either snow shoveling or cross country skiing; she was worried my back could not take both, so I chose shoveling. The amount of cortisone shots I can get is limited, so that I would rather shovel than ski.

I was up at 3:00 a.m. so that I could be here by 6:00 for a plant-related issue. I walked to a nearby mountain and saw the sunrise. I also took a quick video of a fox. Unfortunately, it was icy and I slipped twice, even with my two walking poles. So it goes. I will try and be more careful next time.

2/24/2021 – 3:20 p.m. EST | Our Office, NJ

We went into the hives today to ensure they had enough food for the next six weeks. It was a reasonably warm day and one hive had a lot of activity, which was heartening, but the other had nothing. We opened up the inactive hive and discovered that it had no bees. Mold had killed everything. It was unfortunate, but we had been told that only 1/2 the hives usually make it over the winter, and since this was our first season, we should not be that surprised. Still, it was very saddening. The other hive looked great, which was a very good thing. We will destroy the hive that died. With the mold in it, I would be afraid to try and put in new bees. We have five nucs (starter hives) coming in April, which will bring us up to six, and we will try again.

I had to let someone go today, we tried him at different jobs, and it simply did not work out. I felt bad doing so, but it was better than having him slowly fail. It was my decision to hire him, I have made wrong decisions before and will make more in the future. He was simply not a good fit for here. I wish him well somewhere else.

2/25/2021 – 4:05 p.m. EST | Our Office, NJ

More work on our new board game.

US politics are, as usual, in hysteria. In New Jersey, you can't vote in a primary election unless you are a designated Democrat or Republican. I don't wish to be either, but there is no formal Independent Party, so I will stay Republican so I can still vote.

2/26/2021 – 2:33 p.m. EST | Our Office, NJ

Hello and welcome to the March edition of the Ideal Almanac

We have mothballed the idea of a huge 100 year birthday party (6/1/2021) for Ideal Jacobs Corp. because of Coronavirus travel-related restrictions and instead decided to create a written record covering our

100 year history. Since our last coloring book was a great success we decided to use that format again as well as include a calendar and photographs. I have been going through 20 years of my books to pick out various articles and it was an amazing walk back to the past. I had not wanted to read them again until after I had retired, if that ever happened, because I did not believe it was relevant but in this case there was no choice. I figured the journey would be both joyous and painful, and it was, but it also gave me a chance to re-live some of the more amazing moments and see what I was thinking. One of the great things about keeping a journal is there was no doubt as to what was going on and the truth, as I saw it. The written record stands on its own. What worked, what didn't, the various mistakes and blunders I made both on purpose and accidentally all combined together to give me an incredible life with hopefully a lot more to come.

My father always told me do the best that I could, but there were obviously a lot of times I fell way short of perfection. In fact over time I have given up the idea of doing everything "right" and to try and be a little less tough on myself when things don't go totally according to plan, or anywhere near the intended result. Over time I have also learned that I have much more control in some areas, virtually none in others, especially when it comes to my family and friends, and be contented with the idea that God is in charge. I am not and therefore it is okay to fail, be human, be nicer, and try to be ever more tolerant towards all. As far as the Pandemic is concerned, I was surprised to read that I had been writing about the threat of one for decades but I truly had no real idea of how bad one could be until now. We all hope the worst is over.

Another interesting part was reading the letters I had written to my Dad, Grandfather, and Uncle all who had passed as well as one to God. I believe that life goes on, things can always be improved and God will help in every way possible as long as we put ourselves "out there" first. In the end this book, tentatively titled "The Ideal Centennial" will show the best and the worst, the failures and the successes of a 100 year old

family business populated by crazy people who, if we did not get along while on Earth can hopefully coexist afterwards.

Regards,

Andrew

2/27/2021 – Saturday night | Our House, NJ

It has been a very good day. I saw David, Ira, and Mom, who are all well.

I decided to go back to try and find all of my previous writing before my books and found a cache I did not remember I had. I started sorting it today. We will also begin working on the pictures. Ben is in it for IJX. I will see what we have from the past and ask for new photos from our locations around the world.

There may be many major changes for us in the next year. I am open to seeing where everything goes.

2/28/2021 – Sunday night | Our House, NJ

It was the first day warm enough in weeks to bike without the threat of icy roads. I knew that I would probably be sore since I had never been able to keep up the anaerobic workouts when not biking. As I figured, after an hour on the ARC as well, I was exhausted. Regardless, it felt good and after a big lunch, I went to Dunkin', got an ice tea for myself and a coffee for Myrna, and went over for a quick visit. She was as good as could be hoped for with all of the circumstances from the last few years. Once back, I went through the archives in our basement and found a treasure trove of both old photos and writing I had forgotten about. They are now in my car and tomorrow, I plan to keep editing them until they are ready for the final draft. I will be pleased with the basic work that will be done, but we are not there yet. We got dinner from our local diner, which was very good and things are now ready for tomorrow. Temperatures seem to be getting milder, which means

more of the snow and ice should keep melting. There are spots on our front lawn where we can see grass.



MARCH

3/1/2021 – 3:15 p.m. EST | Our Office, NJ

Today is the 52nd anniversary of my Bar Mitzvah. After all these years, it is still a very clear memory, but I would not like to go through it again. I could bike yesterday and did so again this morning in the rain. It was good to be outside. Today has been spent pricing, working on the centennial book, and going after potential contacts for the Indonesian carbon credit project.

The Democrats are pushing to get their stimulus package through the Senate. Progressives are flocking together to try and bleed every ounce of money from those who have it. Moderation from all sides would be a blessing. I have no problems with a stimulus package and helping people as long as I don't get too socked. That thought is irrelevant since I have no say in this process. I will continue on our social projects and hope they move forward.

3/3/2021 – 3:58 p.m. EST | Our Office, NJ

My Father Always Said.....

One of the universal truths Dad taught me was that once something went wrong, it had a much higher chance of going wrong again. Case in point. We had a new bottling unit coming into our plant here in New Jersey. We have two loading docks, and I did not remember to tell the company delivering them not to send a full-size tractor-trailer as the bigger dock is hard to get to. We then had to have the two crates off-loaded to a smaller truck at another location. An hour ago, the smaller

truck came in and one of the two crates was too big to unload into our shipping area. We had checked this earlier and we thought there would not be an issue. We then have to have this truck go to another facility tomorrow where they would take the crates apart and bring the smaller pieces back here, hopefully within a day or two. With my Dad's advice ringing in my ears, I am trying to cover all possibilities, but I will not be contented until everything is done. Some lessons are never out of date.

Since the problem with the bottling unit happened just as I was planning to go to my chiropractor, I canceled my appointment. After everything calmed down, I decided to have fun looking for potential partners for the carbon credit project. I realize that my idea of fun is different than others, but I figured that God had me miss the chiropractor for a reason, so I wanted to use the time wisely. As always, there are no guarantees of results, but it is like going on an adventure and I love the hunt. Now we wait, always the most challenging part.

3/4/2021 – 4:35 p.m. EST | Our Office, NJ

The debacle with the new bottling machine is over for now. The driver from yesterday did a great job getting it to the company that breaks down crates and installs the equipment. They were here, everything was installed, and we're now waiting for our electrician to do the necessary hookups. Since we do not have an order for this unit, there is not a great crunch to get it operating immediately. I found out today that the invoices from one of our largest vendors had been lost, so our payables were suddenly about \$75,000.00 higher than yesterday. It is not a disaster, just highly annoying. I am hopeful it will not happen again. More work on the centennial book; almost all the copy is ready. Matt should have all of the artwork for the *Ladders of Life* game cards ready by tomorrow. We can hopefully test -play it next week.

I sent out more LinkedIn and other emails regarding the carbon credit project. I am fascinated to see who replied back and their

comments. We will hopefully be able to put together a team to move forward from them.

Our New Game: Ladders of Life

The new game is based on utilizing your mind, body, soul, and teamwork to win. *Ladders of Life* is based on ancient philosophy, categorizing basic human traits and an individual's progress with their journey to reach the top of each ladder.

Throughout life, we are constantly going up and down all the ladders depending on our past and present actions. No one is perfect. Therefore all of our personal ladder positions are continually changing based on our mind, body, and soul. The goal is to move up on as many ladders as possible in the shortest amount of time while helping your neighbors.

The first player to the top of their ladder wins the game. If you don't co-operate with the other players, your progress will be slowed if not stopped. It is a simple premise that we all need help and need to work together. The sooner players can agree to work together, the faster they can all benefit.

If you want to win this game, then leave your ego, selfishness, and unwillingness to help at the door.

3/5/2021 – 2:43 p.m. EST | Our Office, NJ

I was working out this morning and got a message from God. He said to stop worrying (usually a good idea anyway) about the generators and the bottling line and remember I had been looking for a new Ideal Jacobs product to sell, and the bottling line was perfect. Our customers may not need a short-run way to fill bottles, but they will like having the option and besides, it spreads us into new areas. It is not unusual for a new piece of equipment to take a year to get utilized. That might be the case here. It has been a day of pricing and other tasks and a calmer way

to finish the week so far.

3/8/2021 – 3:17 p.m. EST | Our Office, NJ

More work on the centennial book. The pressman we hired decided not to come, so we hired another person. Lots of paperwork, never a bad thing and more work on the game.

3/9/2021 – 1:15 p.m. EST | Our Office, NJ

I have to keep reminding myself that the chances of completing a carbon credit project are slim, but I also have to feel that God put me in a position at this stage of my life with the contacts and resources to make it possible. I know there are people with a lot more money, power, and influence, but we seem to be in a position to actually get the program started and that is an amazing thing. The worst thing in life is to think you could have done something but did not try. I am okay with failing and being part of the team to get to critical mass to institute global change. No one gets there alone. God shines from above and some people have to get there. It would be nice for it to be us, but the main thing is that Mother Earth gets the help she deserves.

3/10/2021 – 2:34 p.m. EST | Our Office, NJ

I finally did it, something I had been avoiding for a while. My friend David gave me his Social Security consultant's information and I called him. We spoke briefly. The man seemed competent, and I agreed to gather the information needed so he could help Wendy and I make a decision as to when to go onto the system. Although I did not want to be considered of that age, since we paid into it anyway, it makes sense to do it. After that, I will check Medicare to go onto their supplement as an addition to our company plan.

In addition to working on the centennial book, I remembered how

many years had gone by. However, the chances for ever greater success would not have happened earlier because we were not ready. Therefore I am very pleased to be where we are now.

3/11/2021 – 4:39 p.m. EST | Our Office, NJ

It's a gorgeous spring-like day here in New Jersey. I rode this morning and was up to see the bees twice. Once with Cary and Del, the structural engineer, and once with "the guys." Unfortunately, it looks like the roof garden will not happen, too much weight, but we can still have a few troughs, so at least there will be some color. The bees in our hive were highly active in the heat, which was very nice to see. There is still a prediction for snow next week, but it should not last long on the ground if it happens.

It has been a day of paperwork and personnel issues. We hired a new pressman, and some of our employees will need to step up their performance. The three juice generators that need to be sent back to Estonia have been crated and the smaller one re-installed. We need to get that one re-hooked up, but our electrician has COVID-19, so he will need to pass a test or get a doctor's okay before coming back. President Biden signed the 1.9 trillion dollar stimulus bill, and stock markets have gone higher. I am all for helping people as long as it does not bankrupt us; we will see where it goes. I test played the *Ladders of Life* game. It has potential but needs more work.

3/12/2021 – 6:11 p.m. EST | Our House, NJ

There was lots of paperwork for the rest of the day, including pricing and working on the centennial book. I think we are almost down to the actual copy for most of it, so I will start editing what we have and go for a final edition. More personnel issues, we hold our people to very high standards and pay well, sometimes people are not worth the money. It is a continuing process. Our new pressman Noel

started today, and he did well. More work on the beehive floor plan. We will split our 6 hives on two different roofs. It should be amazing once they are up and running. I texted with our bee coach yesterday. We will hire her for another year, especially since we lost a hive.

3/13/2021 – 2:23 p.m. EST | Our House, NJ

Introduction for the Centennial Book

In May of 1977, after failing at my lifelong dream to become a television news anchorman, I was left with the question of what to do with my life. Even with a university degree and good grades, I was trained for nothing, was grammatically illiterate, and faced with the one thing I had most not wanted to do since I was a teenager. Going into the family business posed the huge double threat of giving my father the power to be my father and my boss. It would mean me totally bending to his will and learning a new industry from scratch.

What I did not know at that time was that my dad did not want me in the company, which at that time, consisted of him and his secretary. He had recently broken up with his brother, and a bitter family feud had resulted. He wanted to be left alone, make enough money to live as he wished with my mom, and no more. But my mother intervened, and I joined the company on June 1, 1977. As far as I could tell, my grandfather, Morris, had started our company sometime in 1921, but the actual date was never determined. I, therefore, used the date I began as our anniversary. My father respected three things: power, money, and the ability to sell. I had none, but what Mom said, he did, and so began our partnership. His advice was to keep my mouth shut unless he asked for my opinion. The secretary did not like me, so she was fired. It was then just my dad and me.

He was very smart, highly competent, an excellent salesman, and very difficult. I was not perfect either. Besides being able to teach me about business, running a company, and selling, he had one other thing I

wanted, which was the ability to make money. Therefore, I kept my mouth shut as much as I could, and I was hired as a salesman. Six weeks later, I was sent out “on the road” to sell. His selling advice was simple and direct, just like him. Knock on doors, ask for whoever bought the printing, and if I got to see someone, show them the samples and ask for something to quote on. If that was successful, then bring a sample back to him to quote. I had failed at broadcasting, and there was no way I would fail again, so became my quest to learn everything at one time. The rejection levels were high, and those first few years were incredibly difficult. But it turned out that I loved being out on the road and was really good at opening new accounts.

As time passed, my father decided that I had enough potential to be worth training. I became successful, passed him in sales, and was determined to build a big company. He wanted nothing to do with that, was very happy with the money I made him, and eventually retired. Our relationship went through many changes during and after our working together; you can read about that later.

We have three manufacturing plants, one in the US, and two in China, with our Asia group ran by my very good friend and partner, Ben Meng. We have two small distribution centers in Mexico and Belgium and sales offices in Thailand, Canada, Israel, and Malaysia. At one point, our Asia group went public on the Malaysian Stock Exchange and then private again. Our product lines have expanded from printing to gaskets, insulators, metal and plastic products, SMART labels, 3D peripheral printing products, plus more. We have approximately 275 employees worldwide, and saying the journey has been amazing would be an understatement. But I get ahead of myself. The ensuing pages are my view of how we got where we are. I had not wanted to go through the nineteen books, hundreds of newsletters and blogs posts I wrote until after I retired because I do not like looking back.

Interestingly, what struck me was not the successes, but the huge

amount of ideas we tried that did not work. We spent a lot of money, time, and resources on great ideas that failed for numerous reasons. After a while, I knew that we could never “win” until we failed multiple times first. Whenever an idea did not work, I would give myself a few hours, or maybe even a few days in really bad cases, figure they were necessary learning experiences and move on. The day I am tired of failing and losing is the day that I am either retired or dead, and I hope I never retire. Another positive fact of looking back is to see how truly blessed we have been. Our lives have been amazing and a lot of fun working, learning, and living together.

There is hope that the global pandemic could be mostly “ dealt with” by this summer. For decades, I have been worrying about an event like this, and now that it finally happened, I have learned a lot. People become more of who they are under extreme and long-term stress. Many of our family and team members have excelled through this long-term crisis and it has been an honor to work and be with them. I believed in God before the coronavirus, and that feeling has only intensified. As people of this world, we can do anything if we put our minds to the positive potential to deal with extreme change, help, and care for each other. We just have to make the decision and commitment to move forward.

My mom got her second vaccine shot yesterday and is mainly feeling good. Within a few weeks, my siblings, Wendy, and I will also be covered so we can sit in a room together without masks. It will be a wonderful thing. The weather is starting to turn more spring-like, but some cold days are still ahead of us. I saw my Mom and Ira briefly; both look good. More work on the centennial book. I hope it will be ready to go to galley proofs within a month.

3/14/2021 – Sunday afternoon | Our House, NJ

Wendy and I went to Barb and Cliff's for dinner last night for the first time without masks. They had also been inoculated, and it was a joy to see their faces and hug them. They are well, and we were all greatly looking forward to more people getting the vaccines and herd immunity taking over.

It was very windy outside today, and while writing, I thought I saw bubbles flying by in the wind. On closer examination, the children across the street were playing with a bubble maker, glad there was a logical explanation. It looked like fun. Speaking of fun, Wendy had the brilliant idea a few days ago to buy a drone with a camera so we could keep an eye on the bees when not there in person. I will bring the idea up with our team. I think it is brilliant.

After my workout and bike ride this morning, I brought lunch to my Mom. I figured she would love a corned beef sandwich on rye from a local delicatessen, and I was correct. Over lunch, I showed her a copy of Dad's resignation letter from the company more than thirty years ago. She commented she had never seen it, which promoted a discussion about our company where reincarnation was also discussed. I said I was a firm believer in the idea, and she said that she could feel Dad's presence even though he had been gone for years. It was a very pleasant time, and luckily, there were few side effects from her second vaccine shot.

Battle fatigue from over a year of Covid-related lockdown is showing everywhere. The strain is showing in many individuals, and the ability to see and act with clear, calm, logical minds is pushed to the limit. Unfortunately, I predict many spring and summer demonstrations, upheaval, and violence. Hopefully, the rate of vaccines can increase enough that the reduction in restrictions can defuse what is coming.

3/15/2021 – 3:17 p.m. DST | Our Office, NJ

It was too cold to ride, so my walk was excellent in the clean, crisp air. Once here a day of paperwork, pricing, working on the climate project, and IJ personnel.

3/16/2021 – 4:45 p.m. DST | Our Office, NJ

I was able to bike outside, which was exhilarating in the 28°F weather. I always feel better when biking instead of walking as it burns more calories. A lot got done today, a very happy day.

Business has been good, and God shines down on us, which kept my mind somewhat calm. There was a lot of pricing, and we also had a new potential intern come in. She is from Ecuador, the girlfriend of one of our pressmen. She was on a two-month student visa, and we will see if we can extend her another two months working here. She is studying design engineering, so she could be a good fit. However, she will be cleaning and working on our bindery department at the start if we can get the paperwork cleared.

More editing for the centennial book, and our illustrator has the first part to start the graphics. We played the Ladders of Life Game and are making good progress. It was a lot of fun. More modifications, and we will try it again later in the week. I just emailed Cary regarding his approval for us to order the two portable staircases for the next roof. I have given up on any type of garden on either. They are not worth the effort. We already have the patio garden, and there is another garden in the front of the building, so the bees should be fine.

3/17/2021 – 3:10 p.m. DST | Our Office, NJ

I am incredibly grateful for another excellent day. My workout and biking went well. I spent time pricing, working on the centennial book, personnel, and the carbon credit project. Our group went up to see the

bees on the roof. We decided to order two more empty hives so we would have six that looked the same when the new bees came in next month.

3/19/2021 – 3:10 p.m. EST | Our Office, NJ

The meeting with Morgan Stanley went well, and it looked like our plans to produce carbon credits might be possible, but there is a huge amount of work to do first.

The rest of the day has been very good, doing pricing, working on the centennial book, and getting ready for the bee nucs coming in next month.

3/20/2021 – 5:19 p.m. DST | Our House, NJ

We had a big branch fall down yesterday in our driveway/backyard. Tim, the groundhog man, who was also a “tree man” in the past, was over today and did an excellent job repairing the damage and making us some more firewood. I do not think we have explored the limits of his capabilities. Who knows what else he can do? A very good man to have around. I did my usual Saturday workout and then went to see David. He is well.

3/21/2021 – 7:15 a.m. DST | Our House, NJ

We got a new update from Sahar in Israel. The Farm is doing great. I got the idea for her to create her own salsa made out of the farm products she grows. Maybe call it Sahar's Salsa, made from only what we produce. Let's see what she says. It has already been a good day.

3/21/2021 – 7:25 p.m. DST | Our House, NJ

I did my usual weekend exercise routine and then went for a bike ride. The weather was magnificent, clear skies, and about 50°F. Once back, Wendy and I started getting the porch ready for its spring opening. Later

this afternoon, our friends Roy and Marie came over for dinner, which was very pleasant. I heard from Alex he had a great weekend also.

3/22/2021 – 3:21 p.m. DST | Our Office, NJ

It has been an excellent day. A lot of paperwork is getting done. We also ordered two portable stairways to get to the new roof for the new hives for this summer. We had two empty beehives delivered to the wrong address on Saturday, we got them back, and I can hear them being put together in the other room.

3/23/2021 – 1:27 p.m. DST | Our Office, NJ

Innate Prejudice Uncovered

I came to a stark realization the other day when I was putting down a saline tube on our counter. I like to have the label information read correctly, and it was “backwards”. It took me a minute to realize that the tube was set up for a left-handed person. It was not wrong, it was simply different. Right-handed people (including me), have come to expect that everything from tubes to scissors to zippers should be made specifically for us. Why is this so? Is it simply a matter of creating the most convenient design for the majority of the users? Or is it deeper intent that right-handed people want everyone to do things their way, so they only have to create, design, and manage things from one perspective? It was a swift reality check that anything different was not inherently wrong. Sometimes, it can be better. Without the difference in pathways, we would have a very dull society.

I heard from Sahar, that she liked the “Sahar’s Salsa” idea.

3/23/2021 – 4:38 p.m. DST | Our Office, NJ

We hired two people today. Justin’s wife began this morning and

had an excellent first day. The second person, Lashwan, starts tomorrow morning. It is a sign that we are busy, which I hope continues. Lots of paperwork today and more personnel issues, plus the new carbon credit project. We have proposals out to two very influential people in Indonesia who could help us, so we will see if they get back to us.

One of our two beehives died over the winter. Tin, Dave, Delia, and our bee coach opened the remaining hive. It was teeming with bees. It is possible the ones from the dead hive moved over before it died. Matt, Justin, and I went up to look without protective suits and I got stung; my own fault. I did not mind the bees protecting their hive. I am just sorry the bee who stung me died. I am also very fortunate that the sting did not cause a bad reaction.

The text for the centennial book is now with Rich. He also has the bulk of the photographs and will put together a rough draft. Once we have that, we can start getting the balance of the graphics ready, do the final proofread and then go to galley proofs. It is amazing that we will be 100 years old this year. If we (I) stop taking chances, then we have given up on everything, which is not an option I wish to explore.

3/24/2021 – 3:21 p.m. DST | Our Office, NJ

This day has gone by in a whirl. Our two new employees seem good so far, I am pleased to be able to write that. It has been a day of pricing, paperwork, and a little bit on the carbon credit project. It went so quickly that I do not remember a lot of it, except things seem to be running well. We are looking at upgrading one of our screen printing presses. Tim, the electrician, was here and is working on getting the hookups set for the new bottling machine.

3/26/2021 – 2:24 p.m. EST | Our Office, NJ

I was up at 3:30 to be ready for the 8:00 a.m. meeting. My workout went well. The weather was damp, mild, and beautiful for biking. It

was a fun day in our office. Lots of paperwork, and our two newest employees seem to be settling in well. We are trying to help everyone get vaccine shots. It is incredible how quickly our country is getting vaccinated. Our government is doing an outstanding job. More work on the Ladders of Life game. I did most of the final draft on the game explanation and rules. I am a very fortunate man and I know it.

3/27/2021 – 9:22 p.m. DST | Our House, NJ

I was up at 4:15 and did my exercises early so I could bike to our office to let in the carpet cleaning company. The guy who arrived, Jeremy, was very conscientious and did a great job. Our carpets had not been cleaned since before the pandemic and were in great need of attention. David nicely changed his schedule to make it earlier to meet and came over to our office. We visited the bees, had a nice chat, and he complimented us on how good our plant looked and “felt.” He liked the vibe.

After I biked home and had lunch, I visited my mom. She is well and loved the pictures and updates from The Farm. We also spoke about life, family, and our company.

From there, it was to Dunkin’ for an iced tea, the supermarket for supplies and then back here. Last week, I moved some of the cut wood from the fallen tree branch. I think we will have plenty of wood for next winter. We had luscious leftovers for dinner, and Wendy and I then relaxed for the evening. It has been an enjoyable day.

3/28/2021 – 6:12 p.m. DST | Our House NJ

Dear Dad,

I am assuming that you have been watching over us ever since you passed. You told me once that you did not feel that our company had any overall impact on our world. An extension of that was that we could not make systemic change. In other words, we were simply a cog on

an overall global wheel and had little if any effect past our immediate families, relatives, friends, and business-related contacts. I disagreed then because I did think that our company did add to the overall global benefit and that we were not inconsequential. I believe it all the more now with our carbon credit project.

How can someone from New Jersey affect what happens in Southeast Asia? How can we believe that we can modify the behavior of groups of people, thousands of miles away, with multiple governments, laws, and their own ways of doing business? The answer is simple. If we can put together a deal where everyone wins, then it simply becomes a matter of “selling it” and you taught me how to do that decades ago.

The path is simple, just not easy, and it has become quite apparent through the potential dangers of me going to Indonesia that I was meant to do the bulk of it from here. I believe that we have enough contacts to do what is required quickly and more efficiently than if I was on the ground. In fact, the chances of this being possible would be greatly reduced without the pandemic. We are at the right place at the right time, and as I have said, if we don't make it through then, we have been part of a team to get to critical mass so that someone else can succeed.

You would have hated this adventure. The amount of expenditures and risk will be huge, which is one reason why all of the parts have come together after you passed. But you and grandfather helped to get me here, so if we succeed, then part of the credit will go to both of you, and if not, the failure and blame rest with me. If you have any influence to help us, please exercise it now because I do not know if we will ever get another chance like this. If our plan is possible, we will see it through, but it is unacceptable if we stop short because of fear. I refuse to face God when I die and say I wished I had done something that could have made a global benefit, and I stopped because it was too difficult.

*Regards,
Andrew*

3/29/2021 – 2:10 p.m. DST | Our Office, NJ

Biking was pleasant this morning, it is a joy to be able to be outside. It has been an excellent day of paperwork. The ship stuck in the Suez Canal has been freed, which is fantastic news. Commerce can get moving again.

3/30/2021 – 4:17 p.m. DST | Our Office, NJ

When I first started out in our printing business almost 45 years ago, we did not have a manufacturing plant. We were printing brokers, which meant we bought a group of manufacturers called “trade” printers and then resold them to our customers. The trade printers rarely went directly to the end customers because they could not get along, the systems to handle their paperwork, nor the expertise in getting through their corporate mazes of who did the buying.

My father was incredibly good at finding suitable sources for us who could produce what we needed in the periods and prices where we could resell and make a good profit. Our overhead was low, simply an office and eventually storage space, so our expenses were minimal, which meant we could sell at tighter margins. I did not know how good Dad was at finding suppliers until he had me start doing it on my own. It took a few years, but I eventually got the hang of it, and I was reminded of that process today. For our new carbon credit project, we need a huge array of partners, consultants, government offices, and banks throughout Southeast Asia. While it helped that I have a lot of experience and contacts in that region, the ability to find people taught to me by Dad is what will make all the difference.

3/31/2021 – 2:41 p.m. DST | Our Office, NJ

I heard from my partner Ben last night. I had wanted to put a new assembly plant in Malaysia. Some of our customers did not want to buy

from China anymore. As it happened, Ben had been talking to Allan about the same thing the day before, and both already agreed that the same thing was needed. It makes my life much easier when I have amazing partners, and we are all working in the same direction.



APRIL

4/1/2021 – 3:57 p.m. DST | Our Office, NJ

I got an email from Sahar. In it, she has a picture with the first sign showing the donors for The Farm. My mom is in it along with my brother, sister and her husband, my very good friend David, and our company. The Farm project has been one of the more rewarding things we have done, and the fact that our family and friends are involved makes it even better. An amazing side benefit is that I am learning more about regenerative farming, which fits in perfectly with the carbon credit proposal for Southeast Asia.

Is it a coincidence that The Farm project has been the last part needed to fill out the carbon credit proposal? I think not. I believe that I (we) are on a predetermined path by God and as long as I keep saying yes and moving forward, amazing things will keep happening. We (I) are spending a lot of money on the projects and the new printing press line, but I am convinced we have to move on all of it now. Therefore we will keep going and hope that we are on the right road.

I just booked Wendy and me for the upcoming trip to Denver. What a great thing to be doing again.

I Am Not Just One Man

I grew up under a code of conduct where if you did the best you could in all areas, while you may not change the world, you could at least affect the scope of those immediately around you. Be a great husband, dad, boss, and friend, which would add up to a happy life, and

when you die, you are dead. There is no God sitting up in the clouds, so nothing else mattered.

As time passed and my life with it, I began to struggle with how limiting that “code” could be. The first was that there was no one “up there” watching over me. The second was that when I died, nothing further happened. The third was that I had no chance to influence anything or anyone past my immediate world. The part about being a good husband, dad, boss, and friend was true. The return joy and success I have received from that have been amazing, but I believe there is a lot more. In fact, I believe everything is possible, I can live again, there is a God, and I can make a global difference. So can you.

4/2/2021 – 3:05 p.m. DST | Our Office, NJ

The Center for Disease Control just came out with new travel guidelines. No quarantining in the US after flights and maybe not from foreign flights. Marina and Netta are checking for me to go to Malaysia, Indonesia, and Israel.

4/3/2021 – Saturday Night | Our House, NJ

It has been a very good day. I did my regular weekend exercise routine, biked outside, saw David, and my brother after lunch. Both are well. I got Mom and brought her here for Chinese food. We had a very pleasant time then I took her home.

4/6/2021 – 4:52 p.m. DST | Our Office, NJ

After my workout this morning, I went into our garage to go to work and saw I had a flat tire. I had seen a warning yesterday but thought it was a matter of changing temperature gauges. I called AAA and they were there within twenty minutes. The very nice technician Sam had my spare tire on ten minutes later. I was on my way to work, having

lost only forty minutes. Once here, I called Eric my “car guy.” He had my vehicle picked up, four new tires installed, and she was back here by 4:00 p.m. All in all, a very positive experience.

We had our company picture today with masks on, a sign of the times. Our crew is slowly getting immunized as vaccine shots become available. I hope that by June 1, the bulk of us will be done, and maybe we can stop using masks here in the plant.

4/7/2021 – 2:27 p.m. DST | Our Office, NJ

I got a text from Brett, our apiary supplier, that our bees will be delivered next week. We have already started preparing for them.

As usual, I have no idea what is happening with the US or Global economies. We will simply continue on the current course until God sends me a message to do differently. As it turned out, putting an assembly center in Penang, Malaysia, when we did, was an excellent idea. Many companies have decided to move their manufacturing out of China and since Malaysia has been locked down, it has been much harder for our competitors to get in there. We were pushed to go by one of our bigger customers and I am very glad they did. Sometimes messages come in unusual ways and what seemed like a big, expensive pain now seems like a great opportunity.

4/8/2021 – 11:40 a.m. EST | Our Office, NJ

Hello everyone and welcome to the April edition of the Ideal Almanac

No Birds, Just Bees

With all of the incredibly stressful things going on around our world, I thought it might be fun and calming to give everyone a “bee” update. The weather here in New Jersey has turned to spring, the trees and flowers are blooming, and the sights and scents are amazing. We have been planning for months to get ready to greatly increase our beehive

count. I got word yesterday from Brett, our bee supplier, that the five new starter hives called NUCS will be arriving here next Thursday.

In preparation, we have already moved our one surviving hive away from the walls of our roof. Unfortunately, the other died over the winter. We also have two additional hives assembled and placed on plastic skids a few feet apart, so we will have three working hives by the end of next week when the nucs are emptied into them. Once the bees from the nucs are introduced into the empty hives, it should take a few days for them to get accustomed to their new homes and then expand. We also bought a portable stairway, and it now leads to another roof on our building. We have a small stairway being assembled and placed today to get up to the next higher roof, and then we will place three additional hives. My wonderful wife had the idea of getting a drone with a camera so we could keep an eye on the hives when we were not up there. That will be set up in another few weeks.

You may think we have gone a little overboard going from one hive to six and building stairways for easy access to our roofs. You may be right, but bee-keeping seems to be a little addictive, and the more we have, the more we want. We still have two more roofs for more potential hives if desired. There is a law of a maximum of three hives per roof. The daily drone update flights will begin next month and will be uploaded to the bee section of our website for all. As I write this, I can only agree that maybe I should step back before doing any more expansion. After all, is it better to “bee” careful than “bee” sorry.

Regards,

Andrew

4/8/2021 – 4:50 p.m. EST | Our Office, NJ

It has been a very good day. We are still working on our employee situation, switching people into different jobs to get the best mix. It is a never-ending process, but we will endeavor to do the best we can.

Vinnie and I are now directly involved in the new Penang plant layout for their equipment, storage, and raw and finished goods.

President Biden and other world leaders are talking about universal global corporate taxes and eradicating tax-exempt areas. I knew taxes would go up; I just hope they are not too high.

We bought a new printing press today and growing our team. We are making plans for the future, a very good thing.

4/9/2021 – 2:43 p.m. EST | Our Office, NJ

I was talking to Eileen and complained I needed to get back on the road domestically, she asked me what was stopping me, and I did not have an answer.

After about 14 months, I just emailed two people to see if they would see me. They are both in Texas, and I have asked for outdoor meetings. On the road again?

4/10/2021 – 2:58 p.m. EST | Special Cuts, Livingston, NJ

I was up at my usual 5:15 a.m. Saturday time and did my workout. It was warm enough that I did not need thermal undergarments, which was very nice, and after getting cleaned up later, went to see David. He is well, his real estate business is really good, and he seems very happy. All very good to see.

After lunch, I went to see my brother who is also well. He and Eve are going to California to visit Lisa, her husband, and their new grandson. All is well with him and he is enjoying the spring planting season. Then it was to the supermarket for supplies for lunch this week. I will be cooking fish and hotdogs for my lunches and some sliced turkey. And of course, my fruits. After putting the groceries home, it was here for a needed haircut.

4/11/2021 – 3:38 p.m. EST | Our House, NJ

There was a report of possible rain, so I biked early and was glad that I did since the precipitation began just as I was returning. I did the balance of my exercises and the ARC afterward, so all worked out well. A man came over to give us an estimate to redo our front stairway, pathway, and driveway. As he was getting ready to leave, I gave him my business card, and he got very excited. It turned out he was the father of Igor Gomes, the head of Ideal Jacobs in Belgium. It is a very small world. He will get back to us next week; this will not be a cheap project.

After lunch, I went to see my mom and gave her an update on everything. I brought her some new pictures of The Farm and the bees. We also spoke about the carbon credit project, business, and family. She always wants to hear what is going on. Once back here, I got my fruits ready for the week, grilled fish and hot dogs for my lunches, and replied to Tan, Don's friend in Vietnam, about potentially bringing the carbon credit project there. I will attempt to be "handy" and put two replacement pegs into two shelves to balance them. It will push my ability to the limit, but I think I can do it.

4/12/2021 – 2:56 p.m. EST | Our Office, NJ

Business for Ideal Jacobs continues to be good, keeping me somewhat sane and calm through all the rest of what is happening. Mike and Rich are doing a virtual ISO audit. I would have been involved in the past, but they do not need me anymore. We are passing off more tasks to others so that Mike, Rich, and I have time to work on new projects, processes, product lines, and spend time on what may or may not result in business but pushes us towards whatever our next "big thing" is.

Igor Lebre has our new drone ready for air service, so when the new bees come in on Thursday, we should be able to start taking videos.

Epilogue for our Centennial book

One hundred years, three generations of our family, and hundreds of employees/friends combined to make an incredible life, both for our company and me. My father always told me you can never sell anyone else until you know yourself. He also told me to always treat others the way I want to be treated. He was right. Our company has been built on the bedrock by my grandfather, reinforced by my dad, and with me as a launching pad. We have teams worldwide, are still growing, and are all working towards the same goals. Be aggressive, be fair, and be prosperous. Our company has allowed us to be around really fun, smart, and quirky people and the ability to strike out into new areas where we seemingly had no business or right to be. The countless chances we took, money we spent, and ideas we tried that failed all contributed to launching us into new product lines and getting more customers.

We started out as a printing and office supply company in 1921, and we are now much more. My grandfather's dream of being in his own business and a self-made man has thrived for one hundred years and given us the chance to help our world both big and small, whether it be through creating many good jobs, raising bees, supporting the first regenerative farm in Israel, or the chances to help stop global warming. We are where we are now because of what others did before us, and with God's help, we will keep building for those who follow. I have said this many times, I have been incredibly fortunate to be born into a family business that I love. It has been an honor to be involved in her history, present, and future.

Thanks for being a part of it.

Regards,

Andrew

It was difficult writing the epilogue. A lot of emotions came out.

4/14/2021 – 6:35 p.m. EST | Our House, NJ

After working out and biking, it was off to the plant. Our quest for more employees, while a good thing, is still challenging, but we are engaging an employment firm to try and help us find press people. I spoke with our son Ben regarding Wendy and I. We had agreed we needed to re-do our wills and set up our estate for the future. Ben agreed to be the executor once all the paperwork was done and his siblings were happy.

At 1:00 p.m., Brett arrived and brought five "nucs" with him. A "nuc" is a small starter beehive with a queen and babies. We had a team ready, and we all had a blast as he populated our full hives with the nucs. At one point, I mistakenly opened up one of the nuc lids, and bees started streaming out, but I got away in time without being stung. We now have six working hives, and they are truly extraordinary. The chiropractor was excellent, John did a great job, and I just finished dinner. God shined down on us today. I hope he continues as we have a lot of work to do for our company and our world, and we need all the help we can get.

4/15/2021 – 5:16 a.m. EST | Our House, NJ

I spoke to my partner Ben this morning. He is doing a fantastic job. The new building is almost done and he has already found a potential tenant for the entire space. Also, Ideal Jacobs Penang already has a potential second big customer.

4/15/2021 – 4:30 p.m. EST | Our Office, NJ

It has been another excellent day. We spent more time on the Ideal Jacobs Penang promotional slide deck on what they are building and a timetable to get there. All the more challenging during Covid restrictions.

We checked both sets of hives they all seem fine. We will give them

until next week before even thinking about doing anything else to their new homes. Vaccinations continue around the world. Some areas have a much higher participation rate than others. Bloomberg News reports that 37% of the US population has had at least one dose.

4/16/2021 – 3:21 p.m. EST | Our Office, NJ

The meeting with one of our more significant customers went well. They want to move their production out of China and is the initial reason we opened IJ Penang in Malaysia. They are eager to start but understand the timeline, especially with the pandemic. We have been very fortunate that our customers in the past have asked us to expand to help meet what they believe will happen in the marketplace and have brought us along with them.

4/17/2021 – 4:06 p.m. EST | Our House, NJ

I was furious last night, and it held until this morning which is very unusual for me, especially since what I was angry about was inconsequential, and I knew it. My dad always taught me that I could never sell anyone else until I knew myself. Therefore, over the past forty years, whenever I had an emotional response that either seemed to come from nowhere or was much stronger than the situation indicated, I stepped back to figure out what was going on. In this case, after some forced reflection, I realized that I was in the process of "going up a level."

My vocabulary defines that by a seismic change in either my thought processes, goals, or actions. It became apparent that once I realized that this was happening before the pandemic began, my life was about to take a major shift. After all, I have never been content with the idea that I had a small place in this world, that I was powerless to make real change and that no-one would ever listen to me no matter how great the thoughts, projects or projects ideals. It became apparent that the pandemic has shown that anything is possible in extremely short

amounts of time. The only thing limiting my scope was me. Therefore, continually expanding our company globally with my partner Ben and our teams and making a difference was not only possible, but that had become “my job.”

I have always been interested in our environment, carbon credits, and the idea that the world cannot keep going the way it is. Therefore it was time to change it, and to do that, a few big things needed to happen, which I am working on now. The first is that the carbon credit plans for Southeast Asia have to be implemented and accepted globally. We needed to convince the various governments to back our plans. That would have to be an ongoing process depending on who we are dealing with. It also meant that our companies would have to become hugely successful, so we had the money to launch and finance our projects and so that people would listen to us.

None of this could happen if we are timid, easy to manipulate, or don't have the resources to help begin the projects ourselves. As I have always said, money is a tool. We don't need it to prove how smart we are. We need it to help save our planet. If our teams and I do this for nothing, people will not trust our motives. By being capitalists upfront and demanding to be paid extremely well for our projects, then people will not think we are something we are not. In the end, we can always donate some of it for new projects or use it as seed money to help others.

I am a pragmatic businessman, I know what motivates me, and I like to think I can mostly read others to see what makes them tick. We already have the nucleus of teams in Malaysia and Indonesia. Still, none of us have the resources to back our carbon credit programs with our own money. We need to forge alliances in each country so that everyone would gain from what is proposed and everyone agrees to move forward on a step-by-step basis because no one with power, influence, and lots of money will simply say go ahead and give us everything we want.

It is the biggest multi-level “sell” I have ever attempted, but if God wants this to happen, then all I have to do is put us into position, hire

the right people, listen to why others are saying no, and realize they are really telling me how to make it succeed. Make no mistake, I would like to be very wealthy, I think it would be fun, but I think the money would give us a pathway to do faster, incremental global change that could easily survive a failure of two through our massive reserves and give us a seat at whatever tables we choose.

4/18/2021 – 6:01 p.m. EST | Our Office, NJ

Ira and Eve are in California visiting their new grandson, Adrian, and Irene and David are in Maryland visiting their grandson, Isaac. That meant Mom would not see them, so I visited her yesterday with a corned beef sandwich in hand. She loved it, and then I went back again today so that we could Skype with Sahar in Israel. Mom loves The Farm and talking to Sahar, so it worked out well. I also saw David yesterday, he is good, and today I planted the flowers I bought yesterday. Our front area looked very “spring-y,” and Wendy was pleased.

I had been monitoring various news outlets. The Covid epidemic and climate change continued taking center stage. I believe that the next great fortunes of the world will center in those two areas.

Business is exciting, especially with us trying to help save our world and make fortunes in multiple areas. I never know what will come in via email, making it all the more exciting. We have two new potential pressman coming in this week. I really want to get our personnel situation finished as quickly as possible to focus on other areas, but obviously, a great team is critical to moving forward, so I will stay in it as long as needed. As for President Biden, Presidents Putin and Xi are putting pressure on their territorial and financial agendas. We will see how he reacts and where we go from here. In the meantime, Ideal Jacobs will continue to expand globally as needed to try and capitalize on the world’s craziness in the best and most positive ways possible.

4/19/2021 – 2:27 p.m. EST | Our Office, NJ

The weather was amazing for my bike ride and I thoroughly enjoyed it. Once here, it has been day of paperwork, pricing, and working on personnel. We had a new applicant in today, but he was not suitable. We have another coming in tomorrow, and I hope our new employment agency will come through with lots of candidates.

4/20/2021 – 3:59 p.m. EST | Our Office, NJ

We have had many people out sick. I hope most are back tomorrow.

4/21/2021 – 3:07 p.m. EST | Our Office, NJ

I started working on an Environmental Report for two of our bigger customers. It is very in-depth and challenging. We may have to hire a consultant for help to fill it out. More work with the Southeast Asia teams for carbon credits. We are trying to figure out what we can do, promise, sell, and if there is any money in it by the time we finish. We will not know for a while, but we will forge ahead in the meantime. This whole carbon credit thing is incredibly complicated, which is why no one has been able to tie the loose ends and create a flowing model. I am hoping it will be us.

Our bee coach has turned out to be highly unhelpful, so I told her to “bee” available when and if we get any honey to harvest or we have an emergency. On the other hand, Brett, the man we bought the last five mini-hives from, has been accommodating, and with his advice, I think we should be okay for this season. It takes time to learn new areas. There are many contradictory rules and advisements in beekeeping, so we will mostly go along on our own. Business for this month has been good; thank you God! which has kept me reasonably calm and very happy. I know we are incredibly fortunate and I don’t take anything for granted.

4/22/2021 – 7:22 p.m. EST | Our House, NJ

It turned colder and I was back to double thermals under my sweatpants. It was not a problem; I still had a very good ride. My day consisted of pricing, working on two environmental disclosures for two of our bigger customers, and a group of us putting feeders into the hives. The great news is that the hives seem very healthy and aside from their annoyance from our intrusion, I think they will be pleased with the food we left.

We interviewed and hired a new pressman today. That is our second for this week and if they both work out, this should round out the people we need for now, especially when everyone who is out sick comes back.

Wendy worked at the vaccination site today, and I brought home sushi for dinner. It has been a very calm and pleasant evening.

4/23/2021 – 4:47 p.m. EST | Our Office, NJ

After my morning indoor exercises, it was out to the still, cold air. I was dressed perfectly, warmed up nicely as the sun came up, and had a delightful ride. I stopped to get a Dunkin' iced tea which lasted me through lunch. It has been a day of pricing and working on the environment reports requested by two of our bigger companies. I had thought of hiring a consultant, but that did not work out. It turned out to be better doing it myself. I actually found some good things to help reinforce our system and help with potentially marketing to those two customers. As is usual, if I put out the effort myself, it often creates benefits and, in this case, actually dove-tailed with our efforts in Southeast Asia so all is well. I estimate another ten hours to finish the reports. My chiropractor is away and Yelena is out sick, so I will be here for a bit longer.

Different but the Same

In the old days, the phone rang a lot during the day. However, most information now comes in through email and file transfers. It is not better or worse, just different and we need to continue to stay on top of it. Change is where we make our money, innovation is what drives the market, and those who resist or push it away are doomed to fail. Our customers come to us first when something new is needed. It often means research, testing, failing, and multiple attempts before new technology is achieved. But that is what keeps us in front and the day we stop reacting with incredible speed, willingness, and being grateful, is the day we will be replaced by someone who will. There is always someone (like me) ready to pounce on those who don't grab at every opportunity. It can be tiring, maddening, frustrating, and expensive, but the continual payoff is well worth it.

4/24/2021 – Saturday afternoon | Our House, NJ

I was up at my normal 5:15 a.m. Saturday time, did my indoor workout and then had a delightful ride outside. The weather was warm enough to not need thermals and only one long sleeve t-shirt under my turtleneck shirt. Afterward, I went to see David. We had a pleasant chat, except that his stepmother had fallen and broken her femur, so he will go down to Florida to stay with her for a few days. His partner, Janet, was going for surgery this Monday, so he was in for a tough week. Otherwise, he was well.

After lunch, I went to the plant store and bought more pansies and another Butterfly bush. They expect to see a lot of me. It is one of my favorite places to go, see what is available, and decide what to buy for our home and plant. I then went to see my brother who was back from California. He and Eve had a very good time. Seeing the family was great, and Ira really liked the scenery around their home. He said the airports were not bad, which was great to hear since Wendy and I were going to Denver next week.

I then went to see my mom, who is well. It is nice to have her to talk to as I can discuss things I can't do with anyone else. As much as I love my family and our team they often do not want to know exactly what I am doing in business and the level of the monetary risks I am taking or the new areas to attack. Mom is also sometimes concerned that I jump off too high a cliff, but she is always supportive.

4/25/2021 – 8:45 p.m. EST | Our House, NJ

I did my regular workout, biked, and bought two more butterfly bushes at the plant store. We now have two new ones planted here and one goes to the office tomorrow.

Our garden is looking good; still more to plant after coming back from Denver. I packed for that trip for the first plane ride in more than a year. It was great to get my gear, and I am getting very excited about seeing the kids and being back “out there.”

4/26/2021 – 3:05 p.m. EST | Our Office, NJ

The two environmental surveys I was working on are completed, they just need to be checked by Vinnie and Rich, and then we can submit them. Some crowd restrictions from COVID-19 have been eased here in New Jersey. While things are better here, they appear much worse in India. Many global lockdowns and restrictions are still in place, which means I am not going outside the US in the immediate future. I will go when they say I can go, I don't want Covid, and I don't want to be sequestered in a hotel room.

4/27/2021 – 4:12 p.m. EST | Our Office, NJ

Hello and welcome to the May edition of the Ideal Almanac

The Path Forward

I am scheduled to start flying again this Friday! It has been over a year

and my wife and I are scheduled to go see two of our kids in Denver, Colorado. The rest of the world is still in lockdown but at least we can start flying again domestically. I know this sounds a little crazy but it was an exhilarating experience just to take out my flight check-list and go through all of my travel stuff, power up most of my devices, check my clothes and the weather schedule for our destination.

It has been almost two decades since I did not travel that long for business and I am hoping to start domestic business visits by early fall, then Mexico and Canada by October followed by Asia and then Europe. Here is the potential problem... I do not know if anyone will be at their offices to see me and our teams. We will, of course, be vaccinated, but certain countries will only recognize certain vaccines and I do not think it is wise to get additional vaccines by multiple manufacturers just to get into a particular country so that may be one issue. The other question is will people actually come back to their offices and plants or will they permanently work from home?

Many companies are seeing the potential financial and health advantages of spreading out their workforces remotely and the need for office complexes may be a relic of the past. In other words, we may be experiencing a seismic shift in how business will be conducted. If that is the case then we have to figure out the best ways to stay in contact with our customers, handle new technology, and find new areas of business. It is not bad, it is just different and over the past hundred years our company has gone through multiple changes although I would argue this one rates with the last two World Wars and Great Depression. It trumps them all with the level and speed of change.

Regardless, like with all changes, we have three options, embrace and try and profit by it, ignore it and hope it will not affect us and go away or give up. Obviously the first option has been and is our only viable alternative and we have been on that new road since the day the virus struck our world. Someone always has to gain in extreme change and I plan and hope it will be us.

In the meantime, as I look back on the last fourteen months I am awestruck by the dedication, loyalty and good humor of our teams around the world through incredibly unsettling times. I am proud of them and if I were to choose a group to go through a pandemic they would be it. I have never prayed so much before but that has also meant I now remain eternally present on how good almost everything is and that the chances to work together to help our world are more possible than ever.

See you on the road.

Regards,

Andrew

4/28/2021 – 3:25 p.m. EST | Our Office, NJ

It is getting warmer and I had a delightful ride this morning with only one pair of thermal underwear and sweatpants. Tin and Dave checked out all six hives while Mike and I came down early. It was about 90°F on the various roofs. The hives are doing great. We fed them and put on extra boxes for the bees to hopefully fill with honey or produce more bees. I ordered more boxes that can be used for gathering honey, and they should be here in the next few weeks.

If you excuse the expression, our country is “buzzing” regarding what the president will ask for regarding new taxes. As I have said before, I am okay with paying more if at least some of the money goes for good causes like helping people, infrastructure, and climate change. I, of course, have no way to verify anything, so I will hope for the best.

4/30/2021 – 7:34 a.m. EST | Newark Airport, NJ

On the plane, on time to take off.

Yesterday went well, it was mostly paperwork. The big hive was split to become two. Tin and Dave did a great job. I left at about 2:00 p.m.,

picked up some sushi for Wendy, and came home early. I did a double bike ride yesterday. Predictably, my body was totally finished by the time I finished the second in the late afternoon. I did little else except take a bath, have dinner with Wendy, pack, and sleep early.

I was up at 3:00 a.m. this morning, worked out in our basement, did the final finish on packing, and we were here in plenty of time to fly. The driver told us about how bad things had been for his company over the past year with COVID-19. It was very sad.

Once through security, I thought that I had lost my wallet and phone, but I had stuck them into a bag and found them. I had brought two ice bags, one for my back and the other for my food, but the ice machines were closed. Once we got on board, the pleasant flight attendant gave me enough for one bag.

I have been arrogant the last few weeks. I thought we were getting in a large influx of funds that would have wiped our credit line debt and help fund The Farm and the carbon credit project. As soon as I realized I was doing it, I did my best to stop and asked God for forgiveness, but I figured there would be payback, and I got word yesterday that the money was not coming. It is not a horrible situation. It only meant that we had to get ourselves out of the money issue on our own, mainly caused by a few outstanding months in sales and a resulting cash crunch, so I am not complaining. However, I also know that this is a test to check my resolve going forward. There will be more expenses, and if I have to, I will take it out of my savings. Now is the time to move forward on all fronts. If I say no to anything, the chances for success in that area will be lost forever. I will have to deal with my own anxiety and go for it but also try and watch what I say.



MAY

5/1/2021 – 3:27 p.m. MT | Airbnb, Denver, CO

We arrived early yesterday, thank you United Airlines. It was a very good flight, albeit a little weird having to wear a mask. I was okay, and if necessary, I will be happy to do it again to keep flying. The CDC announced that masks would be required until mid-September and they would review the decision then. That will correspond to my going back on the road to Mexico and Canada as long as they will let me in and I can get back out easily. I may do some domestic traveling before, but that will depend on whether people can see me.

Carla and Ben picked us up, they looked wonderful, and we went back to their house where we picked up Kayla, who also looked great, dropped off Ben, who had to go back to work, and we went to lunch. It was enjoyable seeing everyone since it had been over a year and after lunch, the four of us went to a local park for a walk. We then went for some tea and coffee, where Ben joined us. He and Kayla work remotely from Ben's house, so their work hours are somewhat flexible, which was great because we all stayed together after that. We came back here, played a board game, and then got take-out from a Middle Eastern restaurant. I was asleep before 9:30 p.m. local time and was up at 6:15 a.m.

I did my normal traveling exercise routine, which took a little time to remember after all this time off the road, and then Ben, Kayla, and Carla picked us up. We had a delicious breakfast at a local restaurant and then dropped the girls at their house, and Ben and I took off for the mountains. We had been to this climbing spot before but took a different route towards the top.

Along the way, we talked about my changing my workout schedule

and methods to help build up more muscle mass to help reinforce my back and burn more calories. I was not ready to listen to him before, but now I was and welcomed his comments. It will be a major change for me, but I think it will be beneficial, so I will begin the changes when I get back home. We also talked about life, business, his career, and families. I got further towards the top than last year but got tired, and we turned around. On the way back, we talked about politics, welfare taxes, and our government, and we were a lot closer together in our thinking than either of us had thought. He dropped me off here, where I changed clothes, am running a load of laundry, and my legs are tired enough that I do not plan to do much else. Everyone is coming back here for dinner and we will probably play more games, a very fun thought.

Nothing pleases a parent more than to see his kids happy, smiling, getting along, and planning the future. I have a very blessed life and I hope that I never take it for granted. I have been editing last year's journal, and it has been fascinating reading both about the pandemic and the evolution of the carbon credit project. I am wrong often but right enough to keep moving upward and that is fine with me.

5/2/2021 – 8:51 p.m. MT | Airbnb, Denver, CO

I was up at 6:15 a.m., did my exercises, and walked outside for a little while. The owners of this house are in the basement. They are very nice people, we chatted briefly, and they printed our boarding passes for tomorrow. After having breakfast with the kids at their house, we went to the Denver Botanical Garden. It was lovely and as we were leaving, the wind picked up, temperatures plunged ten degrees, and rain began to fall. It was amazing how quickly it happened. We came back to their house, played a game, and then had lunch at a local indoor food market. We ate outside. The rain had stopped and afterward, Wendy and Ben went off to spend some time together, as did Kayla and I. We spoke about life, work, and finances. As always, I was dazzled at her grasp of reality, people, and the better paths they could be taking. I am not sure how long she will stay with her current employer, or if she will stay in

Denver, life has a lot of options for her as it does with Ben and Carla. We met back at their house and came over here before dinner.

We had sushi delivered which was excellent. We finished a movie where the dad died, and we were all sad by the end. That only grew as we said goodbye, only somewhat abated by the fact they were all coming to New Jersey in ten weeks. It is an absolute honor to be their dad, and I now include Carla in that statement. Afterwards, Wendy and I packed, cleaned up, and got ready for sleep.

I look forward to getting home, and getting back to our regular lives, including going back to work. I love my life, my family, and my job. I am a very fortunate man.

5/3/2021 | 7:27 a.m. MT

I was up at 3:00 a.m., did a partial workout, got cleaned up, and finished packing. Wendy, as usual, was ready early, I love that about her. We were picked and got here with no issues. The driver was talking about how bad business has been over the past year. I hope for everyone's sake, everything rapidly improves. We were through security quickly and easily, but I was denied access to the United Lounge. They had emailed me that they were extending my membership for a year free, but apparently, it did not go through their system. I will renew when I get back. We are on the plane and I was able to get ice from a very friendly flight attendant. I had been unable to get it at either airport; some things have definitely changed. Ben had suggested I modify my exercise regimen to help strengthen my back and increase my cardio capacity. I no longer think that is an option. It is now a necessity, and I will do so.

5/3/2021 – 8:36 p.m. EST | Our House, NJ

We arrived early to Newark. We were home by 2:00 p.m. and over the next three hours, I partially unpacked, biked, picked-up supplies from the supermarket, our favorite diner, and Skyped with Don. After

dinner, I got my fruit and lunches ready and had a big snack. Did some more unpacking and prepping for this week, took an incredibly hot bath, and am getting prepared to go to sleep. The discussion with Don covered what we needed to accomplish for our Skype call tomorrow and in the near future regarding carbon credits.

5/4/2021 – 4:42 p.m. EST | Our Office, NJ

I decided to start the interval training that my son Ben suggested this morning. It meant going at top speed on my bike at various times throughout two-thirds of my route. It did work, but I was tired and sore by the time I was done. However, that was the intent, and I plan to do it more to push myself to a new level of physicality and change some of my indoor training. After stopping for iced tea on the way in for my lunch, it was generally a wonderful day of catching up and getting back to my standard routine.

There were two issues when I got in. One was minor, but the other was not and we have been working on it all day. In essence, we made a mistake. Luckily, the customer caught it before it caused too much trouble, and we are trying to rectify it as quickly and easily as possible. We admitted responsibility immediately, and hopefully, that will help.

5/5/2021 – 3:16 p.m. EST | Our Office, NJ

Interval bike training continues.

The rest of the day involved paperwork, pricing, and personnel. Unfortunately, one of our team members had surgery and will be out indefinitely. We are praying for her. In the meantime, we will move people around to cover her responsibilities. The COVID-19 vaccinations program is going well in the US, but a portion of our population refuses, so government offices and companies are offering enticements. I don't care what it takes as long as enough of us do it to get herd immunity.

5/5/2021 – 7:38 p.m. EST | Our House, NJ

The Perfect Storm

It is rare in life to witness all forces coming together to create a positive outcome.

I am referring to our bee situation. What started out less than a year ago with me “going for it” and buying two full-scale hives, hoping I would not kill them, has turned into a company project with benefits past what I had imagined. Two members of our team are bee enthusiasts who not only love looking at the bees on workdays, like I do, but have plunged into their care and feeding with an obvious delight. Both Dave and Tin now talk about bees, read about bees, study bees, and overall, have become as engaged as me. A group of us usually go up to see them every afternoon at work. It is literally a breath of fresh air on the roof and a 10-minute bee talk.

Two weeks ago, we brought in five more starter hives and we then had three sets hives on two different roofs. Our original hive then got too big so we split it, which means that if it survives, it will be moved to another roof. Luckily, our landlord also loves bees. We have access to all the company roofs, so I am sure expansion will continue.

Semi-weekly drone flights began recently and we are now streaming them, which people seem to love. It is a wonderful team project. Everyone seems to be mentally brightened having them around even if they don't go to visit them because of fear of being stung. It is truly the perfect storm of the bees, our people, friends, relatives, customers, and helping our environment. Plus, if it is a good year, we could get pounds of honey. I have already ordered jars. The next step is labels. We will call it the “Ideal Honey” and give it away as a symbol of a great project for everyone, including the bees.

5/6/2021 – 4:25 p.m. EST | Our Office, NJ

It has been a fantastic day. I was up at 3:00 a.m. Exercised in our basement, then went for a gorgeous bike ride in the early dawn

light. The interval training is going well, and one major benefit is I get through my route faster. The extra time enabled me to shower, change, and be ready for the 7:00 a.m. IJ Global Sales Meeting. Our teams are outstanding and have done incredibly well through the pandemic, and I am very proud of them. We went through various topics, including new products, the Ideal Jacobs Centennial book and the new Ladders of Life game. The more things we have to send customers and prospects, the better the chances that they will think of us when something is needed. After the meeting, I stopped for iced tea to drink for lunch. It has been a day of various paperwork and checking the hives on both roofs. A new stairway is ready to be placed to make easier access.

We had asked Sahar at The Farm to create signs showing the various types of trees, vines, etc. We had people's names put on them as an honor or memorial. We sent pictures to those people involved. Their response has been enthusiastically positive, with all loving the effort and hoping to see the farm someday in person.

It looks like President Biden will continue the chilly relations with China. It is good we have various locations, including our new plant being built in Malaysia. It will give us the flexibility to cover many scenarios.

5/7/2021 – 3:07 p.m. EST | Our Office, NJ

Whenever I have dived into a project, I know when it is petering out because the energy level of all those concerns drops. In the case of carbon credits, it has been rising, so I am heartened by the potential it actually could work. As for Ideal Jacobs US, our company which has been the basis for my identity, success and the ability to go into crazy tangents. Business is about 10% above last year and about 5% below 2019. Considering a global pandemic, I feel incredibly blessed to be able to report that. Whenever anyone talks about retiring, I don't really feel like it is an option for me because once that happens, I lose my power, ability to innovate, influence, and overall worth. I know that must sound bad, but I know myself and my worth is too caught up in my work to do anything else. That doesn't mean I can't branch out to

new areas like carbon credits or hobbies like our bees. It means that I am tied to “her,” and it is a bond that I never want to break.

5/8/2021 – 4:19 p.m. EST | Our House, NJ

It has been an excellent day. I changed my workout because of the chance of rain and biked after a quick warm up. I used my “rain” bike, which has thicker tires than others and takes more effort to pedal. I was exhausted when I finished my workout with the interval training, even without the weekend ARC training. After that I went to see David, he was well, and then I got lunch for my mom and me. Tomorrow is Mother’s Day, but I won’t be seeing her, so we did it for today. We had a delightful lunch, and I gave her an update on The Farm with new pictures. She loves hearing about it and the carbon credit project, business in general, and our trip last week with the kids. She looked good and it was a lovely visit. Later, I went to the plant store, got an iced tea, and returned here for some reading.

5/9/2021 – 3:59 p.m. EST | Our House, NJ

Mother’s Day (US)

The interval training I began last Tuesday continued throughout this week. After my inside workout and 25 minutes on the ARC, I did it again. By the time I finished, I knew I was done exercise-wise for the day and was very happy with that thought. My happily sore body and the feeling I could probably eat almost anything and my weight would be okay tomorrow morning. With that idea, I am having pizza for dinner tonight and hope that holds true. After my workout and second snack, Wendy and I visited Irene and David, Jeremy, Rebecca, Gavin, and little Issac. We went without masks, and it was wonderful. Ira also came over, so it was really pleasant. Unfortunately, David needs one or two immediate knee replacements, but otherwise, everyone is good, especially Rebecca, who is pregnant again. After that, it was here to have lunch, so I went to pick up the dozen chocolate-covered strawberries I had won from entering yesterday’s town raffle. Afterward, I went

to the supermarket for groceries, then went home to grilled food for my weekday lunches and prepared my bowls of fruit. I finished just in time because it started to rain. Alex and Scott are due here in about 90 minutes. I already ordered dinner and will pick it up in an hour.

I am in a state of semi-continuous euphoria regarding the carbon credit project. I really believe that we may have a pathway to start everything moving. The first customer is usually the toughest. If this actually works, we truly start a world change to help our planet mend herself. The adrenaline has been coming in waves. This has occurred at various times of my life, it is ecstatic, and I thank God that it can still happen. Without that rush, the ability to sustain the effort, enthusiasm, and forward momentum is much more trying. Besides, it spread to our people and everyone we touch. The belief in the almost impossible is being asked to believe that anything can be done, and you are joining a team of improbable, inspired heroes who pledge their minds, bodies, and souls to a higher power of what can be. It cannot be done alone. A core team has to be created, independent in thought but still able to move quickly, efficiently, and happily as the spearhead to the main goal. Others will be picked up along the way to increase the small odds of success until things actually look possible.

The more energy and belief, the more people will gravitate towards the idea and the goals which will spread and encompass more and bigger projects that can lead to some degree of actual success. If I falter, the dream dies. It is very simple, I know it. I cannot show weakness, fear, or worry about the difficulty but keep pushing our teams to the limits of their potential. They are fantastic, they can do this. I believe in all of us, and with God's help, we can achieve miracles, and without it, we stand no chance. I have a huge ego, but also know I cannot do this alone. I am channeling those who came before me and standing on their shoulders, we can and will do amazing things.

We are starting our plans for the company's 101 Anniversary celebration on June 4, 2022. I hope everyone on our teams can join us.

5/10/2021 – 3:20 p.m. EST | Our Office, NJ

Cary approved our request to hold the June 4th 101st birthday party here at our plant in Maplewood. Now we can begin.

Things seemed to have slowed down a bit over the last two weeks. God shines down, I am hoping that it revs back up to where it was. Everything is so much better and more fun when we are busy.

5/11/2021 – 4:25 p.m. EST | Our Office, NJ

I got a message from Netta. One or multiple outsider groups are sending rockets into Israel. Thank God that no one we know has been hurt so far. May that continue and all violence is stopped as quickly as possible.

Otherwise, it has been a very good day. I went to the dentist this morning. Dr. Browne has such a happy establishment, and my check-up went well. As a bonus, he also has beehives so he, his staff, and I were having a great time talking about bees and their care. He has a standing offer to come over and see ours anytime. It was a good day with lots of paperwork completed. We were able to lift the bulk of the new, massive staircase up to the roof above my office and then to the next one, where we already had four hives. One of these will be transferred to the new roof as soon as this staircase is up. I really need to edit last year's book. I will start on more of it now.

5/12/2021 – 2:40 p.m. EST | Our Office, NJ

I got a text from Cary yesterday on my way home from work. He sent a video, and it looked like a swarm of bees in front of our building. I was concerned about losing our bees and more afraid they might sting someone. I did not hear of any problems, thank you God, so last night, after Wendy and I spoke, I ordered a bunch of "swarm boxes." These are containers that can hang from anywhere and attract swarming bees. The idea would be if we did lose a bunch of our bees, they would hopefully go into one of these boxes and we could relocate them into

a new hive. Tin and Dave checked all of our hives this morning and it appeared that those were not our bees from yesterday-hooray! However, we will still put up the swarm boxes for added safety. It is impossible to tell whose bees are swarming. There are lots of hives in our areas, so we will do the best we can. It has been a very good day, lots of paperwork, and I began going through our database, checking if customers in Texas could see me. No word back from any of them yet. Back to editing last year's journal.

5/13/2021 – 4:40 p.m. EST | Our Office, NJ

When The Smoke Clears

Business has gone back to a more normal pace from the frantic level of the last few months and whenever that happens, the first thing to do is look at costs. The biggest single area is personnel. Now is the time I can look at our people and see if everyone is pulling their weight. If not, they will be warned, but from past experience, if someone is not giving their best, then nothing will change that. Sometimes they are still worth keeping because of their other contributions and capabilities, but that is rare. The hardest part of my job is laying people off because it meant that I failed at getting enough business to keep everyone profitably busy. However, if they are not doing everything in their capacity to work, then the equation is changed, and their fate is due to their own lack of effort. The vast majority of our people are hardworking and amazing. They know if someone is not putting in a maximum effort and expect me to act.

5/13/2021 – 7:24 p.m. EST | Our House, NJ

I Skyped with Netta this morning. Things in Israel are not good. There are mobs of Israelis and Arabs hurting and killing each other and the Israeli Army.

Netta blames Prime Minister Benjamin Netanyahu. She believes it is his only way to stay in power. Regardless, it is a horrible situation

but thank God, as far as we know, none of our friends or relatives have been hurt.

The CDC ruled today that if a person had been fully vaccinated, they no longer have to wear a mask or social distance unless taking mass transportation. That is fantastic and I already mass emailed our staff that we will abide by the new guidelines starting tomorrow. Our gardener has resurfaced our wooden deck, and I am thankful because otherwise, I would have had to do it and I am awful at that task.

5/14/2021 – 2:45 p.m. EST | Our Office, NJ

Our governor is not lifting the executive mask order so nothing has changed regarding masks and taking temperatures in our office, maybe next week. I was up at 3:30 a.m. and, after working out in our basement, had a delightful early morning bike ride. It has been day of pricing and paperwork. Two swarm boxes arrived and Tin assembled them. We put one each on two roofs. More boxes are on the way via Amazon. Dave and Tin went up to the roof to check on our original first hive and feed them, so I invited Mikey to come up with me. A bee attacked Mikey, and while trying to protect him, she stung me, which meant she died. After some ice, I was fine. It was a good reminder not to go up on any of the roofs if our guys with bee protection suits were working on them. Depending on the time of year, the hives need a lot of maintenance, and it is a lot of work. We are very fortunate to have Dave and Tin, who like working with them.

Once back here in my office, all was fine, and I will leave soon for the chiropractor.

More fighting in Israel. I spoke to Netta yesterday. It is a big mess; I hope all of our people are safe.

5/15/2021 – Saturday night | Our House, NJ

First the big news, Ben asked Carla to marry him and she said yes!

A wonderful event, we all love her and can't wait to formally bring

her into our family. Everyone is thrilled!

It has been a most excellent day. I exercised in our basement and continued the modifications to my workout, thanks to my son Ben. I used the AB mat that Ben suggested I buy and changed how I did sit-ups. It is much harder, and I expect it will make a difference in my physicality over time. From there, I went biking, a beautiful morning and continued my interval training. It is making a difference. Once home, I planted some of the plants I had bought last week.

After getting cleaned up, I went to see David. He is well and we had a loud discussion regarding our capabilities when getting older. As normal, I have more confidence in him than he does in himself, but hopefully, I am convincing him. He gave a very nice donation to The Farm and later added more from his sister Toby. They are wonderful people. Once back home, I finished planting the flowers and after lunch, went to see my friend Sal from the shooting club. His lovely wife Irene passed away a few months ago, but he seems to be adjusting well. He lives in Parsippany, the town where I lived by myself for the first time after college. We drove to see some of the places where I used to have fun, including the lake where I would put in my small sailboat. He is a very nice man and we can hopefully go target shooting in the near future. It was then off to my mom's for a quick visit. She is well and we had a nice update. On the way back here Wendy called about the engagement, which was very happy news which I relayed to Ira and David. All were very happy, they also really liked Carla and thought her a good match for Ben.

At home, I took a quick nap then Wendy and I got dinner with our friends Roy and Marie. They are both healthcare workers, and part of our discussion was about Covid and what could happen in the future.

We all hope for a quick end to the global situation and are okay with getting booster shots every year to combat new strains of the disease, just like the flu. It has been a very good day.

5/16/2021 – 8:40 p.m. EST | Our House, NJ

The revamping of my exercise program continued today with the addition of a chinning bar and thick rubber band to help me to do pull-ups. My body was very sore all day from the workout, including the biking, so I guess I am doing it correctly. I think it will take at least two months before I adjust to the new regime, and I can consider doing more. For now, I will keep going.

After my workout and getting cleaned up, Wendy and I had a delightful lunch at our favorite diner. She asked me what had been preoccupying me, and I explained the carbon credit project in Southeast Asia and what I hoped could happen. She was concerned that I was risking a lot of money, which I am, and perhaps I should consider reducing my risk levels for the future if this and the HOCl project do not have adequate returns or, for that matter, any revenue at all. It will be hard to give up “going for it” in the future, but I will consider it if none of these new projects work. However, we have the chance to do something exceptional and with God’s help, we will do it and help change the world.

After lunch, I got provisions and packaged my breakfasts and lunches for work this week. It takes effort to do this every week but not having to leave during the day to get food or eat out saves me a lot of time. The rest of the day was spent editing and spending time with Wendy, which was very pleasant.

5/17/2021 – 3:12 p.m. EST | Our Office, NJ

My workout went well, and it was good to be back here after the weekend. When times get slow, the best remedy is to go back to the basics. In this case, since we can’t visit people, emailing them individually seems the best route. Each email contained information about when I could get back on the road and included a picture of me in a bee suit near an open hive, plus a picture of our product lines. Unfortunately, it also means we are looking at a layoff, we have already done so with some of our part-timers. Not a good thing.

The battle in Israel continues, with more injuries and hardship. I pray to God it ends soon.

5/18/2021 – 4:15 p.m. EST | Our Office, NJ

The new regimen I am on, which includes interval training, has produced a lot of soreness. I have accepted as part of the process and will be present for the indefinite future. But yesterday, the pain was suddenly gone and I felt great. I reported it to my son Ben, who suggested I try it, and he was thrilled all was going well. He and Carla are having a wonderful time in San Diego, and they will vacation there until this weekend. Today is also his 35th birthday. He is a wonderful man and it is an honor to be his father. Speaking of Carla, Wendy spoke to her mother two days ago and I spoke to her father last night. They are very nice people and we wanted to say hello before the engagement period had proceeded too far. There is talk about a wedding in about a year. Whatever the kids want is fine with me. I wrote “kids,” but they are not; Ben and Carla are grown adults, and sometimes it is hard to think of them that way. It also means that Wendy and I are getting older, but that is fine. I would not want to be another age, I am contented and very happy where we are.

I Skyped with Netta. There are battles in the South and North of Israel, but the middle area where she and Sahar live is better right now. I fear this situation is nowhere close to being settled. I hope I am wrong.

The price of gold has been climbing.

5/20/2021 – 3:39 p.m. EST | Our Office, NJ

We are working on the cover of the Ideal Jacobs Centennial book now. We have had some false starts. I suggested a weathered sign that my Dad had made for when he started Ideal Jacobs in New Jersey fifty years ago. If not, maybe it will spur additional ideas. As of yesterday, Tin and Dave put honey “supers” or boxes on five of the hives. We should have honey in those by July, very exciting. Cryptocurrency crashed and

then re-inflated all in one day yesterday.

Israel and Hamas just agreed to a ceasefire in Gaza- excellent news!
I hope the same with the northern conflict will happen soon.

5/21/2021 – 2:27 p.m. EST | Our Office, NJ

My increased training regimen continues and I am seeing definite results. It is a lot of effort, but as long as I can see a difference, I will continue. It has been a good day, sales have improved for this month, and next month looks good, so I will give myself the mental pass to stop worrying for five weeks.

5/22/2021 – 4:34 p.m. EST | Our House, NJ

The hot weather has begun. I did my normal weekday interior and exterior workout today. I saw an article in the paper that our governor changed his mind. As of Monday, there would be no more masks needed indoors or outdoor as long as people were vaccinated. I will wait for the formal news, but as soon as it comes out, we will no longer need masks in the office except for those not immunized.

While biking, I got a call from my friend Jim Jensen. He was on his way later today to Mexico with his hunting buddies and looking forward to some great ocean fishing. He is well and he said that people in Utah were already abandoning their mask use, that was echoed by my chiropractor yesterday. I then saw my friend David, his business is doing great and he looks forward to having his best year ever selling industrial real estate. I can tell things are good for both of us since we did not have any differences of opinion. I heard from my partner Ben in China, that business is good there also, and he will have the new building completed soon, which is good from all perspectives, especially since the price of concrete and cement has skyrocketed everywhere. He was also pleased to hear about the Israeli ceasefire. We have both been very worried about Netta, Sahar, their families, The Farm, and my relatives there. Progress on building Ideal Jacobs Penang continues, we both are

very grateful for God shining down on us.

I stopped off to see Myrna, she likes to see me, and it is nice to see her smile. When I got back, Wendy was home. That was her last shift volunteering at the vaccine center. That location would be closing soon but would be kept ready if booster shots become available. As far as our state is concerned, the vaccine is readily available and the hope is that it will be the same for the rest of our world very soon.

5/23/2021 – 3:19 p.m. EST | Our Porch, NJ

It has been a very good day. After indoor exercise and outdoor biking, I finished putting in most of the new plants. They looked great. My mom said she felt better when we spoke, so Wendy and I went to see her. She did not look great but was happy to see us, especially with the ice tea we brought and pictures of The Farm. We stayed for a while and chatted. Wendy brought her up to date with news about Ben and Carla. We then came back here, and I got my fruit ready for this week. I will buy more for my lunches when I go out later to get us sushi for dinner. It is 88°F. I was glad I had exercised before it got too hot.

5/24/2021 – 3:10 p.m. EST | Our Office, NJ

It has been very good day of pricing, paperwork, and working on the Ladders of Life game. It is almost done enough so we can send out sets to be play-tested. Our governor has declared all masks are done this Friday, our office will comply, and we are ecstatic about the prospect.

5/25/2021 – 4:25 p.m. EST | Our House, NJ

It has been a good day of pricing and paperwork. I was up on the roof with Tin and Dave going through one of our beehives, things appear to be good, but we will keep watching. One of our lasers is having some issues, so it will be hooked up remotely in the morning with the manufacturer for a diagnostics run and hopefully can be fixed without needing someone to come in. Our new bottling line will be set

up tomorrow. Hopefully, everything is here and ready for it to run, but we won't know until everything is connected. IJX asked me to be in on a meeting for a customer, so I will get up at 11:45 p.m. to be ready. Since I was already going to be up, I scheduled a meeting afterward with our carbon credit team and Dewa from the Indonesian Finance Ministry. It will be good to see if the whole carbon credit idea is possible.

5/26/2021 – 12:17 p.m. EST | Our House, NJ

Just as I was falling asleep last night, Mauro called. Unfortunately, his mom passed away. He was unsure if he was going to South America, where she lived. I expressed my condolences and hoped things would go as well as possible and emailed our team to tell them what was going on. I then went back to sleep for about two hours and woke up to an email from the customer in India whom Rina, Yinjiao, Sophy, and I were supposed to Zoom with, and he changed the time to 2:00 a.m. my time. Since I was already scheduled for a 2:00 a.m. meeting, I gave him the choice of now, do it without me, or if he asks another time in the future. In the past, I would have been irate that he would do this with so little notice, but he is the buyer, and I figure if I was meant to be in the meeting, then God will make it happen. Otherwise, I will let it go.

5/27/2021 – 2:27 p.m. EST | Our Office, NJ

I was up by 2:00 a.m. and ready to go for the Zoom conference with an IJX customer. Sophy's goal was to go after their membrane switch business. They were already doing a nice amount of label business. Present was the new buyer in India, the former buyer in Beijing, and Yinjiao, Allan, and Sophy from IJX. I had offered Sophy to take over the presentation, and since she was just back from maternity leave, she accepted. I always figured it was part of my job to be involved and help our people anytime, and getting up at odd hours only adds to people's trust that we will be behind them all the time. They also appreciate being able to contact me directly whenever needed. If they have access to me, the overall boss, it gives them the confidence to trust us with more difficult

parts and increased business.

Instead of rigidly going through the slide deck, I added some stories and personal philosophies. The two customers seemed to have had a good time during the presentations. We were done by 3:40 a.m., I went back to sleep until 6:00 a.m., got up (it was not easy), exercised, and rode my bike before coming here. My wonderful wife got me a large Dunkin' iced tea which I have been drinking and enjoying. The extra caffeine is also helping me to stay awake, but a nap is in the near future. We are doing more work on the Centennial project. I have emailed Ben in China to get a short biography from him to be spotlighted in the family section. Without him, we would not be where we are, and I want the world to know it.

5/28/2021 – 2:54 p.m. EST | Our Office, NJ

My Fault Again

We have created a new board game called the Ladders of Life. It has been a labor of love and a lot of fun, but we are now at the point Friday, 2:54 p.m. on the start of Memorial Day weekend when the first full prototypes were supposed to be completed, the first set ready to go to my kids in Denver to start test-playing. My project manager swore that at least one set would be ready to ship. When I asked him about the box's printed cover, he said it was not his area.

You can readily believe my negative reply to him, and I have had to spend the last hour of my time trying to make sure it gets done. I don't want people around me to promise and not deliver. Tell me the truth or get out of my way so I can do it myself. At this point, we may not get it out before our shipping department closes for the holiday, which means my self-imposed deadline will be missed. I am not happy, my project manager knows it, but it is my fault, as everything is that goes wrong. I put him in charge, he obviously wasn't trained enough by me, and I should have done better.

5/28/2021– 7:53 p.m. EST | Our House, NJ

Our beehives are doing well, and if we get as much honey as we hope, then a lot can be bottled and sent to our customers. Like my books, our new game “Ladders of Life” will add another way to keep our name in front of people. Marketing and advertising are crucial to getting, maintaining, and growing new customers worldwide, and keeping it personal is one of the best ways we have found to do that.

5/29/2021 – 2:42 p.m. EST | Our House, NJ

The start of the Memorial Day weekend has been wet and cool here in New Jersey. I did my normal exercises inside, and I am improving my ability to do more. Eventually, I am hopeful to do a pull-up without the help of a thick rubber band, but for now, it is fine. I biked in the rain and my gear got wet, but it was a price I was happy to pay and it is now drying for future rides. I saw David, he is mostly well, having a problem with one of his knees. Wendy and I hope to have dinner with him and Janet to celebrate their recent wedding sometime next month. After lunch got an iced tea and supplies. Time for a nap.

5/30/2021 – 1:17 p.m. EST | Our House, NJ

The cool temperatures and rain continued. I exercised in our basement and road outside. I was glad I did it and it was good to be done. After lunch, I went to meet Ira. Lisa and Adrian were there yesterday for Ira’s 70th birthday party, Rachel’s crew and my mother were there too. Marc was already on his way to the Netherlands to visit his parents, but his Dad was not well. I got a call from my mom to see Ira on my way over. She had caught a stomach virus and told us not to come to see her. I hope she is okay.

Memorial Day (US)

Dear Dad,

I hope all is well where you are. It is Memorial Day and like every year, I always want to thank you and everyone else who has helped keep our country free and robust since her inception 245 years ago. The older I get, the more I am in awe of you and other members of your generation, plus everyone who passed before and after you. I believe that you have seen that over the past 16 months, life for our country and our world has been crazy. While I would never pretend to think that what we have lived through is anything near what you did, there was still a lot of chaos and stress, and there will be lasting consequences, not all of them bad. We have been broken out of our complacency as a world. Events will not necessarily happen in the same sequence as before. There was never a better time to be an entrepreneur and be willing to take innovative ideas and go for them. It is always the times of highest stress where projects that would never have been considered are suddenly green-lighted forward. We have the chance to do some remarkable things and if they don't work, it will not be because of a lack of effort, commitment, or use of resources. Grandfather trained you, and you trained me, one hundred years of preparation to help change the world. We are in position. You taught me how to sell. Now it is time to do it.

Love you!

Andrew

The day started cold but warmed up after I did my inside workout and went biking. All was well. Wendy went to her first in-person yoga class in more than a year, it went well and she will return. After lunch, we dropped off some chicken soup to my mom. It seems she had gotten food poisoning or a quick virus yesterday, but she was much better today. Wendy and I went over to Ira and Eve's to see Lisa and Adrian. He is an adorable baby and Lisa looks happy and well. My brother is 70 years old, Irene is 67, and I am 65. Time flies, but I would not want to be another age.



JUNE

6/1/2021 – 2:47pm EST | Our Office, NJ

Pizza day got moved to today, a mess-up in the planning but it was not a problem as our people always want to eat pizza and were very appreciative of the effort. The rest of the day has been spent pricing and ensuring our staff is okay with our head pressman still out of the county with his mom's funeral. I am hoping he is back by next Monday. In the meantime, Jose is doing a great job.

I spoke to my mom to check on her this morning she said she was fine. However, Irene called me to say she was not okay and is taking her to the doctor tomorrow. She hates to complain, so we never know if something is wrong. On the other hand, she is so easy to be around that she gets constant attention, so in the end, her way is the one to emulate. Irene mentioned Mom has not been looking great lately and was hoping she was not on a permanent decline.

She is 92 years old and we all have grown much closer since Dad passed. It makes me very sad to think of life without her. Besides someone I dearly love, she is one of my sounding boards, a clear voice, and someone I can tell the facts and get a well-reasoned response. She has an excellent feel for business and, like Wendy, I treasure and highly respect her counsel. There is nothing to be done, she is living where she likes, has plenty of company, is universally loved, and we are doing the best we can do for her. That and treat her with the respect she has earned. Even now, I pity those who cross her.

6/2/2021 – 1:35 p.m. EST | Our Office, NJ

I spoke with an Israeli law firm this morning regarding getting dual citizenship for Romania. My grandfather was born there, and I was curious if I could get dual citizenship and easy access to the European Union countries. It seems possible, but we need to check a few things before going ahead. My brother was also excited about the idea. Luckily, he kept our grandfather's Romanian passport, so he might do it too.

Our friend, Conrad, came in. He used to work with us part-time and is one of the best machinists I have ever seen. He knew my dad, is an avid shooting and fishing sportsman, and it was great to see him. Gary, our accountant, was in for the first time in fifteen months. He is well and after going through our financial records, all seemed well. We also went over the carbon trading venture. He thinks it has potential. I have known him for over thirty years, he is a very high-grade man, an excellent accountant, and a good friend.

6/4/2021 – 2:42 p.m. EST | Our Office, NJ

I was up my normal weekday time and exercised. The new inside and outside biking workout regimes show results. I feel stronger. Once here, it has been a good day of paperwork and pricing.

6/5/2021 – 3:07 p.m. EST | Our House, NJ

The chiropractor visit was very pleasant, as was dinner with Wendy and a calm evening. I emailed my brother and spoke with my mom to get the documents needed for the Romanian citizenship application. After working out in our basement and then biking, I was definitely tired and there was little interval training while on my route. After lunch, I went to see my mom. We spoke about getting her a new cell phone. She will go to the Verizon store on Monday and I will be on standby in my office if she needs me. By the time I left her apartment, I had my dad's birth certificate and his passport. Ira found my grandfather's

and great grandfather's passports, and Wendy had my birth certificate and marriage license. I will recheck, but I think we are getting close to everything we need. I will use the new local attorney to give me the necessary certifications and a power of attorney, so we are ready to roll with the company in Israel. It will also allow me to see how our new local attorney handles themselves. Adopting a new doctor, accountant, or in this case, a lawyer is a vital journey because once trouble arises, you want to be set with a good support team. After getting an iced and some food groceries, it was back here. I will edit for a little while.

6/5/2021 – 9:13 p.m. EST | Our House, NJ

My brother texted our sister and me, saying that since our maternal grandmother was born in Poland, we might be able to get dual citizenship there. I have been working on getting it from Romania. I said I would check our uncle to see if he had her passport or birth certificate, but the main thrust of the surprise was that after sixty-five years of my life, I found out I was one-quarter Polish. I always thought I was three-quarters Russian and one-quarter Romanian. I wonder what else I don't know.

6/7/2021 – 3:17 p.m. EST | Our Office, NJ

A very good day today. We are now working on cleaning out one of our storage areas to make room for one of our older presses that will be replaced by a new one coming in. We will have to throw out a lot of stuff, but it is always good to do that once in a while. Mike brought in a marketer to help with our BuildTak line, he seemed competent, and we hired him. He has to achieve measurable results to keep working for us. More work on next year's 101st birthday party.

6/8/2021 – 4:43 p.m. EST | Our Office, NJ

It is Okay for Things Not to Work

We have been working on our game “Ladders of Life”. I had figured that we might use it for advertising. Our customers always like getting unusual things from us like my books. If it had a really good reception, maybe even market it. In the end, it doesn't matter. It is simply getting the project to a degree of completion that counts.

It may surprise many people that I am not that upset when a new project fails. It happens a lot and is all part of the journey. If we give it our best, then it is getting us ready for whatever is coming next. Success and money are great, but the discipline of completion is really the true benefit of most endeavors. Besides, I have found if I leave something unfinished, then that will generally stop me from the next level, whatever that happens to be. Four groups of people are reviewing this game. The first reported back, and the overall comments were not good. If the other three are similar, this project will be stopped, and we will move on. Divine Intervention has already got us on a new path.

My corporate credit card got hacked...again.

6/10/2021 – 4:40 p.m. EST | Our Office, NJ

After my workout and breakfast this morning, I started with a chemical detox regimen for my body. I am beginning slowly in case the effects are difficult, and if they are, I will stop immediately. It has been an excellent day, lots of paperwork and supervising the cleaning and throwing out of stuff to make room for our new press. Wendy and I met with our estate planner to prepare for the future. It is hard to plan with so many potential financial rule changes, but we will move forward. We should have a hotel room contract ready by Monday for the guests coming in for the 101st Birthday party next June. After that, I just have to get the music chosen, and then we can leave it for a few months. The stock market and politics are in their usual state of craziness. I got my

new corporate credit card after being hacked.

6/11/2021 – 3:15 p.m. EST | Our Office, NJ

It was a little cooler this morning and my bike ride outside was amazing. When I got back, I marveled at the flowers in our garden and how beautiful most looked. Some were already past their prime, so I will replace those soon. It has been an excellent day of paperwork, pricing, and working on the birthday party details. I also worked on editing last year's journal. I am on month eight and still a long way to go. Life in our nation's capital continues as usual, with everyone fighting everyone else. It is disheartening to witness but nothing new.

6/13/2021 – 4:18 p.m. EST | Our House, NJ

It has been a very good day, my usual exercise and biking, then planting the balance of our new flowers. Alex came out for lunch; we canceled going target shooting due to potentially inclement weather and went to see my mom. My brother was also there. He loved seeing Alex and we all loved seeing him. He came out this weekend instead of next, which is Father's Day, because he will be away.

While biking this morning, I met some other riders, much younger and very pleasant. They complimented me on my bike and one of them had the same brand as mine. I commented that "at my age," whatever expense it took to stay on the bike was worth it. They smiled as we parted ways and I realized that what I had said put me into a new category. I am 65 years old, and to some of that age, already had or will be retiring soon. But to me, it meant a new era of independence.

My priorities are different than they were before. My kids are out on their own and doing well, I love my wife and we are happy together. We are blessed with a growing international business and I care little about what most people say about me or how many times I fail. I have learned I have to finish ideas or projects to a point where they can be

judged on their potential and if they don't work, it is now much easier to simply let them drop. While I do my best to listen to people and their opinions, if they are working for me, they will do as I say, convince me that they are right and my "gut" is wrong, or leave.

I follow my gut in most cases, and when I don't, I get screwed. Therefore, especially now, for me and our team, I will follow my gut, that little voice inside my body that tells me which way to go and what not to do. I believe it is God and the more I listen, the better chance we have to continue to grow, prosper, and maybe even help change our world. Someone has to be first. One person or group has to be able to achieve the first step in anything, and it can be anyone, so maybe it is our turn or maybe not. The joy, the adrenalin rush, is in the act of moving forward, doing something a little differently that has not been done before. We will keep going until we can't anymore. Suppose we actually do change the world by any chance. In that case, it will be because of all the things that failed that moved us to different pathways, take new opportunities, meet great people, and go for it. At this stage of my life, I have the chance and the responsibility to try everything and even if nothing works, others can build on what we created and go from there. Being part of the overall process is also fine. My life has been a gift, I owe it back the continued attempts to make a considerable difference somehow, and I will keep looking for that.

6/15/2021 – 2:46 p.m. EST | Our Office, NJ

It was a beautiful morning, perfect for biking. It has been a good day of paperwork and cleaning. A lot has been accomplished, which is always a good feeling. It took two trips, but the amazing Junk Company we hired has cleaned out the vast bulk of the stuff needed to make room for our new press and get ready for the next OSHA Visit. Rich brought me over the first proof for the Ideal Centennial Book. It is going to be amazing. We are still gathering information and photos, and I need to write a biography of my grandfather.

Here it is:

My grandfather, Morris Jacobs, originally named "Moses," was born in 1897 in Kirliaba, Romania. The details are sketchy, but my great grandfather's father, Wolfe, was born in Russia in 1862. Like other Jewish men, had he stayed in Russia, he would have been drafted into their army for 25 years so he migrated to Romania and stayed with a family named Jakob, which eventually was changed to Jacobs.

He made his living as a lumber broker, got married, and raised a family. In between the horrible threats of Russian Pogroms, where gangs would rape and pillage throughout the region, they lived self-sufficiently on a small farm. Things got so bad, however, that they decided to immigrate to the United States in 1906, which marked the beginning of their new lives in America and the closing of their history in Romania, and my grandfather never spoke about it. He wanted to be an American and became fluent in English quickly, changed his name from Moses to Morris, and did well in school.

They started out in the Lower East Side of Manhattan with millions of others and then relocated to the Bronx, New York in 1909. My grandfather completed his education there at age fourteen. They later moved to Newark, New Jersey. Many of our family were waiters, my grandfather included, which is where he learned Mandarin at a Chinese restaurant. He continued to take night education courses, became a bookkeeper, and had three jobs. One of which was being in charge of the cafeteria at the American Cyanamid Corporation in Bound Brook, NJ. They decided to close the establishment, but the people there liked him and suggested he open his own company, he was twenty-four years old in 1921 and they would be his first customer. His brother was in the office supply business, so he opened Ideal Jacobs Printing and Office Supply Company. He still kept his two other jobs just in case. His goal was to make \$35.00/week, and very soon, he was making more. He eventually stopped his other two jobs to focus on his new company. By the time the Great Depression occurred, he already had established our company

and said it was a tough time when speaking about it to me decades later. Still, there was business if you were aggressive enough to go after it. He used the same philosophy to get through World War II.

My grandfather was one of the most amazing people I had ever met. He started with nothing, created our company, got married, had my father and my uncle, and became an American success story. When I think back on the amazing life he led and what he accomplished, it is easy to see why he was and will always be one of my heroes.

6/16/2021 – 3:20 p.m. EST | Our Office, NJ

More work on the Centennial book. It is not fun, strange working on it and bringing back uncomfortable memories. Lots of pricing and more cleaning of our plant. Also, Don and I started working on a sales trip to Canada, the first since the pandemic locked down the world! A very good day.

6/17/2021 – 3:55 p.m. EST | Our Office, NJ

Another beautiful day to ride. My new training schedule indoors and outside seems to be working well. Next week, I will get re-checked by my chiropractor for weight, body mass, etc., to see how things are going. I have been trying to stick to a detox for heavy metals regimen, but the pills are giving me a headache, and I have cut back on them. We are close to picking a supplier for the tents, tables, and chairs for the 101st birthday party. Once that is done, we need a caterer. Then Marina takes over for the plane reservations, but that won't happen until October. More work on the Centennial book. As it turned out, I am re-writing a bunch of my old writing to help it flow. I think the final product will be amazing. As I am writing, many stuff is coming out regarding my dad, always good to work on interior issues. Lots of pricing also today; Rich is a great help. Business for this month is good, next month looks good too, so I feel calmer, a wonderful thing.

6/19/2021 – 9:09 p.m. EST | Our House, NJ

I met David and we spoke about business and the philosophy of fear and safety.

Everyone should have fear; it is a healthy reaction to our environment and can help keep us out of trouble. However, it can also be paralyzing on a daily basis, so the trick is to be able to handle it but still utilize it when needed. When I am scared and an adrenaline surge rushes through my body, I know that I am in motion with the chance to reach a new level, goal, or go for something new. If I simply stay scared, then I am stuck and need to figure out a way to handle it so I can again move forward. It is like being a shark. I have to be in motion and moving ahead; otherwise, I focus too much on what can go wrong and get worried or bored. Nothing is a worse state for men to be in than fear and boredom.

We then went to a birthday party for my two year old great-nephew, Max. It was fun, Barb and Cliff's family and friends were there and we had a good time. I spent time with Myrna. She will be 92 and has no fear of death, in fact, she looks forward to being back with Norman and Andrew. I like the idea that she thinks she will go to another place.

6/20/2021 – 4:21 p.m. EST | Our Office, NJ

Father's Day (US)

More work on the carbon credit projects, the amount of information is overwhelming.

It has been a very fun day. I did my workout routine, biking was enjoyable, and then planted the flowers I had bought yesterday. Wendy took me to lunch for the holiday. We had a delightful time and spoke about life, family, and how fortunate we are. Afterward, I went to see my mom. I was glad I went as my sister and her family are away, and it is good for her to have some company everyday. From there, it was to Dunkin' for an iced tea and I had offered a SwaddlePax vest to one of the

guys who worked there. He had seen mine and had some back issues, so I got his name and address and offered some to the other employees, so we will be sending them out tomorrow. I hope they help, the people there are all very nice. It was then to the supermarket for groceries and then I got gas. While there, I was watching the attendant. As my father always said, there were no dead-end jobs, and the man did not know it, but I was watching how he worked. Had he been excellent, I might have considered him for a job, but his “interview” did not go well, so nothing happened. I always try to be aware of my surroundings for safety and never know what good things can happen. It was then back home where I put my fruit containers together for the week, had a snack, and then watered and sprayed our garden to try and keep the critters from eating our flowers. So far in this season and in the past, they are winning, but I will keep planting because I love to look at them.

6/23/2021 – 3:20 p.m. EST | Our Office, NJ

There comes a time every year when I just want to get the editing done for my previous year’s book and move on. With the Centennial book mostly finished, I can now center on getting my 2020 journal edited, which has been very interesting, especially with the pandemic. I hope to be done with the third quarter tomorrow and the last quarter by the end of next week. It will be nice to have them both done and then pass it to Rachel for the final edit. That book will be sent digitally this winter since the Centennial book will have a lot of printed copies out by the end of the summer.

6/24/2021 – 2:25 p.m. EST | Our Office, NJ

Honey Harvest Time

After almost a year, we could harvest our first batch of honey. It is still early in the season, but we were able to get about two gallons which will fill a lot of small containers. We will bottle them under the “Ideal

Honey” name. Kudos to Tin-Wei O’Boyle and Dave Lebre for doing the lion’s share of the hive maintenance and research to keep our bees healthy and happy. We will give it to team members, family, friends, and customers. As an added bonus, honey lasts for decades, so it will be a recurring remembrance piece for anyone who looks at our bottles over time. There were a bunch of us on our roof, the weather was gorgeous, and we had a blast. As with many gambles, sometimes they work, and other times they fail. The bees have been a big success.

6/25/2021 – 4:47 p.m. EST | Roseland, NJ

My inside exercise routine continues with now doing chin-ups. It will take a while before I can do one, the quest to be able to do pull-ups is doing better, but I have been at it longer. The gorgeous weather continued, and I biked in the cool, crisp, clean morning air. It was delightful. It has been a day of paperwork, pricing, and editing last year’s journal. I am now into month 12 and, hopefully, finish it on Monday.

6/26/2021 – 1:40 p.m. EST | Our House, NJ

I just got an email from Sahar with some beautiful Israeli farm pictures. I am leaving soon to go over to my mom’s to Skype with all three of us for an update.

6/27/2021 – late Sunday afternoon | Our House, NJ

It has been a hot and humid day here in New Jersey, with the combined heat humidity index at 97°F. I exercised in our basement and was done biking early. I also baited and put out two swarm traps. If there are any swarms of honey bees in the area, hopefully, they will go in one of the traps instead of hanging out on a tree branch or in a hole in the ground. We then had lunch with our friends Carla and Mitch. They are now Florida residents and their home a few blocks away will go on sale next week. The housing market is very hot here, so the odds

are good that it will be sold at a good price before the middle of July. After we got back, I went to the supermarket and prepped my breakfast and lunch for this week. It is always a good feeling to get them finished so I can eat quickly and efficiently at my desk during the week and not waste time or effort getting food from the outside.

Wendy had mentioned that she would have wished that I had been more vocal about my fears during the last eighteen months. I showed few signs of worry, mainly because everyone around me was scared, and as the leader, I felt I had to show continual strength and optimism. As it turned out, I think that I was right, but I still could have shared my feelings of vulnerability regarding the unknown and how worried I was. There is a line between showing that I am vulnerable but still looking ahead, and leading with assurance. Being human is one thing, showing weakness is another, the first is okay, the second is not. I will modify my behavior for the future.

From China, my partner, Ben, sent us his biography for the centennial book. I am adding the following:

I first met my partner and good friend Ben Meng at the old Hong Kong Airport in the McDonald's restaurant on the bottom floor. He had another man with him who would soon leave our partnership, which was just as well because it was Ben and I who shared the connection. It was as if we had met before. There was an immediate tie and sense of trust, which was critical for us to launch in China. Back in 2004, trying to open a company there was fraught with huge potential risk, and in my mind, the only chance we had for success was for a partner on the ground. After ten minutes, I had my decision, as did Ben, and on a handshake, it sealed our fates. As I look back over the last seventeen years, that decision was one of the best I ever made. Ben is a man of high integrity and intelligence, and we trust each other implicitly. Ideal Jacobs in Asia had no chance to be where we are today without him.

6/27/2021 – 9:95 p.m. EST | Our House, NJ

The fireflies are back! It was beautiful to see them, and Wendy and I had planned to sit outside and watch them tonight. But the heat humidity index was at 90°F, and I openly admit I do not want to sit outside and wait for them to come out at dusk. While I do not mind exercising in those conditions, I do not like it after having my bath and am waiting soon to go to sleep or when I am working.

6/28/2021 – 3:02 p.m. EST | Our Office, NJ

The heatwave continued, glad I got my workout done this morning, and we went to see the bees early. The combined heat/humidity index felt like 102°F. Kayla called me this morning. She is well and had gone with Carla and Carla's mom to go wedding dress shopping over the weekend. They have some potential winners. It has been a day of paperwork, and I just finished last year's editing. It feels wonderful to be done. Igor Lebre came up with the final choice for the book title: *Navigating a Pandemic the Ideal Way*.

No word back from the insurance people regarding the carbon credits. If needed, we will go with our idea to self-insure as long as we feel confident it will safeguard everyone.

6/29/2021 – 4:34 p.m. EST | Our Office, NJ

The combined heat and humidity index was 106°F-yikes!

Once again, I was delighted I got my workout done early. It was a day of pricing and paperwork. We have an ISO Quality and Environmental Audit next month, so I started scanning through our manuals. Rich and Mike are in charge, but it is good for me to keep up. In conjunction with Don, I booked my first business trip since the pandemic began! I go to Canada in September, depending on many variables. The adrenaline rush from getting ready to travel on business again is palatable and a

welcomed return.

6/30/2021 – 2:17 p.m. EST | Our Office, NJ

The heat/humidity index is again at 106 degrees F. It is supposed to break tonight. Our front step rebuild was completed yesterday, and it looks great. It has been a day of paperwork and getting my next trip planned for Israel. If Netta and Sahar agree to my plans, I will book it tomorrow. Nobody besides God knows whether I will be able to get in and out of the US, if quarantine is required, and what the new Delta variant will do to our world and air travel in particular. I will continue to book and wait until a few days before each trip and get tested if needed. The moment a booster shot is available, I will get one as quickly as possible. With huge groups of people refusing to get the various vaccines, Covid will be with us for a while. We have begun giving out bottles of our honey. People love it, a very nice benefit to simply having the bees themselves. I have gone over our manuals in preparation for the upcoming ISO audits. Time to go back and start connecting with more people to potentially see on my upcoming trips.



JULY

7/1/2021 – 8:25 p.m. EST | Our House, NJ

My brother's and my attempts to gain European Union dual citizenship have failed. We could not provide the necessary lineage data for our grandparents for Romania and Poland. It would have been nice to have a second passport.

7/3/2021 – 6:17 p.m. EST | Our House, NJ

I have been reviewing the Ideal Centennial, celebrating our 100th anniversary in business. Rich Green did a fabulous job. Thinking back to when I was in high school and wondering what I would do with my life, hoping for the best and fearing the unknown, it has been an amazing journey. The best way to sum it up is WOW!

7/4/2021 – 4:12 p.m. EST | Our House, NJ

Independence Day (US)

Today is Independence Day here in the US. It is the continual reminder of the many who sacrificed, were injured, and killed in the eternal quest to keep us free. We have much to be grateful for to be citizens of our amazing country and I never take it for granted. I am due to start traveling for business again in the fall. There are few better feelings than being outside of our country, returning, and hearing the border guards say "welcome back." I have to think, however, that simply thinking as an American is not enough.

Our global issues are so large that I don't believe we can even dent them without thinking internationally. Slowing down climate change has to start with the low-hanging fruit and that island located outside our borders. Someone has to make a start; hopefully, it will be multiple people and groups from around the world, including us. The time is quickly approaching when massive carbon credit creation and trading will happen, and those in front will be able to take the lead and help create the system. I plan for us to be one of those participants.

Various stages of lockdown are still happening in Indonesia and the Delta strain is causing additional havoc. If a booster is ready, I will get it as quickly as possible.

Global supply chain issues seem to be getting worse with lead times increasing for materials worldwide.

After my workout Wendy and I took my Mom out to lunch. She is well and we had a pleasant time.

7/4/2021 – 9:10 p.m. EST | Our House, NJ

Every year Wendy and I wait with the hope that we will see fireflies. We had seen a few over the past few days and were rewarded with a lovely show of alternating lights bouncing around our street today as well. It was a beautiful twenty minutes with my wonderful wife and one we will remember when the weather turns cold and winter comes back.

7/5/2021 – 9:05 p.m. EST | Our House, NJ

It is Monday and the bulk of the US is off for the 4th of July holiday, including our team. I slept until 5:45 a.m. and exercised in our basement. A carbon credit meeting followed, which resulted in no progress. Afterwards, I got an email from Lou Beckerman that his international insurance group thinks they can offer a liability policy to cover potential downgrades in the worth of carbon credits if the land involved is degraded. Something else we can offer if we do get a customer.

Myrna's sister Joyce passed away a few days ago and today the funeral. Wendy and I attended. She was 95 years old and in poor health. Myrna is the only sister left of the three. She says she is ready to be with Norman, which means she is ready to pass.

When we got back home, I put the new bushes the kids bought me for Father's Day in position to be planted by our gardener. I planted some others and then watered everything. The temperature was 89°F. After that, I grilled food for dinner. Wendy made her delicious corn salad and Juan, our bicycle repair man, just replaced a seat on one of my bikes that had broken. It feels like a Sunday.

I look forward to getting back to work tomorrow.

7/8/2021- 4:16 p.m. EST | Our Office, NJ

The plan was for a bunch of us to go up to the roof with three hives and harvest honey. I assumed I would be watching, but as it turned out, we started with just Tin and I, so I was an active participant. As we were into the first hive, Vinnie came up, and then Dave, so my part was done by the end of the second hive. It was really cool checking the various frames to see if they had honey and how much. We will probably have close to five gallons by the time we finish processing. We will set up a bottling operation next week and then will start adding food to the hives for the bees until we can harvest again in September.

Otherwise, it has been a day of pricing, the Quality/Environmental/Health and Safety Audit, helping to prepare for the incoming OSHA audit, and working on our Texas database to see who might want to see me when I go there in September.

Oil and gold prices are up and most stocks are down. Who knows what is happening with the stock market?

7/10/2021 – 9:21 p.m. EST | Our House, NJ

After my ride, I planted three bushes and got cleaned up. Meanwhile, Alex arrived. He had been participating in his friend Anina's wedding and is spending the day with us until after dinner when the last wedding party was scheduled. During the afternoon, I went to see my brother and mom. My mother is not feeling great and will need more help at home so she can continue living by herself. I hope she will find an additional part-time helper, but if not, my siblings and I will pitch in to find someone. We all want her to be able to stay where she is for as long as possible and will do what we need to safeguard her health. I can tell she is reluctant to give in to needing more assistance. I feel the same way about myself; no surprise since I am her son.

Alex looks terrific and we are all looking forward to next week when Ben, Alex, Kayla, Carla, and Scott will be in for a visit.

7/12/2021 – 3:12 p.m. EST | Our Office, NJ

It is hot and humid here in New Jersey today. It is all part of the weather cycle that I love. What was winter turned to spring which turned to summer and will go to fall. I love the changes in seasons. It has been an excellent day. I met my mom at her doctor's. She was having a shoulder issue. He suggested she go to a specialist, so she will see him next week. Comforted by the reinforcement in her pathway, she feels much better. It has also been a day of paperwork and pricing. We also went to see the bees on one of the roofs. They are well.

7/12/2021 – 7:35 p.m. EST | Our House, NJ

Timeline for the Centennial Book:

Looking back over this timeline, I am in awe of my family. My grandfather came over on a boat with millions of other immigrants. He did not speak our language, they did not have a lot of money and by

the time he was thirty years old he already had his part of the American dream. His own business, a wife, family, a house and later even a vacation house. He started our company with virtually no money and kept two other part-time jobs to keep things going. Once he started, he never looked back, in fact, he refused to talk about life when he was young, and it was forever a closed door. Perhaps that was just as well as it also forced us to always be looking forward, to be building, achieving and always working towards would could be.

My dad and my uncle were forced into our business. Both would have been happier had they not worked for my grandfather, but his personality was so strong, and times were different, so what he said was law. By the time they forced him to retire, it was too late for them to do anything else. Without having him as a common enemy, their differences became too much to handle, and they split apart both in business and as brothers. The family feud that ensued from 1971 onward lasted almost two decades and only from the efforts of my wonderful brother did the family start to heal.

I came along after college in 1977 with no skills and potential as my only attribute. My father was too beaten down to refuse the command of my mom forcing him to hire me. He just wanted to be left alone but that was not to be. As it happened I turned out to be a very good salesman and our family business became my passion. I wanted a big business he did not and eventually retired. From then on it was up to me and to say I made, and am still making, a lot of mistakes is an understatement. I always believed that the minute I said no to anything then any potential from that project would be dead. Therefore my willingness to take risks grew and is still getting bigger. Our product lines increased, as did our teams, our locations and our passion to try the almost impossible. We, make that I, did a lot of things that did not work but enough did, with our teams to get us where we are now.

Happily we are still taking huge chances today, some with the potential to help change our world. In the meantime, we are on a mission to do

the best work we can, make money for our people and use our resources to follow our ideas wherever they take us. I like to tell people it took us forty-five years to build the infrastructure I always wanted where we could build almost anything and we would try any idea we created. Since the threat of failure was no longer an issue, the only downside was if we said we wished we had tried something and did not pursue it. Time passing did not matter as long as we all were growing together towards goals that could help us individually, our teams and the betterment of the world. There is still plenty to be done, we are ready and open for anything and in the end, what better report could I give for our first one hundred years.

7/13/2021 – 3:58 p.m. EST | Our Office, NJ

God continues to shine down. Business for this month is good, allowing me to remain somewhat calm with the craziness of the global economy. I spent the day pricing, working on various projects, and getting ready for the upcoming OSHA audit. A group of us went to see the bees, it is not incredibly hot today, and they seemed fine. Rich should have the final proof of the centennial book on Monday. He is doing a fantastic job on it. Malaysia, Indonesia, and other countries are experiencing significant problems with the COVID-19 delta variant. Our world is in various stages of lockdown, with the US seemingly in very good shape. I am strongly considering getting a booster even though it has not yet been recommended. If I can start traveling for business in September, then I will be around many people, which is a cause of concern in the best of cases.

7/14/2021 – 2:43 p.m. EST | Our Office, NJ

Change Only Occurs if You Go First

I have been selling for our company since 1977. With all of the ups and downs—boom times, recessions, and even one pandemic, one thing

transcends everything. Nothing happens until someone sells something. No idea can ever be successful without a driving force behind it. People will not consider or act on changes of any type unless it is in their own best interest. Our survival genes dictate that we take care of ourselves first, so it should be no surprise that in order to “sell” something, you have to give them what they need first. Most concepts are simple, just not easy. The basics of selling will always stay the same. Treat someone like you would want to be treated, focus on long-term relationships, don't go for one-time “kills”, and give someone something they need before you can hope to get what you want. It is simple yet tough, so few people can do it successfully.

7/15/2021 – 3:58 p.m. EST | Our Office NJ

It is normal summer weather here in New Jersey, hot and humid. Very good for biking early in the morning. It also means that the roofs at the office get very hot, so we went up there early this morning. The bees are doing well. We are moving the 7th hive up to one of the higher roofs tomorrow. It has been a good day of paperwork, pricing, and going after new business by reviewing our database and seeing who has moved. I am sending an offer of a small bottle of our honey and a picture of our product lines. Hopefully, the combination will continue to get responses. I was getting a little bored and frustrated with the hold on the carbon credit projects so I started contacting people in Thailand to see if they knew of anyone working with forests or mangrove swamps. You never know who knows who. My old friend Usha just called. She used to be a sales rep for us and is a highly competent mechanical engineer. She may want to change jobs in the next few years, so I had Don in Canada check the potential land area in India for carbon credits. You never know what can work.

7/17/2021 – Saturday night | Our House, NJ

Ben and Carla arrived very early yesterday morning after a delayed flight. They were happy but tired. We had dinner at one of our favorite restaurants from when the kids were growing up. Kayla has gone to see her high school best friend.

I was up later than usual since I would not see David with all the kids in. Ben, Kayla, and Carla went to visit my mom. She was joyous at seeing them. I had a good workout and afterwards, Alex and Scott came in from Manhattan. We brought in lunch from our local delicatessen. It was great having everyone together, it had been about eighteen months since the last time. The afternoon was spent relaxing and then Barbara, Cliff, Jess and her family, and Barry's family were all over for dinner. It was wonderful being together and we spent some time on our porch watching the thunderstorms pass by. Barry, Emily, and Max are moving into a house near our building in Maplewood, and it will be very nice to have them nearby.

7/18/2021– 7:05 p.m. EST | Our House, NJ

The last few days have been truly fantastic. Ben, Alex, Kayla, Scott, and Carla are amazing people, and we had a really good time. Preparations for Ben and Carla's wedding continue. Wendy and I will do whatever they wish.

I was up at 4:15 a.m. so I could do most of my inside workout before Kay and I were scheduled to go see the bees at the office. The bees were out and Kay enjoyed seeing them. Once back here, her plane was delayed an hour, so we went to get her coffee.

After my bike ride, I took Carla and Ben over to see the bees and to give Carla a plant tour. Ben had also not seen it since the last expansion, so it was fun to show them how we had grown. They also really liked the bees and the new aquarium.

Afterwards, I visited my mom to update her and showed her the

artwork proof for the centennial book. She loved it. I continued going through the centennial proof for edits once back home. Rich did an excellent job on it.

Kayla's plane finally took off at 5:13 p.m. Unfortunately, her plane kept getting delayed; there was a door issue and the plane must go back to the gate to get it fixed. She was more than 6 1/2 hours late and must have been going crazy.

The only silver lining was that she is flying business class, so I hope she could relax and sleep on the way over. It was a stark reminder of what could happen when I go back "on the road," and I have to keep a picture of the realities when I start again.

After dinner, Ben and Carla went to see Ben's best friend, Jeremy, and his family. I slept early to go to Ithaca tomorrow to meet Carla's mom and stepdad.

7/19/2021 – 4:45 p.m. EST | Burdett, NY

I was up at 3:30 a.m. to do my workouts in time to leave our house by 8:30 a.m. However, one negative piece of news was that we found out that Kayla accidentally broke her toe after getting home. It will take 4-6 weeks to heal. We met Carla's mom, Jillian, and her stepdad, Jim, who were very hospitable and cordial. After an excellent lunch, we hung out for a few hours and everyone else just returned from a motorboat ride. I also got an email from one of our government contacts in Indonesia saying that the range that Indonesia would pay for carbon credits was \$2-8 USD ea. That was what we had expected so I asked when his government would be ready to begin to buy them, but he did not respond.

7/20/2021 – 3:33 p.m. EST | Ithaca, NY

It has been an excellent day. I went kayaking with Jim. While we had an excellent time, it became evident quickly that my back could no

longer handle it. After a hearty breakfast, everyone except Jim, went to a local park to see the biggest waterfall in the area.

7/20/2021 – 4:17 p.m. EST | Jillian and Jim's House, NY

The wedding venue was superb and after a good talk with the owner, I said nothing except I liked it, everyone pretty much decided this would be the place. It sounds like it will be an awesome event. We are almost back at Jim and Jillian's house but stopped at a distillery to sample the local spirits for the wedding. It is wonderful to see the smiles on Ben and Carla's faces, nervousness too, but I would be worried if that was not present.

7/21/2021 – 7:18 p.m. EST | Our House NJ

I slept late this morning to 5:00 a.m. and I was glad I did because I needed the extra sleep. We said goodbye to everyone. It had been a really great trip. Jim and Jillian were fantastic and it was great spending time with Ben and Carla.

I will ask Marina to start working on accommodations. The ride home was wonderfully uneventful except for a phone conference with Lou and Matt. They were very excited to hear that we had been approved to write the initial draft application for the Indonesian carbon credit program. We have three potential underwriters who can handle the carbon credit insurance, but it looks like it will soon be down to two companies.

We always love getting back home. After a quick lunch, I went biking. I then spoke to my mom. She got an injection for her shoulder and was feeling much better. We are buying her a home physical therapy unit to help it even more. My brother and sister are both well. They were pleased to hear about our excellent trip.

I went to the chiropractor, who confirmed kayaking was no longer a sport my back could handle, so that most likely will not be done again.

On the way back home, I picked up rapid Covid tests and dinner. After Wendy and I ate, we took the tests and were both negative. I am very grateful for everything we have. Still, I believe that will only continue if we keep pressing forward to improve on all areas and try and help others. That is my continual plan.

7/22/2021 – 4:43 p.m. EST | Our Office, NJ

It has been a wonderful day of catching up from being away and helping prepare for the OSHA audit next week.

Unfortunately, Scott does have Covid so Wendy and I got rapid tests last night which, thank-you God, were negative, but we also went in for the PCR tests and should have the results on Saturday. Everyone at the party has been notified. Everyone understands the risks and is being really good about it. We have bought rapid home tests for the office and will buy more for our kids.

7/23/2021 – 3:10 p.m. EST | Our Plant, NJ

Excellent news, Wendy and I have both gotten negative PCR tests, so we are good. It has been a very good day of paperwork, getting ready for the OSHA audit, and life in general. The Indonesia carbon credit application went to Hilda for translating and should be ready Monday. I am working on the final edit for the centennial book, then it can go to press if everyone agrees with my changes. Scott is feeling a little better. Hopefully, he will recover by the end of next week. Ben Meng sent me a picture of the second finished building in Xiamen. It is awesome. I would not rather be another age or place, I love where I am. God shines down, may it continue.

7/24/2021 – 5:18 p.m. EST | Our House, NJ

After my workout, I dropped off a physical therapy device to my

mom for her shoulder and am happy she is feeling better. She wanted to hear about our trip and Carla's parents. I told her they were fantastic and then we spoke about my various projects, The Farm, and our family.

From there, it was to the plant store where I bought more flowers and then back home for lunch. Then I went and bought more flowers and dropped by to see Myrna. It turned out that Ben and Carla's wedding day would be the same as hers. She seems generally fine. I then got an iced tea, came back here, and sprayed the new flowers to hopefully keep the deer away, but got tired so I did not plant them.

I made progress on the centennial book editing, teared up reading about Hershey and Bailey, and then took a quick nap.

7/25/2021 – 8:01 p.m. EST | Our House, NJ

It has been an excellent day. I replaced some older flowers with the new ones from yesterday and put those in our woods. Sometimes they can re-root themselves for some additional time. After cleaning up, I had lunch with Wendy at our favorite diner and saw the owner, George. He had given me some exercises to help my sciatica issue, which had helped, so we spoke about my progress and another man whom he had also advised.

I had been going to that diner for the last six decades. Amazing how time passes. Once done, I went for an iced tea, the pharmacy, supermarket, and back here to make my fruit bowls for the weeks. I also finished cleaning up outside from the planting and then relaxed for the rest of the afternoon and evening with Wendy, it has been a very pleasant weekend.

Dear Dad,

The final editing on our centennial book is in progress. As I read through it, the polarization of my thoughts about you clearly comes through. While I try to give a balanced view, there is no denying some negative

emotions that come out. I am torn between leaving things the way they are and glossing over the bad parts so as not to make us look bad. In the end, I will leave it as it was, all of our positive and negative traits showing through so that people will see that we are not perfect and can therefore trust we are telling the truth in the best way we can. I would have preferred not to have undertaken this project, but this is a major milestone for our family and business and to avoid it simply because I did not want to go back in the past would have been unfair to us all.

As you always said, we did the best that we could. Whether that was enough for all of us is irrelevant. The better I know myself, the more good I can do, you taught me that and it will always be a cornerstone of how I live.

I hope you and grandfather are getting along well and are proud of what we are doing down here. If not, I defer to your advice. We are doing the best that we can.

*Love you,
Andrew*

7/26/2021 – 3:17 p.m. EST | Our Office, NJ

My day has been spent doing paperwork, helping to get ready for the OSHA audit tomorrow, and editing the centennial book. It is very hot and humid so we did not visit the bees today. I spoke to Yui, our saleswoman in Thailand. She told me that her new husband from about two years ago has been stranded in China working for the last eighteen months and because of COVID-19, they have not been allowed to visit each other. It was heartbreaking to hear, and I hope things get better soon so they can see each other again. They are using social media now, but it must be very tough. I also spoke to Netta in Israel, she is well, and so far it is still okay to get in and out of Israel. Business has been picking up for her which is very good to hear. She will check with Sahar about converting part of The Farm to be able to host events like weddings. It

could be a good source of future income. Our email is being switch to “the cloud” and we were down for a while but all is fine now. China has cracked down on companies making money from educational areas, and their stock market has been adversely affected.

7/26/2021 – 8:45 p.m. EST | Our House, NJ

Hello and welcome to the August edition of the Ideal Almanac

An Unexpected Night Off

My email went off at 5:00 p.m. tonight; since then, I could not get email for almost four hours. I am one of those obsessive-compulsive people who check their email frequently. I do, however, have good reasons. Since we have teams around the world, problems and decisions sometimes come up that if I answer quickly, there is no downtime and work can continue. If I wait until normal business hours here in the Northeast, then that can sometimes mean a whole day is lost for our people in Asia; therefore, I stay on-call. I don't want to make it sound like a problem as I love my job. I love being connected and being in the middle of the action. Suppose that sometimes means less sleep or monitoring on vacations or holidays. In that case, I don't care as long as I don't become intrusive to the people I am with, especially my wife.

However, it is also addictive. Like any addiction, the need to stay in touch, in command, and make rapid decisions has its downside. While others may take time to think through and go over all scenarios for a particular situation, I internalize all the information I have at hand, knowing that it is never complete and the facts are often not exact and I go for it. The responsibility is totally mine. If we win, it is because of our team is there. If there is a problem, it is my fault and responsibility. I have found that a good fast decision is better than a great long-time decision because while others are thinking, our teams and I are acting. We get a lot of business simply by replying quickly, performing as needed often with inadequate information, and making the best guesses possible.

There are many times when we have been on a deadline and can't get the technical data or approvals needed. In those cases, I will make the decision, figuring doing something is always better than nothing and most of the time, it has been accepted.

Over the decades our manner of doing business has worked very well for us. There is no reason to change. Besides it is fun being in the front of new technology and products. People like using us because they know we like to use our brains and will try anything. But in those rare moments of reflection where my email is down, I will simply accept it as God's way of saying to take the night off, and that is exactly what I will do. I hope you all have a good night, I am going to sleep.

Regards,

Andrew

PS: I went to sleep and 45 minutes later, I got a text. That was still working. As with always, just when I think I have the universe figured out, even for an hour, it somehow changes. Man plans, and God laughs.

7/27/2021 – 4:47 p.m. EST | Our Plant, NJ

The OSHA audit went well! Some small things regarding the bees; otherwise, everything else was great. I declared a Pizza Day for next month to celebrate. I am very proud of everyone here. I finished my changes for the centennial book. Now they go to Rich and final edit by Eileen, then we go to press unless one of our other people have changes.

7/28/2029 – 3:10 p.m. EST | Our Office, NJ

A very good day of pricing and paperwork. Our accountant, Gary, was in. Our global financial report looks good, he asked about my projections for the next six months, and I simply laughed. There is no way to figure anything regarding sales and overall business. It is not

bad, just what it is and we will work with what we have and do our best to move forward.

7/29/2021 – 1:33 p.m. EST | Our Office, NJ

It is Going to Rain

Ask me how I know? The answer is simple. We were just up to see some of our beehives and they were all going back into their hives. This would not usually happen in the early afternoon; therefore, some climatic event is coming. Watching them has been and is always an amazing experience. Each bee has its job, and does it until they die and nothing gets in its way. If attacked or threatened, they fight to the death, which is why we are so careful around them, to protect not only ourselves, but also them. They are a wonderful example of a community working together for their common protection, survival, and their queen. A good lesson for us all on getting along.

It has been a day of pricing, product experimenting, paperwork and working on where we are headed. Planning is continuous it isn't simply done at the end of the year. Market forces change daily, and we must be ready to move quickly and efficiently. The Delta variant continues to create havoc around the world. Why mandatory vaccines are not set up is beyond me. Stock markets are up. As usual, nothing makes sense which is why I am ignoring them.

7/30/2021 – 2:35 p.m. EST | Our Office, NJ

Wendy's 62nd birthday! Although she says last year did not count because of Covid, I am not sure what that means for future birthdays, but whatever she wants is fine with me. It has been a great day of paperwork and writing.

Meanwhile, the bees are generally good, but we might have an issue with one hive. Dave and Tin are doing a great job, and I just offered small bottles of honey to a bunch of customers and even if they don't

want it, they are great marketing pieces. July has been a very good month for sales. Next month looks okay, God shines day, and I never take it for granted.

7/31/2021 – 4:36 p.m. EST | Our House, NJ

I worked out, went biking, the weather was gorgeous, got cleaned up and went to see David. Our conversation went from him talking about various business dealings to me talking about mine, including what was happening in Indonesia. He was very supportive as always, something I love about him, he is a very good man. After going home and lunch, I went off to see my mom. Our plan had been for her to Skype with Sahar from Israel, but she was not feeling swell. I visited for a little while and then eventually made it to my office where I could get a good signal, and then Sahar and I had a great meeting and update. The Farm is going well. She is expanding the workings of our new NGO and bringing new groups to create projects for her land, including bee hives and a new type of fertilizing system. Being a regenerative farmer, she is always looking for natural ways to fertilize, strengthen, and make her crops more resilient to outside pests and other problems. Her dedication is total, but she is only one person and needs more help. She is trying to hire someone, and I suggested she look into an internship program from the local high school and colleges. I also met her mother who is very nice.

I was texting with Ira and Irene regarding mom's health. I could not ask for two more attentive, intelligent, caring siblings and between all of us, she is well cared for. Of course, she is still totally in charge of her life and we cannot push her too far in any direction. It is wonderful to see her force of will, it is one of things that makes her "Mom."



AUGUST

8/1/2021 – 7:26 p.m. EST | Our House, NJ

I was up at 3:50 a.m., which was very unusual for a Sunday morning. I exercised downstairs, went to see a friend's new building, and discussed a potential change in a project we are working on. From there, it was back here where I biked and then had lunch and dinner with Wendy. I hope to be asleep at my normal time. It has been an excellent day. Our projects are progressing to either fruition or termination. A decision will be good, so we know where we stand.

8/7/2021 – 3:42 p.m. EST | Our House, NJ

I met David after my workout this morning. He is well and all in favor of our new projects. He is a wonderful friend. After lunch, I got a haircut then went to the supermarket. The Delta variant continues to surge around our world, the only positive thing is that people now believe it is an ongoing threat and are less likely to ignore it.

We had our good friends Roy and Marie over for dinner.

I told Roy about the Indonesian carbon credit project and invited him along. He loved the idea. The other person I would like would be my old, good friend Jim Jensen.

Here is the note I just sent him.

Hi Jim,

I hope all is well. My company is trying to put together a carbon credit

trading system for Indonesia.

We are hoping to use areal spectral photography to map out the carbon deposits of the jungle, but we will probably have to go in and do some core sampling with the local Indigenous people.

It would mean flying to Indonesia, going into the remote forest area for probably four days, and then we would move on to Malaysia for a few days of a different adventure, probably danger-free. It could be dangerous and difficult, and you would be in charge of one of the surveying groups. We will train you on the way. All expenses paid and the possible adventure of a lifetime, but again it could be very dangerous.

If you would like to be involved, let me know. It would probably be in the next four months, and the odds are low we would go, but we have to be ready.

Regards,

Andrew

I have no idea how he will react and re-reading it, it looks pretty crazy, but unless I am willing to lead from the front, there is no chance of success. I won't ask anyone to do anything I am not willing to do myself unless I am truly unable to physically able to handle it, and admitting that to myself would be an incredibly troubling reality.

8/8/2021 – 7:54 p.m. EST | Our House, NJ

Throughout my life, there has always been the specter of what my family calls the “Henig stomach.” That refers to a usually temporary condition where the person experiences stomach pain, sometimes nausea, and in general, makes them feel lousy. I got “it” last night. Since I have been a worrier all my life and most sickness seems to manifest there, it is a relatively normal state of affairs. Even though I have been incredibly fortunate since before the pandemic and not gotten sick, this morning, I knew I had it. We had brought in some rapid tests and I just

finished taking one with help from my wonderful wife. It was negative, thank-you God. Now I will do what I normally do when this happens. Which is to severely curtail my exercises for today and be very careful of what I eat. If all goes well, life will be back to normal tomorrow. Wendy asked if I was under any unusual stress, I answered “yes.”

If I had said no to that question, it would have meant I was bored and needed a new challenge. I thought about the offer I gave to Roy and Jim last night. To go on an adventure halfway around the world into the jungle with a certain level of danger, all with the idea of creating a new system for carbon credits that had never been done before. How often in life do we really get a chance to make a difference, to help change the way things are done, save land from being destroyed, and reduce climate change?

It has taken me sixty years to get into a position to help make positive change. To get Ideal Jacobs in locations around the world, teams in place, people who can build what is needed, and contacts in the various governments. All coming together at this moment to help make a huge contribution. We will probably not get another chance like this, so we are pouring everything into making all this work. Without Ideal Jacobs, we could never have afforded to be able to finance everything. My father and grandfather laid the groundwork, and we are launching from their shoulders. One combined global team going for it. Therefore am I under a lot more stress, yes, but also having the fun of a lifetime. They go hand in hand. The "Henig stomach" is a gut check, a reminder to remember where we have gone and where we can go. Just the same, I hope it is gone tomorrow so I can go back to full steam ahead.

8/9/2021 – 11:22 a.m. EST | Our Office, NJ

After a very good night's sleep, I felt much better. I was able to do most of my normal inside and outside workout, and it is great to be back on my routine.

8/9/2021 – 2:29 p.m. EST | Our Office, NJ

I feel so much better than yesterday, it is wonderful to feel good again. Marina emailed me just before Israel had put in a seven-day quarantine for incoming passengers regardless of vaccine status. They are the most vaccinated country in the world. Canada just opened their borders with us.

8/10/2021 – 4:07 p.m. EST | Our Office, NJ

Today I worked on various paperwork, pricing and also trying to figure out how to solve a label adhesive dilemma with one of our customers. We are running tests along with one of our suppliers and will hopefully have a solution by this Friday.

Tin brought in a friend of his to interview for a drafting position since one of our people left last week. He has a degree in aeronautical engineering and has amazing potential in most areas of our business. We hired him for a three-month trial period. My question was, why was someone of his caliber and talent still available a year after he finished college. Apparently, there is high employment in some sectors of our economy but not in engineering and sciences. While that is good for us to get great people, it did not bode well for our economy.

I spoke to my friend Jim Jensen, he had already agreed to come to Indonesia if we go. I thanked him and gave him some details. I will need an okay from his wife before he is good to go and the same from Roy's wife. It is not a problem; I want to be open about the trip's potential dangers.

Governor Cuomo of New York State has resigned, effective in two weeks because of allegations that he was inappropriate with various women.

Dear God,

For people who do not believe in you, I offer the following:

We are trying to start Indonesia's first carbon credit certifier national program. The following has happened through an amazing course of events that could only have happened through divine intervention.

1. We have a mechanical engineer on staff who not only understands certification in general, but is a bulldog regarding being able to find carbon credit-related information that has helped us move at the speed of light.

2. Through LinkedIn, we found one man in Indonesia, Abdilla, who not only understood and embraced what we were doing, but already had contact in the Indonesian government within the Ministry of Finance who is in charge of putting together the carbon credit trading program.

3. The other person I found through LinkedIn was with the Forestry Ministry, who was also directly related to setting up the program and knew the same man as Abdilla.

4. I have three amazing friends who were willing, sight unseen, to sign on to go with me to the Indonesian jungle to help certify the carbon credits.

5. Abdilla also knew of the NGO that was already speaking with an Indigenous people group who would be interested in becoming our first customer.

6. The man from the Ministry of Finance agreed to let us write the base form for the carbon credit certification process, made a few changes, and then approved it.

7. Lou Beckerman, our insurance man of forty-five years, had joined a global insurance syndicate which gave him the contacts to help us set up an insurance policy for the carbon credits, a prerequisite from the Indonesian government.

8. We have an employee, Hilda, who is from Indonesia, helping with translations. Since no foreigners can get into Indonesia because of COVID-19, she is willing to supervise the on-sight testing needed to certify the carbon credits.

9. Don found a contact through an IBM Wholesaler who can give us access to new software that can plot the land from our potential customer to help quantify and qualify the carbon credits.

We still have a long way to go but the series of events above could not have happened by luck, I can only conclude you want to help us help our world and this is one of the ways we can do it. We will keep pushing on all fronts until we succeed or fail. Thank you for the chance to be on this incredible adventure. And anyone who doubts you simply have to read this.

Love,

Andrew

8/12/2021 – 3:35 p.m. EST | Our Office, NJ

I met with Carol Leone, a caterer and member of our former synagogue. She is a very nice and competent woman, and I plan on giving her the business for the June 10th birthday party next year. It has been a day of paperwork and customer supply chain issues. We are having increasingly bigger problems getting raw materials and the lead times to get them are becoming ridiculous. Products that used to take days and weeks now can take months. People wonder why there are supply chain issues, to me it is simple. For the last eight years, customers around the world have refused to allow suppliers to raise their prices. Covid has given everyone the excuse both to increase delivery times and raise prices. It is happening everywhere and I don't think it will stop for the foreseeable future.

8/13/2021 – 2:22 p.m. EST | Our Office, NJ

It has been a crazy, fun day here.

The Taliban continue to take over large parts of Afghanistan.

Third vaccine shots are only available for those with previous physical issues so far.

8/14/2021 – 3:54 p.m. EST | Our House, NJ

It is still hot and humid. After my indoor workout, I had a very good ride. Once back and after lunch, I went to see Ira. He is well and we spoke about business, life, and family.

I then went to see my mom, she was well, and I gave her an update on business, family, and pictures of “The Farm” that Sahar had sent. She loved them. As I was telling her about the carbon credit project and my potential plans to bring a team into the Indonesian jungle, it really started to dawn on me what I was proposing. She looked concerned, as any mother would, but this will not work unless I am willing to put myself on the line, and I am.

I got word from Dr. Menard that my PSA, pre-test for prostate cancer, came back with good results and I have COVID-19 anti-bodies, all very good news. Therefore as far as I am concerned, I have the green light to travel. God shines, I will wait as patiently and peaceably as I can.

8/15/2021 – Sunday afternoon | Our House, NJ

I was up early, exercised in our basement, biked, and cleaned my car. Ben from China then called and we spoke about Kylie, his youngest daughter. She had just landed in Toronto to start college at the University of Toronto, an excellent school. A bunch of her friends were also attending so they would be together and support themselves through the big initial transition to college life. Ben and Jazmin were now “empty nesters,” a big change for them but one that could be a very

happy time as it was for Wendy and me. It was a bittersweet conversation since it meant our partnership with IJX and each other would be over. The phone call and the update, as always, did not last long. We always seemed to have an instant communication link where information and agreements pass and happen quickly.

Lunch was calm and pleasant as usual—a huge blessing for me. I went to the pharmacy, supermarket, and to Dunkin'. I got my fruit and lunches ready for this week and didn't plan on doing much more.

Afghanistan has basically fallen to the Taliban. I hope and pray their people are treated well. I still feel it was the right decision by President Biden.

8/15/2021 – 4:51 p.m. EST | Roseland, NJ

My workout and biking went well. It has been a day of paperwork and working on the new projects. Don got an estimate for some hole coring equipment for the Indonesian forest, but after viewing their video, we figured out a much simpler technique. Preparations for Pizza Day tomorrow are done, and we formally hired Carole Leon as our birthday party event planner for next June. She will be in charge of the bulk of everything besides arranging the flights for everyone coming into the US. We went up to see the bees, they are good. We are still bottling honey but will probably run out tomorrow, which is okay since we can harvest again next month. It was a very good day, a lot accomplished and a lot of fun.

8/16/2021 – 3:17 p.m. EST | Our Office, NJ

I was up at 3:00 a.m. so I could exercise early. It was wonderful biking, first in the dark, then in the pre-dawn and early light. It is wonderful being out at the time before the “regular” world begins. It is quiet, peaceful, and makes me prone to deep thought. Once back, I was showered and got ready for our IJ global sales meeting. I am in

continual awe of the technology enabling all locations to be on the same call. I am very proud of our teams, they have performed heroically under challenging conditions, and our global sales numbers reflect that. Everyone in sales wants to get back on the road, but every time we plan, it is totally dependent on the COVID-19 conditions that day before on whether we can go. Of course, it is just as hard for us as everyone else. We have the incredible advantage of having people already on the ground, so there were no complaints, just planning what to do. Everyone is excited about the Ideal centennial book, and I hope it can go to press by September 1.

I spoke to Kayla. She is well and planning to move out of Ben's house in September, get an apartment, and then a dog. I think it is a very good move for her. I spoke later to Alex. He is also well, always a good thing for a parent to hear.

Between pricing and paperwork, I had an email issue that seemed to settle down mid-morning. I am unsure how many emails I lost, but hopefully, people will send them again. At 11:40 a.m., the individual pizzas and other food arrived for our Pizza Day. Our team deserved it in general but especially for the excellent OSHA audit results from a few weeks ago. Everyone could get what they wanted, and the record was four pizzas for one of our pressmen, but I did not mind, as I said, we have a great team.

8/16/2022 – 4:53 p.m. EST | My Chiropractor's Office, NJ

The weather was a bit “soupy” for my ride; hot and humid, but I enjoyed the conditions. Even more so when I took a shower afterwards. Today was a mixture of personnel issues, insurance policies, marketing, new technology for the carbon project, and pricing. Mike is back from his holiday, his son is feeling better from COVID-19 and no other family members have it so far. Life here at the chiropractor is calm as always.

8/17/2021 – 2:28 p.m. EST | Our Office, NJ

Always Trust the Bees

We were just up on one of our roofs, looking at three of our hives. The bees collecting pollen were heading back inside their homes in droves. I mentioned to Dave and Tin that this normally only happened when it rained, but I checked the weather on my phone, and none was forecasted. Sure enough, a minute later, the rain began. It is amazing how they always know.

8/20/2021 – 3:10 p.m. EST | Our Office, NJ

After my usual workout, it was a plethora of meetings and paperwork. In the afternoon, we went up to see the bees, who were fine. We handed out some bottles of honey to our crew. I plan to do more next week.

8/21/2021 – 8:38 p.m. EST | Our House, NJ

I was up early, exercised in our basement, went out to bike, and saw we had trapped our second raccoon. I called Tim, the groundhog man, to come to get him. That is my name for him, he actually does all types of animals. Once done, I met David in town. He is an exceptionally nice man and we had a pleasant chat. Once done and back here, I got the bulk of things ready to go target shooting and Alex finished the heavy lifting when he arrived from Manhattan. We had an excellent time at the shooting range, we were the only ones there and it was beautiful outside. Alex did well and we were back home in under two hours, then he left to go see friends. Later Wendy and I met Cliff and Barbara at a local restaurant to celebrate all of the birthdays and anniversaries we had missed because of Covid. We had a very pleasant time. Thank you, God, for a very good day.

8/22/2021 – Sunday evening | Our House, NJ

It started out as the majority of Sundays. I slept in until 7:00 a.m. exercised in our basement then went biking outside. Hurricane Henri was making landfall up the coast, so we had a lot of rain. No worries, I had on all my rain gear and had a very pleasant bike ride. Once back and after lunch, our lights flickered, then the power went out. This is normally a huge problem, but we had a backup generator. Unfortunately, it was not functioning and a repair call was set up for this Friday. That meant no power.

I left to see my brother and while with him, my landlord called to say there might be some flooding at our plant. I cut my time with my brother short to buy some batteries and called my mom to tell her I could not visit her. She totally understood about the weather and I went to the plant. Thankfully, there was very little water in one area. My landlord had already been there once to use the wet vacuum, I did some myself and he would come back later. He is an excellent landlord. I spoke to him and mentioned my home situation and he told me about signing onto the power company's website to register our house and check when the power would come back on. I could not get an answer when I called, so I went home and Wendy and I used some of the afternoon on our porch listening to the rain and playing cards. It was her idea and we had a wonderful time.

The power company sent me a recorded message that we should have power back by 5:15 p.m. today. It was wonderful to hear from them and we actually got it back at 4:45 p.m. It was great to have our electricity on, and we had our usual Sunday night dinner of delicious leftovers. I try never to take anything for granted, but every once in a while, God sends down a message to remind us of what we have. By the way, I will also purchase new portable lanterns and batteries. I had become complacent with the generator and not kept them in good working order. I will fix that.

8/23/2021 – 1:25 p.m. EST | Our Office, NJ

Although the skies were threatening, it turned out that my bike ride was dry and enjoyable. I called the electrician for our generator and they have nicely moved up their visit to this Wednesday instead of Friday. It looks like we might get one more rain shower, but the bulk has moved on.

God shines our plant was spared any damage and we are in full operation. It has been a pleasant day off paperwork and pricing.

8/24/2021 – 4:55 p.m. EST | Our Office, NJ

It was back to post-storm biking this morning with my indoor exercises and it was all great. Wendy got me an iced tea, she is wonderful, and then I came here. It was a day of happy craziness with pricing, various issues, and planning on new projects. We had a new man start yesterday, his name is Jason, an aeronautical engineer, he seems like he will fit in well.

Afghanistan continues to be a huge mess, the US Congress is working on a huge infrastructure project from the government, and there are already predictions that the House and Senate will go Republican in the next election. If either happens, then gridlock will most assuredly occur. The month is turning out to be good if everything ships, a wonderful thing to occur. Lots of rain over the weekend, so I will not water my plants until tomorrow unless some look thirsty tonight.

8/25/2021 – 3:20 p.m. EST | Our Office, NJ

It has been a day off pricing and working on rush orders, a lot of fun. We visited three of our hives, the bees are well. Our team here is getting older and some of our people have health issues. I want to keep them for as long as possible. Therefore we will need to support them by hiring back-ups where needed. As always, new people will cover

multiple positions, which is good for them and us.

8/26/2021 – 7:45 p.m. EST | Our House, NJ

The current heatwave continues.

After my routine exercises, I went outside to bike and checked the two traps on the way to our shed. We had caught another raccoon that made four and I texted our man to come to relocate him. My ride was pleasant and I rode a little extra, knowing that I might not get to the office nor get my normal exercise there. Once home, I put on weekend clothes, got myself a Dunkin' iced tea, and settled here for the coming day. Wendy was going to the Jersey Shore with her friend Jayne and I was to stay while the electrician put in a new electrical panel. Tim, our electrician from work, and his able assistant Dave were here on time and cut the house electrical power so they could do their work.

The plan was for our generator to take over, which was repaired yesterday. However, that did not happen, so I called for another repair technician and spent the next four hours mostly working on our porch. The inside was reasonably cool but had no lights so I chose to be outside. It was okay and I worked my way through until lunch. Then Tim and Dave finished exactly as promised by 1:30 p.m. Instead of going to work as I had initially planned, I waited for the generator repairman. He found out there was a blown fuse so once he installed that, it was too late to go to the office. I thought about asking him to shut off the power and try the generator, but I was afraid it might do something to the newly installed electrical equipment and decided against it. The generator self-checks every Wednesday, so we will wait to see if it works next week and if not, bring in another repairman. During this time, Tim, the groundhog man, came and took the caged raccoon to be relocated. Through all this, I mostly kept working and accomplished a lot.

I spoke to all three of our kids, they are wonderful, and I also Skyped with Don in Canada about the carbon credit project. We are

stalled there and if we don't get some movement from the Indigenous group in Indonesia by Monday, we will go after different customers.

COVID-19 is worse around the world and really causing havoc. President Biden has made it possible to get a third booster shot 6 months after the last injection. I will try and get one next week. President Biden is taking a lot of heat for Afghanistan. Two bombs went off today, and American soldiers and civilians were murdered. I still think he made the right decision, but it may reduce his power significantly in the future.

8/27/2021 – 3:15 p.m. EST | Our Office, NJ

The heat wave continues. It is now at 100°F with possible thunderstorms. It has been an excellent day. We put the mask protocol back in at our office due to the Delta variant and our people have complied well. We have one person out with Covid and at this point, only those who have had vaccines can work in our office.

Our hives have been doing well. They really seem to like the heat and are producing more honey, a very cool thing which we will bottle and give away. A hurricane is on its way toward New Orleans. Happily, Kayla and Alyssa's bachelorette party is now in Phoenix, Arizona, instead.

8/28/2021 – 2:37 p.m. EST | Our House, NJ

The hardest part of anything is often the waiting. The level of patience required to move up levels only increases over time. For people like me who endeavor to have things move quickly, it is a constant, enduring test. The world is in motion and I want to be too, but sometimes that means waiting and I will endeavor to embrace the process.

I was up early on a Saturday, 5:15 a.m., did my indoor exercises, biked, showered, and met David in town. He is well but stressing over some client issues as I have done many times myself. It is good we have each other to bounce off ideas, listen, comment, critique, and comfort as needed. He is a very good friend. After lunch, I went food shopping

and then once back here, one of the kitchen cabinet doors came apart, so I then went into town for some wood glue and did the repair. As I am not a handy guy, I am very glad to report the door is back up and will hopefully stay that way. We caught another raccoon this morning and are waiting for Tim to come get him. That makes five, the usual number in a raccoon family, so I hope we are done. We still have not caught any groundhogs, which is how this multi-year adventure began. God shines, we are very fortunate and I never take it for granted.

8/28/2021 – 5:13 p.m. EST | Our House, NJ

I went to our local pharmacy looking to get a COVID-19 booster, but they refused since I was not in the allowed group with auto-immune issues, of which I was greatly appreciative. However, the nice man did say I could have a flu shot and since I was now 65 years old, I would get the extra-strength version. He was well versed in giving a painless injection and I then went about my day. Being tired and having body aches is not abnormal with my work, exercise training, and low sleep regimen, so I was not cognizant of possible reactions until I got a headache. I then checked the internet and sure enough, that was one of the side effects. I took some Advil and we are getting ready to go out to dinner with our friends, the Greens. It is a small price to pay for maximum protection against the flu. Once the third booster for COVID-19 is ready, I will get that too. I put a lot of strain on my body, especially since I hope to start traveling for business next month, so the least I can do is give myself as many safeguards as possible. I may be somewhat crazy, but I try not to be careless.

8/29/2021 – Sunday afternoon | Our Porch, NJ

I texted Ira to wish him a safe drive back from Lake Placid, but he had already returned, so he joined Mom and me for lunch. Both are well and our conversation ranged from Ben and Carla's planned

engagement party and wedding plans to Ira's grandchildren here. He and Eve are spending a lot of enjoyable, quality time with them.

I went over to see Myrna. She is okay, not going out much and not seeing a lot of people, which makes her sad. The latest Delta variant outbreak is covering the world and the hopes for everything being normal by now are shattered. All my traveling will be decided on the night before based on the conditions at that moment.

Hurricane Ida is a category 4 hurricane, stronger than Katrina, and is battering New Orleans. We should feel the effects here later this week. I hope our and everyone else's electric generator backups work well if they are needed.

8/30/2021 – 4:46 p.m. EST | My Chiropractor, NJ

My exercises and bike ride went well. It is hot again, 88°F right now. It has been a very good day of paperwork, pricing, and working on current and new personnel. No word back from anyone in Malaysia and Indonesia, so I had no choice but to be more patient. Hurricane Ida caused a lot of damage in Louisiana and it is moving onward. Hopefully, she will dissipate quickly and everyone with damage and power outages will be okay as quickly as possible. The US is now officially out of Afghanistan. May it become peaceful soon. Also, God, please help Haiti and everyone on the pathway of destruction and despair.



SEPTEMBER

9/1/2021 – 8:52 p.m. EST | Our House, NJ

Currently, it is raining very hard. The results of Hurricane Ida will hopefully be over within another six hours. I hope everyone's homes stay dry and keep their power. So far, our generators are still operational.

9/2/2021 – 4:43 p.m. EST | Our Office, NJ

Last night's torrential rains caused many problems, but happily, we barely lost power at home and our office had minor issues. Our crew was often delayed getting in with streets closed, flooding, and stalled cars. Still, most of daily life was wonderfully back to normal by the afternoon. I am reading a list of names for the new donor plaque at The Farm. It is always nice to be honoring the amazing people in my life.

9/2/2021 – 7:56 p.m. EST | Our House, NJ

It has been a beautiful pre-fall day with gorgeous temperatures and low humidity, the kind of day that is a harbinger of the beautiful things to come. For some reason, it reminded me of a conversation I had with Kay a few weeks ago. I was talking about going to see God when I died. Kayla asked if I was worried about the things I had done. And I said no; I was hopeful that he would be happy about everything I had tried to accomplish. I don't believe that God focused on the wrongs that happened but rather on the opportunities that were not missed because of fear or lack of motivation. I want to be able to stand tall for all I have tried, whether it worked or not. I think it gave Kay another perspective

on life and death. It also reminded me that time is finite. There was no “permanent,” so I had to go for everything possible now and give them my all because I may not get the chance again.

Big projects like the carbon credit project do not come along every day. I know this; therefore, even more than in the past, I will push them to their conclusion whether they work or not. There is no time to wait and see. There is no tomorrow. The road forward is simple, just not easy, and that is fine because that is the way it has always been.

9/4/2021 – 1:20 p.m. EST | Our House, NJ

The chiropractor visit went well last night. He has some type of scale that tracks not only weight but body fat, hydration, and a bunch of other things when you step on it. We have an ongoing competition to try and do better every two weeks in all categories. It will stay fun as long as we both keep improving. I worry that when the months get colder, and we can't exercise as much, it might prove to be a less pleasant event.

Last night, I got a text from Mike, my CFO, that his wife had tested positive for COVID-19. That was unsettling, but I still mostly slept well until 5:45 a.m. this morning. I then did my indoor workout and then outside biking. It was fun and after getting back, I went to see David. He is well and we talked about business, life, and God. He too, believes more than he did in the past.

We walked through town and saw the immense water damage to some of the stores. Their owners, the fire department, and volunteers were all busy with the cleanup. We saw my landlord's wife, who is also heavily involved in their business, and she told us about their outstanding efforts during the storm to save their and other businesses, divert water and try and keep everything up and running. They are amazing people and it is easy to see why they are successful. We are fortunate to have them watch over us, and they are totally worth the rent we pay. Once done, it was back here for lunch, where I let my mom,

brother, and sister know that I had been potentially exposed. Mom and Ira both canceled our plans for this weekend.

I then heard from my brother that he had been able to get the COVID-19 booster at the local vaccine center. I also wanted one, so after my haircut, I came back here to change my shirt and try to get one. My very smart wife, however, reminded me that I was going for a Covid test at 3:30. If I indeed did have it, getting a booster shot could be dangerous. Therefore we agreed I would wait to get the test results.

9/4/2021 – 2:56 p.m. EST | Our House, NJ

The rest of yesterday afternoon was spent in quiet bliss with my lovely wife as we watched reruns of the *Mary Tyler Moore Show*. We had a delicious dinner of leftovers, and after taking a short walk in the beautiful cooler temperatures, I had close to nine hours of wonderful sleep. My dreams, as usual, were chaotic and strange but not unpleasant enough to wake me up. With the current state of our potential projects and the world, it is a small wonder they are reflected in my dreams. I was up late for me, after 7:00 a.m., and noticed I had an answer regarding my Covid test, but I could not access my results.

Once in the basement and getting ready to exercise, I called the company and they promised to check and get back to me within a day. After my workout, I went on my bike ride and stopped at one point, checked my email, and indeed did get my result, which was negative! With this excellent news, I resolved to get back to our house, change, and see if I could get a booster shot. On the way to the vaccine center, I stopped at the plant store and ordered some mum and pepper plants for our office to be delivered on Thursday. I went by the vaccine center, but they were closed on Sundays, so I then stopped at the supermarket and got some groceries. They must have been having supply chain issues as some food shelves were not fully stocked. Once back here, I called my mom and we re-instituted our dinner plans for tonight since I got a negative result.

Tim, the groundhog man, had reset our two traps, but we did not catch anything yet. After a very large lunch, I am now on the porch and in about 90 minutes, we will call a local Italian restaurant for takeout and take it over to my mom's apartment.

9/5/2021 – 2:46 p.m. EST | Our Porch, NJ

Labor Day here in the US

Since it is a national holiday, I slept in late again, almost to 6:15 a.m. After my basement exercises and ride, I went to see my brother. He agreed that I should try and get a booster shot with my mom and her aide tomorrow if the vaccine site was not open today. My brother is well. He is going to California in a few weeks to be there when his son-in-law Mark goes through formal conversion to our Jewish religion. Even it's staying home to help care for Rachel and Jeff's kids after school.

I then went up to the vaccination site, and they were indeed closed, so I called my mom and we agreed I would pick her and her aide Elyse up at 8:50 a.m. tomorrow, the site opens at 9:00 a.m. It was then back here for a pleasant lunch and various chores around our house. I am not "handy", but I can change lightbulbs with Wendy's help and also prune some of our garden's flowers and bushes. I have been watching a television series created by John Kenneth Galbraith, a famous economist from the last century and it has spurred me on to a new task.

I have never been able to forecast what the US and Global economies would do. I realize everyone else has the same issue, but I have decided to try and tackle the problem. There is one theory where a small group of globally incredibly rich and influential men sit around a table and decide what will happen to our world over the next 1-5 years. I have had a small taste of power. Being the former chairman of a publicly held company in Malaysia. People thought that I had the inside track to all kinds of confidential information that I could use to my advantage, but the truth was the lenses of murkiness through which I saw global

events before I was chairman, in fact, it only got murkier. Why did not certain circumstances follow a pattern, I wondered. If the price of gold went up in the past when something happened, why didn't the same stimulus cause the same occurrence?

The answer, I now believe, was that I was looking at too few indicators to give a true national and global picture of what was reality and what could and should happen next. Therefore as appropriate for Labor Day, I am going to try and figure out my own set of indicators based on my life in sales and business to see if I can predict to a +/- 2% percentage rate of what has happened in the past so we can predict the future. Of course, that is relying on the fact that the information we are getting from our government and our world is accurate, but we will have to make that assumption.

9/6/2021 – 7:40 p.m. EST | Our House, NJ

Further on Predicting the Future

There is an old technique used especially during arguments or negotiations where the two parties involved have to surmise what the other person said first, to their satisfaction, before speaking. The purpose is that most people do not listen and are only concerned with what they will say next, regardless of what the other person said. This technique forces communication and real-time presence in the conversation, or nothing can move forward. The problem remains that most people hear what they want or hope to hear, not reality.

Therefore, if the communication being offered can be gauged as genuine, factual reporting is in an inverse ratio to people listening as long as it is positive. For example, a radio reporter is talking about the territorial gains in a war. If he is telling the truth and the country is being overridden, then most people listening hear that things are bad. Conversely, if the report is all great news, then people will believe that. Therefore this indicator only comes into play when the news is bad.

9/7/2021 – 9:21 a.m. EST | Covid Vaccine Center, West Orange, NJ

I went to pick up Mom to get her a COVID-19 booster shot. As I was about to get on the elevator in her building, she called to say she was too tired to go, which was not a problem and I then went to the local supermarket next to the vaccine center and bought bananas. Once done, I came here for a wonderfully efficient experience with very nice people. I got my Moderna booster and am now waiting for the 30 minutes of observation before I can leave.

Further on Predicting the Future–Part Two

Listening is different than hearing. Hearing is passive and most people don't notice the action whereas listening is an active endeavor.

Most people really don't listen; they are too interested in what they will say next or are thinking about something else. To be a good listener is an incredibly valuable ability that gives a massive advantage in all situations. If people are listening, it means they are interested in what is being said. Whether the information is positive or negative, happy or sad, if you have a group of people actively listening to them, their opinion matters and should be counted toward what is real at this moment and their views for the future.

9/7/2021 – 2:37 p.m. EST | Our House, NJ

It is a beautiful late summer day here. I finished with the vaccine center, checked on my Mom, she is fine, did some errands, and came back here. I watched a part of the New Year's service from our synagogue online, and then Wendy and I went to our favorite diner for lunch. Once back, I spent the last few hours having fun working. I am incredibly blessed to love my job.

9/8/2021 – 8:06 p.m. EST | Our House, NJ

It has been an excellent day, lots of paperwork, we got to see the bees and business has been good for this month so far. The Delta virus is causing havoc. Between that, other sicknesses and vacations, we are short-staffed, but I am hoping that is temporary.

9/9/2021 – 7:33 p.m. EST | Our House, NJ

I had some minor side effects from the booster shot, including a headache, but by the time I started exercising this morning, I was fine. We caught another raccoon! It rained sporadically during my bike ride, but I was dressed for it, thank-you Dad for the training, and it was very pleasant. Once in our office, it was a very fast-moving day. Between lots of paperwork and pricing, I met with a potential client with Don in Canada. They had six people on the call, and it seemed to go well.

I then went for a dental checkup at Dr. Browne's. My teeth were good and since Dr. Browne also had bee hives, we had a lively conversation.

9/10/2021 – 2:51 p.m. EST | Our Office, NJ

As always, I can't tell the difference, but I either had an allergy attack or a cold last night, which negated a good night's sleep. After my morning workout, I picked up a humidifier and cold-related medicine, so if the same thing happens again, I plan to be ready.

Tin, Dave, and Jason started harvesting the honey today. I was in the office with Mikey since we had many people out. The rest of today has been pricing, paperwork, and getting samples ready for my trip to Canada with Don. President Biden put in more vaccine mandates which I endorse.

9/11/2021 – 8:52 a.m. EST | Our House, NJ

Today is the 20th anniversary of the terrorist attacks on the World Trade

Center and Pentagon. Amazing it has been that long, it is never far from our thoughts. Our world is very different in some ways and the same in others. We are all still trying to figure out how to live and work together.

Our sense of smell is primal. Thoughts and memories come flooding back, or are created as an odor, good or bad, is encountered. When dealing with money, gold, real estate, or any other indicator of wealth and security, the smell of a situation can determine activity. People say that they can smell or sense fear, and I believe that is true. Our sense of smell can detect “true” indicators because faking it is nearly impossible. Our bodies react to the stimulus of the situation and are another way to confirm or deny what a person is saying. Non-verbal communication is much more truthful than what people say.

9/12/2021 – 3:00 p.m. EST | Our House, NJ

Thanks Dad, Again

Growing up in the suburbs of New Jersey, I had a unique collision of worlds. There was the normal suburban life, which included school, sports, music, and a multitude of other activities. But there was that “other” life where I learned how to hunt, fish, target shoot, hike, and navigate the woods. I never know when a skill from my youth will come in handy, but it did today. One of my dad’s strictest rules was if I used a piece of equipment, I always had to put it back into storage with whatever maintenance was necessary.

No one is perfect and depending on the conditions, sometimes a piece of equipment would develop rust. When it first happened, he taught me about using a product called “steel wool” and oil to take care of the problem. If you took care of the issue, that was all needed. One of my pieces of exercise equipment had developed some rust. I got some steel wool and gun oil and took care of it. For a moment, I was transported back in time to when I was doing it after my father and I had been out target shooting. It was one of the most pleasant hobbies for us to be together and I remember them fondly. In fact, I am smiling

as I write this. My relationship with my dad, like most sons with their fathers, is complicated, but it is very nice to be able to think back to the good times.

Dear God,

I find myself in a unique position. At my age, the chances I will have any new projects is probably limited. On the other hand, our teams are now at the point where we can help change the world if you continue to stay with us. I know that my tomorrows are limited, but I also know I have reached this juncture because you believe we can break through and make a difference. My feeling, passion, and belief is that we are supposed to go full steam ahead with everything we are doing with the hope that some of our projects may break through. The older I get, the more I feel like an outlier. Thank you always for having Wendy with me as she can act as a translator for the linear “normal” world for me and explain my “circular” thinking to others. Thank you also for our teams around the world who have rallied behind our various plans to make a difference. I have mostly stopped asking how we got here or why things have happened to keep us on our pathways and simply accept that you are guiding us and we are going in the right direction.

I marvel at your planning and the willingness to bring us the people we need just as we need them. I understand my “job” more than ever before. My purpose is simple, to leave our planet and the people I interact with better than when we started. What seems logical to me leaves others baffled and the number of chances we take seems crazy to others. Still, to me, they all seem like a logical progression. At this point, I am figuring that you will provide the people, resources, opportunities, and money when we need them. If they don't come, I will figure we are on the wrong path, or you are testing our resolve to see how much I will risk on an idea.

Thank you for the gift of being able to write. It is an ability that has become ever-more important in all of our areas. In fact, I get the strong

feeling that you and others are coming through as I type. Much of what comes out on the page is a mystery to me as to how it got there. I am not brilliant. I am not a genius, but I am a competent writer, a good salesman, and the various “stuff” that comes through me I figure is divine intervention. I am very grateful for it when it comes. Please keep it going and also my energy. It has enabled us to get into a position to soar all over the world. I feel that if I ever slow down, the gifts you keep giving me will also slow down and eventually stop with the eventual reduction of my life for a while. Therefore I resolve to keep going as hard as possible to deserve everything you have given me, my family, our businesses and our teams. I try and take nothing for granted, ever.

Love,

Andrew

It has been a very nice Sunday so far. I slept late, until 7:00 a.m., with my cold, it was a good thing. I felt better and my voice improved.

9/15/2021 – 3:09 p.m. EST | Our Office, NJ

I got the email I was dreading. Yelena passed away this morning. It was very sad and our team was feeling down today, totally understandable. She was very pleasant, extremely hard working, and cared about doing a good job. She will be missed on multiple levels, and I asked my grandmother, who died of the same ailment more than fifty years ago, to help her pass over.

I spoke to Ben in China this morning. Xiamen is one of the centers of the Delta outbreak. Even though the number of cases is tiny compared to here in the US, their government is taking extreme precautions to stamp it out early. IJX already has some members who can't get to our plant and the plant hours are reduced for the time being. We are all hoping they do not have to temporarily shut down.

9/16/2021 – 7:51 p.m. EST | Our House, NJ

Yom Kippur Day

This was the holiest day of the Jewish year. It started last night and ended early evening, depending on the level of observance. Instead of a total fast, I allowed myself to drink water, take medicine, chew gum, eat hard candy, and brush my teeth for about 23 hours. Everyone has their own way of fasting, and I have mine. I watched some of the services online from our temple. I also picked up my mom and brought her here for dinner, known as breakfast, the symbolic end of the fast.

Barb and Cliff were over, Alex came from Manhattan, and we had a wonderful celebration with a lot of eating and good cheer.

My mom had a very good time and after I brought her home, it was back here for a snack and I called Ben in China. He had emailed me earlier. He had the alarming news that IJX was in a Delta hot zone, and the government had closed down all business for at least two weeks. Understandably he did not sound good. I offered to do whatever we could, and we then moved on to why he had emailed. He had a friend whose son was big in carbon credits in Shanghai. He thought I might like to talk to him. I thanked him and soon after we hung up, I called the man and left a message.

9/17/2021 – 3:04 p.m. EST | Our Office, NJ

It was wonderful doing my normal workout and bike ride, and once here, it was a day of pricing, paperwork, and last minute preparations for Canada. I had forgotten what the pace was like before a trip and I have found it exhilarating. With the added complication of Covid testing, I got another one today and should have the results tomorrow so I can get on the plane. I am hopeful all the details will be done before I get to the airport on Monday. Since I can't take any food into Canada, it makes that part of the preparation much easier. Don knows where the good food supermarkets are so we should be fine.

I booked hotel rooms for us for Ben's wedding next August.

9/18/2021 – Saturday night | Our House, NJ

It has been about eighteen months since my last business trip and it has been both fun and a little worrisome getting ready for this one. Canada has new entry rules because of Covid, and with Don and Marina's help, I should be prepared with what is needed.

My travel checklist has been engaged, and by tomorrow night, everything should be almost ready for Monday morning. It has been a very good day. I exercised, biked, worked on our garden, and saw David. He is well and having his best year in real estate, a very good thing. I saw my mom. She is well and I then stopped and got supplies on the way here. Dinner was delicious leftovers with my wonderful wife, and knowing that I am leaving on Monday until next Friday had made the days ever more precious. It used to be common that I was traveling and we both enjoyed the short bursts of being alone, but it has been a long time and hopefully, next week marks the beginning of a more regular travel schedule. As I always say, I love to be home and I love to be away. It is a very good mix for both of us.

I have been watching the financial markets and the news and there is more frequent talk of an economic downturn. I am not sure, as always, what will happen, but I am hoping that we are well-positioned for what does occur.

9/19/2021 – 7:21 p.m. EST | Our House, NJ

It has been a gorgeous day here. I biked twice after my basement exercises, knowing tomorrow's exercise would be limited. After lunch, I met Ira, he is well and we talked about family, our world, and relationships. Once back here, I finished the bulk of my packing. Marina tried to check me in, but Air Canada now mandates an in-person check in. This was actually good because it forced me to review my flight time

and it turned out that I was leaving thirty minutes earlier than I had thought. I needed some paperwork from our office, which I got and then spent the rest of the evening with Wendy. It has been eighteen months since we have been apart and the old feeling of worry and work anticipation was like a welcomed old friend returning. We will, of course, miss each other but four nights away from each other is not a bad thing for either of us.

9/20/2021 – 5:52 a.m. EST | Newark/Liberty Airport, Newark, NJ

On the plane!

I was up at 2:15 a.m. My driver was early, always a good thing. After arriving at the airport, I got my boarding pass and was through security in excellent time. It is both strange and exhilarating to be back on the road. The Air Canada Lounge was closed because of Covid, which did not matter, and except for the extra Covid-related forms, things have been normal so far.

More alarming economic news. Cliff sent me a financial warning from China. If he, who is not directly involved with China's finance, is seeing and commenting on it, then the odds that it will have a global effect are increased. If everyone starts talking about potential trouble, then it is probably already here, which spells problems across the board. Combine that with global supply chain issues and the predicted upcoming rapid rise of inflation, the future is looking a bit dark. I am not sure if there is anything else I would do then what we are already doing, but I will think about it.

It has been twelve years since the last economic downturn, a lot of people in the marketplace have never seen it. Many have only experienced good times, it will be a very scary road for them if it gets as bad as it still is for the rest of us who have been through it before. In the event of a big downturn, certain things will happen. People will cut costs, which usually means personnel, and they will be more open to

new ideas to help our world and save and make money.

9/20/2021 – 5:50 EST | Intercontinental Hotel, Montreal

We landed and I got through Immigration and Security in good time.

It might have been because I had some trouble signing in with my Nexus entry card, but I had my medical forms checked four times. The Canadian authorities are really strict with Covid. Regardless everyone was pleasant and Don was waiting for me. It was good to see him in person for the first time in about two years. Our first stop on our “back on the toad” tour was with an industrial design company. They were pleasant and interested in our various products. Most people want to have someone like us around, a company that thrives on problems, new technology, and making things work. It was a good first call. We then switched another customer to the next time slot instead of later this afternoon. This was an existing lighting customer, and we spoke to the buyer about a new project for their sales force. It has the potential to be a good piece of business for us, well worth the call.

It was then time for lunch and Don found a small cafe. As soon as we entered and I saw the food displayed, I liked this place. The food was excellent, and I ordered two extra salads to take away for my dinner. Our next stop was a company that made custom electronics. Don will work on simplifying and cost-reducing their main product. I am hoping that IJ Penang might be able to eventually make them. By this time, I was getting tired, so I slept most of the way here. After we checked in, Don and I separated for the night. I then changed my clothes and went for a walk in search of the port, which I did not find. I returned here and got directions to the nearest supermarket where I bought sushi for my breakfast tomorrow. I did not want to count on the restaurant here in case they are slow, we have to be out by 8:30 a.m. I have set my alarms and called Wendy. It has been a really good first day back.

9/21/2021 – 4:37 p.m. EST | Fairmont Hotel, Ottawa

We had meetings with three groups of designers this morning and lunch with a mechanical engineer who works at Ericsson, all went well, but nothing otherwise to report. Any business from these groups will generally go to IJX. The ride here was uneventful and we are now checked in. Don is off to see a friend. I am going downstairs and see the water, and I plan to do little else except make sure Marina checks me in and I get a ride from the airport to the next hotel tomorrow.

9/22/2021 – 2:10 p.m. EST | in route to Toronto

I was up at 3:00 a.m., did my in room exercises then walked downstairs in the various hotel corridors since the gym was closed. I ate a turkey sandwich as planned yesterday for my breakfast. Don was early, as usual, I always like that, and off we went for me to get a Covid test. I should get the results tomorrow.

We then met a former Nokia engineer who was now working for Ericsson. We have been communicating for decades. We had a very nice chat and then went to Ciena to see another engineer. We also have known each other for decades. I don't know if business will come out of either, we never know. If things align, a need comes up, and God smiles down, it will happen, but it could take more decades. The next stop was another design company. The owner and I spoke in "label code" by that, I mean he used shorthand referral to materials and adhesives to test to see whether we knew what we were doing. Since I have been in the business for decades, it was a very pleasant conversation as we sized each other up as competent, and Don watched and also participated. In the end, we seemed to get along well and have a business chance.

From there, we went to a shopper's pharmacy, where I got a rapid Covid test. I decided in case the other did not arrive in time, I needed some backup and was very happy I did. The people were nice, and competent and I got my negative report in under an hour. Buoyed by

the news, we went to the airport, and I was able to catch this earlier flight. I emailed the limo company hoping they could change their driver to get me earlier. If not, I offered to pay them anyway because it was a last minute change, and I will grab a taxi.

9/22/2021 – 5:58 p.m. EST | Intercontinental Hotel, Toronto

As it turned out, my excellent car service was able to change the PU time and Abdul was waiting for me. On the way, I got an email from Ben's daughter, Emporia. Turned out she was coming to this city later in the week to see her sister Kylie, who had just started college here. A very small world.

Elsewhere, getting here a few hours early was a real treat, thank-you God and once settled in, I went for a walk. While there seemed to be no homeless people in Montreal, that is not the case in Ottawa and virtually every major city in the US. I don't know how Montreal handles it, but they are definitely doing something positive. Regardless, there was a homeless man on the way to my looking for dinner, so I bought him a sandwich, but he was gone by the time I returned, so I hope he was taken care of. It looked like a good sandwich so I will give it to Don tomorrow, I can't eat the bread. After getting back here, the thought of going to the gym or the pool was a distant memory and even though the nice security man had given me pass I decided to give my body a rest and instead had a feast here in my room. It was excellent. I spoke to both Kayla and Alex, always a treat, and I will endeavor to call Ben next week when I return.

The "Back on the Road" tour is in full swing.

One of the major changes from eighteen months ago and my last business trip, is the relative isolation on the road. The hotels have much fewer food options, plus gym and pool access are heavily regulated. Most people seem to stay by themselves and those inside buildings are wearing masks, which is totally understandable with Covid. This

means that my previous practice of buying food at local supermarkets and stocking up while traveling is now an essential part of my regimen because after 6:00 p.m., a lot of stuff closes down. Most breakfast buffets are shuttered, and most restaurants don't seem to open until at least 7:00 a.m., which is impractical for me because I am usually on the road before 8:00 a.m., and waiting for food cooked to order takes way too long. So that is it. Buy food when we get to a new city, carry what we can with us, and meet people either on-site or off-site at cafes, although many don't have sit-down service.

It is harder to be on the road, which, as always, means that only those who really want the sales will be out here. While it is good to outlast our competition, some of the nicer parts of traveling, like relaxing after a long day with other people, is curtailed. It is unfortunate, and I don't know if it will ever return to the way it was. Still, our primary purpose is business, which may have become a little easier. As always, it will be good to get home.

9/23/2021 – 8:02 p.m. EST | Intercontinental Hotel, Toronto

It was a day of highs and lows. After a good workout here in my room and then on the treadmill in the gym, I had breakfast consisting of last night's swarma dinner and some grapes. Don was early, always a good thing. The sales call went well, the customer liked our products and was thrilled to learn they could save money with IJX. Don will send them their prices by tomorrow. The next call was to a company that manufactured systems that would automate industrial kitchens and restaurants. Their products were innovative and fascinating and we are making some prototypes for them. We then went to try and find lunch but were not successful. Luckily, Don already had a sandwich and I had some fruit and nuts. After that, we had two more sales calls to two more designers, which again went well. After that, we went to Charles and Keith's house. They are both well and their house had been under massive construction.

It should be amazing once it is finished. After a house tour, we all then went for Chinese food and had a delightful dinner. Once back, I spoke to Wendy, got my boarding and medical passes printing, had dessert, did some packing, and will hopefully be asleep soon.

9/24/2021 – 7:30 a.m. EST | Toronto Pearson Airport, Toronto

I was up at 2:45 a.m. did my exercises in my room, got cleaned up, and changed. My driver was early and arrived here. All is well so far.

9/25/2021 – 3:51 p.m. EST | Our House, NJ

We were back yesterday on time. The car service got me here quickly, and after some unpacking, emailing, and getting ready, I had a wonderful bike ride in the beautiful mild weather. After eating, additional unpacking, and getting changed, I went to the chiropractor for a wonderful treatment.

I slept well and long last night and was up at 5:15 a.m. to exercise in our basement and then out for an enjoyable bike ride. I am happily tired and sore from this week's travels with no complaints. I was able to do everything needed, so I was very pleased with the results.

I did get one alarming piece of news yesterday while at the airport. I was talking to a couple with a very cute baby. The spouse was a rabbinical student in Israel and when I mentioned I was going, they cautioned me they had a new restriction for entry. I needed a business sponsor and they had to apply for a permit to allow me in. Neither Marina nor I knew about this; Netta is now working on it. I do not have much time to get this new document, and as I have always said, it may be up to the last minute before I know if I can go. I will email Sahar and see if she has any ideas.

After lunch, I took a short nap and then Wendy and I drove to the funeral home for Yelena's farewell. It was very sad, she was not old and had a very rough last four months. Her husband and daughter were very

happy we came; we were one of the first. As we were leaving, Eileen, who I have not seen in 18 months, brought me some figs and tomatoes from her garden. Justin, Alma, and Gladis came in. We have a wonderful crew. Mike and his wife will come in so that we will have people there for a good part of it. There is very little we can do or say, simply showing up says everything, and both Wendy and I were very happy to do our small part. As always, it made us all the more appreciative of our lives, health, families and each other, something I try and do every day. We stopped for iced teas and it is peaceful and gorgeous out here on our porch. I do my best to remain at peace regarding my trip to Israel. If it was meant to be, I will go, if not, hopefully another time.

9/26/2021 – 7:46 p.m. EST | Our House, NJ

I saw my brother. He is leaving for California next week to attend his son-in-law Mark's conversion to Judaism. I applaud Mark's dedication and his willingness to go after something new. I also saw my mom. She is well. I stopped at the plant store for various plants and an iced tea on the way back here. I then prepared my fruit bowls for work, put in the flowers, and cooked dinner. Then Wendy and I watched a programme about Prince Albert of England. I watched for about ten minutes and Wendy is still doing it. It has been a very good weekend except for Yelena's Memorial service but even there, her suffering is over and that is a very good thing.

I will continue praying for her and her family. They are all very nice people. I get back to work tomorrow and am excited and thankful for the chance to be there.

9/29/2021 – 7:20 p.m. EST | Our House, NJ

I spent today working on the massive pricing efforts for two big customers and the first draft is now done. I will check them tomorrow and hopefully, they can then be submitted. Work continues collecting

the honey off the harvested hive frames and then straining it. Jason, Tin, Dave, and Annie are working on that. It is a big effort, it looks like we got about ten gallons of honey that will then be bottled and given away as gifts. People tell us they really enjoy our honey.

Our Congress and Senate are trying to pass various huge infrastructure measures and raise the debt ceiling. Looks like they are stymied. I spoke to Netta. We agreed to postpone my Israel trip due to too many Covid-related issues. Hopefully, we can do it in late March. I Skyped with Sahar, and we were both sad about it but upbeat about the future.

9/30/2021 – 4:44 p.m. EST | Our Office, NJ

It has been a very good day of working on the carbon credit projects and a lot more pricing, both figuring and checking. The OSHA team was back to check the changes we had made during their last audit. All was well except they had a new requirement which we will take care of.

It looks like a government shutdown has been averted, which is great for everyone, especially people flying and the national parks. US and European stocks are down for the month but still way up over last year, and Asian markets are mixed. I emailed Ben in China yesterday. It looks like IJX won't be able to reopen until at least the middle of next month because of Covid, a bad situation.



OCTOBER

10/1/2021 – 8:00 p.m. EST | Our House, NJ

I spent the morning working on a label issue, pricing, and touching base with Alex and Kayla. They are both well and preparing to be away for two days early next week on vacation with Wendy. I did get an email from a man who works for the man who helped set up the carbon credit exchange in Chicago. I had been emailing his boss for help for a long time and they got back to me today. I told them it was ironic now that they finally called, we no longer needed them, and not responding forced us to learn the business, so in the end, they did us a big favor. Who knows, we may be able to work with them later if they can get better carbon credit prices in bulk than others. I have learned that you never know and to keep the door open.

It was then to the chiropractor which was very pleasant and made a great adjustment to my back which was wonderful after it was done.

Dinner with Wendy was peaceful and pleasant. The carbon credit projects are nearing the level where they have to go ahead or will go dormant and die.

10/3/2021 – 4:18 p.m. EST | Woodloch Spa, Healy, PA

I was up at 4:15 a.m., unusual for a Sunday, but I was on a mission. I did my indoor exercises and then rode my bike to my office to revise the Malaysian carbon credit proposal which I then submitted to our team for review.

After biking back home, I finished packing and we left on schedule.

Wendy is an excellent travel companion and is always ready as promised. We made our usual scheduled stop at Dunkin', which only had drive-thru, so we did not go indoors. We made it here in two hours and after we checked in, we headed to a delicious lunch. Almost everything here was the same as we had hoped since our last visit two years ago, pre-Covid. There were extra safety precautions in place. Wendy went to the spa while I went fishing. It was wonderful. I did not catch anything but had a peaceful time and then took a nap.

I think I will go "crazy" and got myself a cup of tea. I know I live on the edge. In certain areas, I do, and in others, I am totally normal. Being OCD, I am forever grateful to God that my obsessions are mostly in business, health, and food. I dislike the taste of alcohol, do not smoke, and do not take drugs for fun. The dark side is the constant checking and rituals that I must get through everywhere in order to be able to function. I have found a great time and mental health saver. Instead of continually checking if a faucet is off, a door is locked, an alarm is on, etc., etc., etc. I simply take a picture on my phone and that "proof" puts my mind at ease and saves a lot of time. I resolve to continue this process and it will hopefully make a big difference in my life.

On the global economic front, inflation continues to surge everywhere as global supply chains are still in a mess. World energy and water shortages exacerbate the problems and markets are stable but shaky. Hopefully, IJX will soon be off their forced Covid shutdown along with their entire region.

10/4/2021 – 4:06 p.m. EST | Woodlock Resort, Healy, PA

The rest of yesterday was pleasant and calm with Wendy. We enjoyed good food and conversation. As is normal when we go away, we talk about life, the future, family, work, and where it is going.

There has been an issue with Igor of IJEU and a customer. I have been monitoring the emails, and it came to a head at 2:52 a.m. when

I jumped in try and help. It did get settled, and I am glad I did it, but it drove home that someone, whether me or someone else, has to be available close to 24/7 for things to run smoothly, efficiently, and profitably. I got up at 6:00 a.m., did my inside workout, and then Wendy and I had an excellent breakfast. She went to her spa treatment. I spoke with Kay, she had a great weekend with Carla and I returned Alex's call. Ben is very busy, so we catch up when we can; things are very good with him too.

I then went to the gym to use the treadmill and try out my new wireless headphones. I got them working with my iPhone but not my iPad, so I was halfway there. I will ask Igor or Mike for help when I return to the office. After the gym, I went out for a walk around the resort grounds. It was beautiful and as I passed their aviary, I saw they had four bee hives with an electrified fence to keep out varmints and bears. As I worked my way back, I passed by their extensive garden and had a chat with one of their "bee" guys. He knew what he was talking about and gave me some good advice about not wrapping our hives this winter because of the chance of fungus. That is what killed one of our hives last year, so we will probably abandon the practice. As long as we build good windbreaks, they should be okay.

Once back, Wendy and I had a really good lunch. She then had a class, and I went fishing in the rain. Thank you Dad, I was well prepared from your teaching. It was very pleasant sitting out there for a while, watching the rain droplets hit the pond water. I did not get any fish yesterday or today, which was fine, I simply enjoyed being out there. During the past few days, our plant has been working on a rush job which I was just notified is completed. This was very good news as I had been really concerned about it. I have some time before dinner, so I will answer emails and probably do some editing.

10/5/2021 – 7:25 p.m. EST | Our House, NJ

I was up at 5:45, did my exercises and then Wendy and I had

breakfast. After that, I went on the treadmill and she went to her last class. I was trying to burn as many calories to make up for the excellent extra eating I had been doing at the resort. We then met for a last wonderful lunch and left for home. Two hours later, we were back. I took care of some emails and then went for a very pleasant bike ride. I was exhausted and accepted for dinner, taking out the garbage, recycling, and finishing unpacking. I did little else.

10/6/2021 – 8:42 p.m. EST | Our House, NJ

There are a few families we have known over the last seventy-plus years who have been involved in the printing business. We got word today that one of them was shutting down, another casualty of the global marketplace, hard times, and revolutionary changes within our industry. It was a very sad ending, and I hope that he and everyone involved “land well” in whatever they decide to do next. It was a very sobering moment as his company was one of the last from my youth still operating in our field.

The rest of the day went very well. We had to redo an environmental assessment for one of our bigger customers. I had done and submitted the work myself, and either I did it incorrectly, or the company could not process our work. Either way, it probably meant I was meant to redo it, so I will try not to be frustrated and go from that viewpoint.

10/7/2021 – 8:47 p.m. EST | Our House, NJ

It was a crazy good day of pricing, helping my son Ben with Marina get a block of hotel rooms for his wedding and catching up from being away for two days.

10/9/2021 – 4:47 p.m. EST | Our House, NJ

Yesterday was a blur. After my usual workout, I spent the day

pricing, dealing with various personnel issues, running our QEO Quarterly Quality, Environmental, Health, and Safety meeting, and having a customer come over to see the bees. It was a man I had known for over three decades, and he wanted to suit up and go inside the hives. Tin and Jason did a great job showing him everything and letting him participate. We got some great photos and videos, and he had a great time. After he left, it was more paperwork until I left for the chiropractor. I love hectic days, employee issues not so much, but it is a big part of my job, so I do not mind. If our teams are not happy and working well together, then all kinds of problems comes up very quickly which is one reason I walk around the plant, usually two-three time a day, to keep an eye on everything and everyone. The chiropractor visit was, as usual, very pleasant and productive and from there, it was here to a great dinner and pleasant evening with Wendy.

I slept in until 6:15 a.m. After my workout and gardening, I got changed, had lunch, and met David. He had a funeral this morning which was the reason for our later than usual start. He is well and having his best sales year ever. He is also busy, looking prosperous and very happy. He mentioned that another of our friends in the printing business had retired. We spoke about how it was quickly getting to the point where few of “us” were left. It doesn’t matter, I have no plans to retire and it was just a matter of interest, although a little disturbing to think I might soon be the last one from our original generation. Many printing companies had either gone out of business or merged, a sign of the times.

I got word that Mom had fallen yesterday, she was okay, but I went over to check. She seemed a little shaken up and we all know that at 92 years old, one bad fall and things would probably not be the same. I suggested we put up railings in her apartment for added safety and she said she would consider it. We then spoke about business, family, The Farm, and life. She still has a sharp mind and wants to know everything that is going on. After I left, I called my sister and brother. We had already been texting about Mom’s fall and they both agreed railings were a good

idea and would try and push the concept with her. However, as we all know, no one can force her, so the end decision would be hers. From there, it was to the supermarket, dropping back home to unload them, then to the hair cutter. The usual woman who drives my hair was there, did a great job and I gave her a big tip, she is very nice.

10/10/2021 – Sunday afternoon | Our House, NJ

My indoor exercises, bike, and planting were done by 11:00 a.m. and after lunch, I went to the pharmacy and was going to my mom's to measure for hand railings, but she decided to try and use my dad's walker instead. I am glad I did not ask my guys at work for help with the installation, although I am sure they would have said yes. I got an iced tea, came back here, grilled turkey burgers and chicken hot dogs for my lunches this week, and just had a snack.

Dear Dad,

My willingness to trust my gut and make fast decisions has only increased since you passed. I know that it was not your way. You liked to take time, measure questions from all angles, and be as certain as possible before committing. Maybe that is why I did the opposite, to be different from you, at least maybe from the beginning. But now, whenever I get a feeling in my gut to do something, I rarely delay and almost never ignore it. I know it has cost me a great deal of money and resources over the decades, but it has also made us a lot of money, and we have a successful, global company. The best part about the decision-making is that now I simply do it, move forward, and rarely second guess myself. Every decision creates another set of decisions, so I simply move forward and wait for my stomach (God) to tell me what to do.

Interestingly since we are doing more and more business in Asia, I get texts and emails all night, and when I get up to go to the bathroom. Sometimes I get the feeling to look; if it is a question or problem, a solution often comes to me. I then take care of it, say thank you for the help, and go back to sleep. I don't mind the loss of sleep. In fact, I look

forward to it because the ideas that come through cannot possibly come from me; they cover a wide range of areas, so I am simply very grateful and look forward to what is coming next. I know that if I say no to the flow of information, it will stop and probably not start again. I pray this “pipeline” continues and the pathways we are moving towards are as awesome as the ones we have already traveled.

Please send my love to Grandfather. I hope you are both enjoying watching the journey we are on.

*Love you,
Andrew*

10/12/2001 – 4:53 p.m. EST | Our Office, NJ

Rich is on vacation and I am now scurrying to take care of his work and mine. Yesterday and today involved a huge amount of paperwork, not to mention company reviews and employee issues.

10/13/2021 – 3:20 p.m. EST | Our Office, NJ

I did one of the things I most hate to do. I laid off three people. Business looked like it was slowing down and I took immediate action. There may be more coming. Meanwhile, Rich is out until Monday and doing his job with mine gives me a great feel of how our overall system is working. I am happy to report our people are doing a great job. The rest of the day was a blur.

10/15/2021 – 3:16 p.m. EST | Our Office, NJ

I got a very disturbing text this morning. Mom was feeling horrible. Ira was on his way to go check on her and Irene had cut short her holiday in the Poconos and was on her way home. Mom’s doctor told Ira to get her to the ER. She has been there all day, is seemingly stabilized, and hopefully going home via Irene within the next hour. A scare but it all

turned out okay so far. Having my siblings is a true blessing. They did not need me there, but I will check on Mom tomorrow. I thank God for her being okay.

I heard from Netta that the NGO meeting at The Farm went well. I am to get a video soon. They missed me not being there as I missed not being present. Hopefully, by March, I can get back there. Today has been a lot of pricing and keeping ups with my and Rich's emails. He is back on Monday. It has taught me he needs a backup in all areas and we are already getting Tin, Jason, and Annie to not only help cover his responsibilities but expand outward across the whole company to get highly involved in all systems and development work. They are all doing well and have amazing potential and energy. I did not get a chance to work on the Environmental Audit from one of our bigger customers. Once Rich is back, I will focus on that. I also modified the Indonesian carbon credit proposal and sent it to our team to review. We need to get that to the right people in Indonesia quickly to have a chance to be considered.

10/16/2021 – 10:14 p.m. EST | My Mom's Apartment, NJ

My wonderful sister slept here last night, and my mom was a little better this morning. I went through my normal inside workout, but the news was not great about her when I got home. So I gathered my gear after texting with my siblings and arrived at noon. My mom got progressively better. We had a really good conversation about business life and family, her brain was razor-sharp, and by the time I left at 4:30 p.m., she looked good. I went home, changed, and Wendy and I had a great dinner with Kenny and Jayne. They are wonderful old friends, and we had a really good time except for the phone call from my sister telling me that after Mom took her new meds, she got sick again. She took me up on my offer to stay here tonight in case of trouble which I readily agreed. As soon as dinner was over, I dropped off Wendy, picked up my gear, and here I was for the night. She is resting comfortably. I hope she has a good night.

10/17/2021 – 3:52 p.m. EST | Our House, NJ

My mom slept twelve hours last night, making a world of difference in how she felt. I got some sleep and during the night, when I got up to use the bathroom, I would check in on her to make sure she was still breathing. It reminded me of how I used to act with our kids, always worried something would happen but thank God, they were fine. My mom has agreed to more help this week until she is used to her new medication and it may become a permanent situation. It is most important that she keep her apartment and independence; if that means more help, then I think she will do it. Once I left her place and came home, I exercised inside and then biked. I was tired by the time I finished. The mental worry plus lack of sleep had taken its toll. After lunch, I went to the supermarket for my fruit and lunches for this week, got an iced tea and gas, came home, and did the food prep. I have enough fruit for the week but plan to use some leftovers from tonight's dinner for my lunch on Friday. Once done, it's has been a very pleasant afternoon. It has turned cooler and fall is definitely here. When I get my workout clothes ready for this week, thermals will be included, not a problem. I love the change in seasons. I went over almost all the employee review forms and the whole mailing list for the centennial books, so we can move ahead on getting it completed and mailed out.

10/18/2021 – 7:34 p.m. EST | Our house, NJ

After my indoor exercises, it was a chilly but invigorating ride. Once in the office, the day accelerated with pricing, employee reviews, and working on the full company audit from one of our biggest customers.

It covers safety, environmental, social issues, and other things I have not yet seen. The good news is that our system has enough depth that I believe we can handle what is needed without a huge amount of effort and systems modifications, but it will take my and others' time. Rich is back after a great vacation. My discussions with him were the

same with others today. They have to give up some of their tasks to others so they can focus more on where they are best. Letting go is incredibly hard, and I learned it best when I became a partner with Ben and we built IJX. I/we had to leave them alone, but we all had to be there when they needed us.

The results have been spectacular and a great lesson for me. The more tasks I give up, the better things are, and I will push everyone else to do the same. There is a new Covid Delta variant in England. We don't know how bad it is yet. Preparations for my trip to Dallas and Mexico next week continue.

10/19/2021

My mom went back into the hospital today. Hopefully, they will find out what is wrong and fix it.

Hello and Welcome to the November edition of the Ideal Almanac

The Unanticipated Results of Covid

Eighteen months ago, life was moving along at a semi-consistent rate. Global economies were mostly stable—if not rising, global supply chains operated normally, inflation was almost non-existent, and the bulk of people working did so outside their homes. In late 2019, I was traveling in China and the hints of the Coronavirus were just starting to appear. I got back to the US without a problem, but two months later I barely got back from a trip to Chicago before the entire world locked down. For many, it meant a year of either working from home or getting government aid which reverberated around the world with companies slowing down or going out of existence. What was seen as a hopeful impossibility came forth with frightful reality, with the unemployment rate indicating how bad things really were.

But in all of that negativity, some good things did come out. In our case, we kept on operating throughout—except for one week last year between Christmas and New Year's. For those of us who were able to be working

inside our plants, the camaraderie of facing an overwhelming foe helped to create a permanent bond that has never wavered. For our people working from home, they too were able to operate as they had not done before; even those with severe health issues that would have probably forced them into partial or full retirement, were able to work productively and successfully and can now do so into the foreseeable future.

Covid has taught us to be even more nimble and resourceful than ever before. When the marketplace throws everyone a new curve, like huge supply chain issues, we may gripe a little at first (okay, maybe a lot), but then we hunker down and find solutions. Getting deliveries from our supplies in months instead of weeks is causing havoc everywhere, but if we look hard enough, we can sometimes find material others can't. As I write this, our domestic sales are higher than last year and globally, we are also ahead. Having multiple locations around the world has been a great help—especially when specific areas go into partial or full lockdown. We are also greatly looking forward to our new plant in Malaysia going on line early next year.

Business travel has been extremely difficult. I was in Canada a few weeks ago—which was my first time there in over two years. While I still can't schedule sales calls in Europe and Asia, I am hopeful for the first quarter of next year. That is it in a nutshell, see what is possible, and utilize our available resources as best we can. We need to be as efficient as possible, stay optimistic, hope for divine intervention as needed, and keep smiling because the odds are good that you, like us, have the chance to do amazing things as long as we keep moving forward.

*Regards,
Andrew*

10/19/2021 – 7:59 p.m. EST | St. Barnabas Hospital, Livingston, NJ

I got word from my brother and sister this morning that my mom was not well, so they brought her here. My brother stayed with her for

a while and then my sister. I worked and my day was mostly good with personnel reviews, pricing, and paperwork. Mom and I are watching *The Quiet Man* with John Wayne on my iPad, one of her and my favorites. I will leave soon to go home. I hope they get her a room soon.

10/20/2021 – 6:37 p.m. EST | St. Barnabas Hospital, Livingston, NJ

I did my usual inside workout and then went biking. The weather was brisk and beautiful. Once inside the office, we had a very productive day. We got the balance of the employee reviews done and lots of paperwork.

I am hopeful that I can work on the environment audit request from one of our customers. I am here with my mom watching the movie *Dave*. She has a room now, and more tests are being conducted.

Hopefully, she will be out by Friday. David, Irene's husband, just came in to visit. He is well.

I found out that I don't need a Covid test for either Dallas or Guadalajara, just for the way back. I look forward to being back on the road.

10/21/2021 – 3:40 p.m. EST | Our Office, NJ

While very pleasant, the last two movie nights with my mom at the hospital cost me some sleep. I am tired but happy. We will do it again tonight. She seems okay, which is the best we can hope for until her tests are in and the doctors can agree on a course of treatment. Meanwhile, my indoor exercises this morning went well, as did my bike ride. The weather was gorgeous and it was then here. It has been a day of paperwork and label issues. Most large pieces of business have difficult "births," and the one we are in now is no exception. There are many changes in colors and materials, and we hope we can find something that will make our customer's clients happy. If we can, that is great for everyone. If not, we will try harder until we lose the chance.

Tin and Dave came to me with a “bee” issue. Apparently, three of our hives were going a little crazy with thousands of bees either in front of the hives or milling about. We chalked it up to usually warm weather and many newly hatched babies. I also did extensive work on the environmental audit from one of our customers. We now have enough of the requirements codified to address them within our system. I will start working on it tomorrow and see how far I get.

10/22/2021 – 7:06 p.m. EST | St. Barnabas Hospital, Livingston, NJ

I had planned on working on the environment audit all day, but that was nixed when I needed to do a lot of pricing and working on the ongoing label issue for which we made adhesive test samples today.

We still had time for a quick visit to the roof to see some of the bee hives. Tin and Dave had combined two of the hives earlier in the day; one of their queens had either left or died, so the only way to save it was to combine it with another.

However good our intentions, the bees were not happy and when we went up to see them, they chased us off, so we left them alone. They should be in better spirits by Monday. I also spent part of the day preparing for my sales trip and checking my rides and appointments. Once done, I went to my chiropractor, whose family loved the partial honey frame I had given them. The adjustment went well and then it was home to dinner and my wonderful wife.

After we ate I came here, we watched the end of the movie *Dave*, Mom loved it. Then we put on *The American President*. While it was on, I got a call from a long-time friend who owns a screen printing equipment manufacturing company. His son had given notice two months ago that his business was growing and he did not have the resources to keep going with the surge of business and fewer sales staff. He mentioned he might want to sell his business if he could stay on as a salesman. I said our China contacts might want to buy it, so if he is interested, he will

send an email describing what he wants. We will see what happens. God shines, I never know what will happen minute to minute.

10/23/2021 – 9:14 p.m. EST | Our House, NJ

A very good day. After exercising and biking, I met David and we spoke about all of our projects. We both feel good about our potential and continually hope that God shines. After lunch, I did most of the packing for my trip while Wendy and I were on call to pick up my mom from the hospital. We eventually got to her at 5:20 p.m., and she was delighted to get home where Ira, Irene, and David were there to greet her. Wendy and I then picked up dinner. I was very tired, we ate, watched TV and I hope to be asleep soon after a very hot bath. During the day, Wendy and I were watching the wrap-a-round prototypes for our customer. Most were not good, but two types seemed okay, and I emailed the customer we would send pictures tomorrow.

The Intentional Climate Change Conferences in Glasgow, Scotland, beginning on November 1, are probably one reason for the additional interest in our carbon credit proposals.

10/25/2021 – 5:07 a.m. EST | Newark/Liberty Airport, Newark

I slept until 8:00 yesterday morning, highly unusual, but I obviously needed it.

My workout went well, most of my packing was done and I was on my way out after lunch when we got a phone call from Dorothy, Uncle Allan's partner. He passed yesterday morning, and she asked me to tell everyone. It was very sad. He was a very high-grade, pleasant individual we all loved. I told Dorothy I would call her when I got to Dallas today.

I told Ira and then called Irene. She was at Mom's, and she told her. I then went over to check on her. She was despondent, but he was 96 years old and was not surprised it happened. I then went to get food and an iced tea, and it was back home where I spent a lovely evening with my

wonderful wife. It always makes me appreciate everything more when I am leaving. I love to go and I love to come back.

Sleep was short with multiple bad dreams. I woke up six minutes before my 2:30 alarm and was not unhappy to be awake.

I already miss Uncle Allan, as do my siblings, and our kids.

10/25/2021 – 3:37 CST | Dallas, Texas

I landed early and Frank, my driver for the day, drove me to my first sales call.

Unfortunately, there was no receptionist, the front door was locked and even with the help of a friendly stranger, I never ended up seeing our customer. It happens, so we went onward to call number two. She worked for Nokia and we had a really pleasant, good meeting. She was changing jobs to manufacturing and all was good. While with her, I had three iced teas, I did not have much to drink before that, and they tasted great. From there was to lunch with an old friend who had changed from being a CEO to a totally new job and seemed really happy. It was nice to see. We spoke about life, politics, and the state of the world, which was interrupted by a frantic call from my people and my landlord. There was a bee issue on the roof, which got taken care of but not without much stress on everyone's part. We will reevaluate on Monday whether we can keep all the hives or reduce down. From there, it was to a Starbucks where I met with Juan from Flextronics. I have known him for years. We had a nice conversation ranging from business, family, his bird watching, and our bees.

It was then to Whole Foods for my dinner tonight and breakfast tomorrow. I just heard from Dorothy and I am on my way to see her now.

10/26/2021 – 10:46 p.m. CST | Dallas Airport, TX

Seeing Dorothy yesterday was both good and sad. I am very happy

I went, I am not sure who else had been over and we chatted about my uncle, family, the past, and what she was going to do. She was staying in her house. The funeral arrangements had not been confirmed yet, so there was not much to talk about until she brought out a photo from over sixty years ago of my mom, dad, and me. I had a very dim recollection of it and very little of him. This was the only photograph I had of us together and I will treasure it. She also gave me a photo of her and my uncle. After a brief tour of her garden, I left for my hotel. I told her I would see her next time I was in Dallas. Just because my uncle had passed did not mean I would not see her again. She appreciated that.

I went to the hotel with the optimistic thoughts of eating dinner on their patio, but once in my room, I never left. Then I started having trouble with my left eye. I was getting light flashes and had been told by my eye doctor that it could be big trouble if that happened. I had a panic attack, checked online for confirmation of what I had been told, and eventually went to sleep with a prayer and hoped it would be better. If it was bad in the morning, I would have gone straight home, but when I woke up, it was better, so I am still going to Guadalajara. However, I resolved to go to the eye doctor and get checked out as soon as I returned home. I slept until 5:15 a.m., worked out in my hotel room and then went downstairs to the treadmill. Frank picked me up for the airport and I still had food so we did not stop on the way here. Security was pleasant and swift. I am caught up on my emails and my eyes still seem a bit tired so I will stop working for a while.

10/27/2021 – 7:03 a.m. CST | InterContinental Hotel, Guadalajara

I got through security and customs very quickly yesterday. The people were very nice. My driver was waiting and got me here with time enough to do a little on the treadmill and even went swimming for a few minutes. I was emailing throughout, and we were still having an issue with some wrap-a-around labels that required new prototypes and color matches. The problem was that the material was delayed and

we had to scramble to have enough to make the samples we needed. I am hoping that we are okay. The hotel restaurant was booked for a party, and the bar did not have any food I could eat, so I went to the shopping center across the street.

My first stop was Chiles, a restaurant I knew from the past. With a combination of my limited Spanish, the wait staff's limited English, pointing to the menus, and Google Translate, I got a delicious dinner to go. While waiting, I went to the nearby supermarket, which seemed to have everything from motorbikes to food and bought some chocolate and fruit. Again everyone was very friendly and the checkout person even told me I had given her too much money and she returned it. Once back here, I ate quickly and decisively as I was hungry and then called Wendy. We are still having issues with water and our outside electrical box and there is still a lot of rain due. We both agreed to get it repaired as soon as possible and replace our aging electric generator. By then, I was really tired, went to sleep and was up at 3:30 a.m.

I did my normal traveling inside workout and then went down to the treadmill in the gym. Surprisingly there was already someone there. We exchanged a wave and went about our own workouts. By the time I left more people were present. I cannot tell how crowded this hotel is, hopefully it is full. Covid has caused havoc everywhere especially for the hospitality industry and I also hope they bounce back quickly and profitably. I just finished breakfast, fruit, cereal, and eight scrambled eggs.

Paulina picked me up and she looked great. Her smile had not changed over the past two years and it was fun catching up on business, family, and our global company. Our first call was with Invento, we had been introduced to it by a former buyer from Plexus and now had grown substantially. They now had two new buyers, one we knew from Plexus and the other from Flextronics. It was a good call; we have a chance for business. The next call was at a coffee shop, Flextronics did

not allow visitors and we met with two buyers we had known from before. We had just delivered a very difficult rush job for them so they were very happy with that and us in general. We have the chance for more business, always a good thing. From there, we went to a Starbucks and met three more Flextronics people. Again they were very happy with us and hopefully will give us more business. Lunch will be over soon and then onward to more calls.

After lunch, we met four more people from Flextronics and two from Sanmina. The meetings went very well. All were very happy with Paulina, our company, and how well we had done through the pandemic. Paulina had me back to my hotel before 5:00 p.m. to get my rapid Covid test. A very nice young man gave it to me, said it was negative and I am waiting for the official email so I can send it to Marina who will upload it.

The hotel restaurant, while open, did not have food I could eat, so I went back to Chiles. This time I used Google Translate in advance and hopefully, I will get what I wanted. It has been an amazing day so far and as Joel Osteen always preached, I will be grateful, do the best I can, ask and hope God will do more. Back home, the Congress and Senate are still trying to devise a new economic plan. So far, they can't agree.

10/28/2021 – 10:53 a.m. CST | Starbucks, Guadalajara

After I got my food last night, I went to the gym and lasted twenty minutes on the treadmill. It was then back to my room where I ate a ridiculous amount of food, got my negative Covid test document–YES!, called Wendy and then got ready for sleep. It was a good night, and I was up at 4:00 a.m., exercised in my room, then went back down to the treadmill for an hour. Once changed, I had breakfast. The people in the restaurant were very pleasant and took care of my eight scrambled egg order rapidly and efficiently. I then got ready for work and packed all the used clothes that Paulina will ship back to IJUS for me so I could travel with just carry-on luggage tomorrow.

Marina called me that I had to download and fill out a new application for American Airlines to get back into the US. With her help, I completed the form and am now waiting for them to email me my approval so I can print my boarding pass. Worst case, I will check-in at the airport. Paulina and I had our first sales call with a new young buyer from GPV, currently a small customer, with the chance for much more business. There are few salespeople on the road due to Covid and few customers who will see us, but opening up and being among the first to see them is all to our advantage.

10/28/2021 – 1:33 p.m. CST | TGI Fridays, Guadalajara

The second sales call was to Plexus. We had a quarterly review and basically, they are very happy with us, Paulina in particular, and we both have hopes we can increase our business. The new person in charge used to be at GPV, where we were this morning. It is very common here to have people rotate between companies and often it is very good for us as they become customers in their new company. After that, it was back to a Starbucks, where we met a group from the Flextronics localization team. Their job is to switch businesses from suppliers outside Mexico to local vendors. Happily, we are considered a local supplier.

The cable label prototypes are ready to ship. I happily leave it to God that they function. The more I let go and worry less, the better things seem to happen, and I will endeavor to do it more. President Biden is pressing Congress to adopt his newest economic plan. If they fail, it will be a major blow to his chances to do more and his re-election if he decides to try a second term.

10/28/2021 – 8:53 p.m. CST | InterContinental Hotel, Guadalajara

The last sales call was to a new company, the people there spoke very little English so I looked at Paulina to take over, which she did really well and there is a good chance we could get business. From there, it was

back here where I went across the street to Chile's to get my dinner to go. I then went on the treadmill for thirty minutes and did some more exercises in my room. After dinner, I called Wendy. She is well and missing me as much as I miss her. My flight arrangements and rides all seem in order. I did not receive the notification of my boarding pass with the Covid test receipt, which is fine. I will do it tomorrow at the airport.

10/29/2021 – 6:11 a.m. CST | American Airlines, Guadalajara

I was able to get about 5.5 hours of sleep, easily enough to function and I was up at 2:10 a.m., got dressed, and was picked up on schedule for here. With Covid, airports and airlines seem to have new procedures and I am glad I got here early to check-in because it took some time to fill out the paperwork. The American Airlines people were wonderful. Getting through security was swift and pleasant, and we will hopefully take off soon. I resolve to remember to get to airports extra early in the future and, whenever possible, do the first flight out to bring the stress levels down as much as possible. I spoke to Elana yesterday. She will make me more pumpkin muffins and, as requested, make me some gluten-free, dairy-free eggplant parmesan. I am excited at the prospect. She is a wonderful friend.

10/29/2021 – 11:36 a.m. DST | Fort Worth Airport, Dallas

Hopefully, we are taking off soon. I got my eye doctor appointment this Wednesday. They have been better since the initial problem, but I promised God to get them checked and once I did that, there was no choice. In fact, I believe it was the reason they have gotten better, but that still means I have to go to the doctor.

10/30/2021 – 3:48 p.m. EST | Our House, NJ

We landed on time and I was picked up and home quickly. Wendy was waiting for me and she looked great. It was wonderful to be back.

I unpacked, we had dinner, and I did nothing else except relax until I went to sleep early.

I was scheduled to be up at 6:00 a.m., but that changed to 6:30 when my alarms went off and I went back to sleep. Once up, I exercised in our basement and went out for a bike ride. I was tired, but it was very pleasant. Once back, I went to meet David. He is well and working on moving up a mental level. He thinks of himself in a certain way and wants to modify that so he can enjoy life more, do more business, and overall, make himself a better person. It is a hard process that we all go through all the time and I am sure he will be fine. The only alternatives are to stop growing, stagnate and often be very unhappy, or die. The growth area seems to have a much better path.

Once home and after lunch, I went out for supplies for my fruit bowls for the office this week. I decided to inaugurate our fire pit and I am sitting in front of a rousing fire as I write this. It is beautiful and very pleasant. I may, however, be forced inside from the impending rain, not a big deal either way.

10/31/2021 – 2:18 p.m. EST | My Mom's Apartment, NJ

My indoor exercises and bike ride went well. Once back and cleaned up, Wendy and I came to bring my mom lunch and dinner. We had a very pleasant time, but we found out she would be alone until 7:00 p.m. She looked tired, so I took Wendy home and returned.

My mom seemed fine when I left and after I got home, I got my fruit bowls and hard-boiled eggs ready for this week. Dinner was delicious leftovers and Wendy and I were relaxing when we got a text from Irene that she had been talking to Mom and she was too out of breath to talk. I went right over and she now seems okay. Her aid is there.

Between the congestive heart failure and the uneven heartbeats at 92 years old, I am afraid my mom's time is limited. I pray to God that she goes easily and quickly, hopefully in her sleep. As for now and in

the immediate future, we will take it one day at a time and hope she is okay until she isn't. Ira just texted that she is having trouble breathing again. The aide is there if she gets worse and wants to call 911, she will do it and call us. The final decision is my mom's.



NOVEMBER

11/1/2021 – 8:34 p.m. EST | Our House, NJ

The colder weather is definitely coming; I needed thermal underwear to bike this morning. Once in the office, it was craziness the whole day. Besides catching up from being out a week, our team discussed where to put the new screen printing press coming in January. In the midst of all of this, I was texting with my siblings regarding my mom. Ira took her to the cardiologist, where they tweaked her medicine. It seemed to help a little, but we all think she will need 24/7 help. I am ready to take over the scheduling once I get the information from my siblings about the current schedule.

The chiropractor visit was great and after a tasty dinner with my wonderful wife, I am ready to go to sleep soon.

11/4/2021 – 9:23 a.m. EST | Eye Doctor, Millburn, NJ

Yesterday was non-stop after my workout. Much work was done, including pricing, training Jason, working on the Environmental Audit, and reconfiguring our press area. Once home, it was a calm, pleasant evening with normal emails and texts. I was up 15 minutes early to make sure I could be here on time. My workout went well, the temperature was in the 30's°F and I had donned the appropriate clothing.

The eye doctor, a very competent man, checked some things and then put drops in to dilate my eyes so he could check the floater and the flashes I experienced on my trip last week. Soon everything will be blurry, which means work will go slower until it clears up. The main

thing is to hope my left eye is okay.

11/4/2021 – 4:57 p.m. EST | Roseland, NJ

The eye doctor visit went great! God shines and I am fine. With that awesome news, I had a great day of lots of productive paperwork and more work on the big label project. We are making progress and are nearing getting ready to schedule the potential carbon credit trip to Indonesia and Papua. It has been an amazing day so far.

11/5/3032 – 9:13 p.m. EST | Our House, NJ

Another crazy, great day and getting a lot of paperwork done. I worked on pricing, personnel training, general paperwork, and pricing.

Ira called me regarding some financial issues for my mom. He does the vast bulk of the work and has done a fantastic job. He mentioned that she is losing weight and energy, the same thing Irene said. She was a registered dietitian who specialized in older people. Her health is slowly failing. There is nothing we can do except keep her as comfortable and happy as possible and living in the apartment she loves for as long as possible. It is a very sad process, we have been through it before with others. Not to worry, she will be treated with the love and respect she deserves from everyone around her.

The chiropractor visit was excellent, as was dinner and relaxing with my Wendy afterwards. I am in love and love my wife, which is a very cool occurrence after being together for over three decades. I take nothing for granted and continually count my blessings and give thanks to him.

11/6/2021 – Saturday night | Our House, NJ

After my workout and bike ride, I saw my friend David. He is well and thinking about expanding his business which I urged him to do. I

always think he has more capabilities than he does himself. From there, I went to have lunch with my mom. As always, she has control of her life with her strong will, but she is weakening. We did talk about me traveling and what would happen if she got sick or passed while I was away. She is aware I might not be able to get back quickly, but she is fine with it and still wants me to go. She is proud of what we are trying to accomplish and of our efforts. We then watched the end of a comedy. It was a Western and very good.

I then went to have tea with Ira. We spoke about Mom and life, it was good to see him. It had been a while. I then stopped at the plant store for some kale plants. The latest frosts had killed a bunch of our flowers and needed to be replaced. After dropping them at home, I got a haircut and then went to the vaccine center to see if they could update my vaccine APP, which only showed two out of three of my vaccinations. The man in charge was not there, so I went shopping for supplies for this week and for my preparation for the colonoscopy and endoscopy on Monday.

Wendy and I had delicious leftovers for dinner and then relaxed for the rest of the evening.

11/7/2021 – 1:36 p.m. EST | Our Fire Pit, NJ

I calculated the start of Daylight Savings Time, so I could exercise with enough time to eat before 7:00 a.m. to start my liquid diet for the colonoscopy/endoscopy preparation. Unfortunately, I did not calculate well and midway through the ride realized that it would be tight, so I did not do all of the routes and went faster than normal. I was able to get home in time to eat before the deadline and then settled into a day of a lot of tasks.

They included getting iced tea, gas, removing the flowers that had been hit by the repeated frosts, and putting the kale plants in position for Wendy to okay before I planted them tomorrow, which she did.

Then I moved my winter dress clothes to the front hall closet and the summer to the storage area. Next was replacing a toilet seat which taxed my “handyman” capabilities to the max.

Europe is in the midst of a Covid surge, so I don't anticipate going back there until spring at the earliest.

11/8/2021 – 12:56 p.m. EST | Our Porch, NJ

I did the best I could with the preparation last night, actually got some sleep and was up at 5:15 a.m. Wendy had me at the medical center early, I love that woman, and everything went well. Dr. Green and his crew were excellent as always and the results—thank-you, God!—were good and I will follow up in about two weeks. Once back here, I made ten scrambled eggs with cheese, had some fruit, pretzels, chocolate, and my iced tea from yesterday and felt great. Since then, I have been answering emails on the phone and I planted the kale plants I had bought over the weekend. They look great. The weather is an amazing 63°F and clear skies with a light wind.

11/9/2021 – 8:45 p.m. EST | Our House, NJ

Mindy, our former babysitter, came to visit with her stepmother. It was very pleasant. Mindy and I had not seen each other for years. She looked great; she was now a published author, and I bought her two books. With Tin, we went up to see the bee hives, which they loved and then Mindy, her stepmom, and I sat on our patio and talked for a while in the beautiful autumn weather. I also worked on a material shortage issue and the big label project we had been working on. Hopefully, samples will be ready to ship this Friday. There were also lots of pricing and personnel issues, and by the time I was ready to leave, I was pleasantly tired.

Once home, Wendy and I had a pleasant dinner, I finished whatever dishes were left, then took out the garbage and recycling. My mom

continued to feel bad and Ira spoke to her primary care physician, who changed one of her medications. Hopefully, that will help. Irene is still down in Maryland helping Rebecca and Gavin with their new baby and taking care of Issac. We all look forward to her return.

11/10/2021 – 4:49 p.m. EST | Roseland, NJ

We ran the label tests with the new material we have been working on, and it looks good so far. We had a meeting with the customer, and as soon as they test and confirm it works, we can go into full-scale production.

I spoke to Alex. He and I are scheduled to go target shooting this week. It will be wonderful to see him. I am hoping that my shooting buddy Sal can also drop by. Even with my mom's health issues, things are amazing and I am having a really good time. I never take it for granted.

11/13/2021 – 9:09 p.m. EST | Our House, NJ

Alex came in from Manhattan. We were originally going to go target shooting, but Ira asked me to help set up the gatehouse at my mom's apartment building to ensure her aides could get through the security. Therefore, Alex and I had a very pleasant visit with my mom. They love talking with each other about fashion, family, and the world. Once done, he took an Uber back to Manhattan, and I went to the supermarket for groceries. Wendy and I went to dinner with our friends Marie and Roy. They are exceptionally nice and good people and we love spending time with them.

11/14/2021 – 3:38 p.m. EST Our House, NJ

After my inside workout and bike ride, I went over to my mom's. We watched a little more of *Operation Petticoat*, and then she and I Skyped with Sahar about the progress of The Farm. It is nice they like each other and had a great chat about what was being grown and sold. She also

gave us an update on the first wine crop and how the NGO was going. All were positive and we are hoping Sahar can come to the 101st IJUS birthday party in June so she can meet everyone, especially my mom. I just finished preparing my fruit containers for breakfast this week and am now waiting for the second half dozen eggs to be hard-boiled, so I can pack them too.

11/15/2021 – 4:51 p.m. EST | Roseland, NJ

The day went by in a blur. We were working on the rush label orders for the big label project. We got more out but still have to go back to press tomorrow to hopefully get enough for their trial run. Hopefully, once done and if it is successful, the customer will be happy, and we will get lots of business.

I went to see my mom before my chiropractor visit. She is better and is talking about coming to Thanksgiving. God shines! My son Ben called. He is well, busy, and sounds happy. I could not ask for more.

11/16/2021 – 4:53 p.m. EST | Our Office, NJ

It was about 30°F this morning, and it was definitely getting to be winter. I will need to add some warmer clothes for tomorrow's ride, but it was still very pleasant. I had a very busy and good day with pricing and other paperwork. Singapore opened up regarding no quarantine and there is talk China might do the same for business people. It would be good to be able to get back to IJX and IJ Suzhou for a visit.

11/17/2021 – 7:48 p.m. EST | Our House, NJ

I went to see my mom, she was out playing bridge which was fantastic. I saw her for thirty minutes, she looked good. The chiropractor was very pleasant as was dinner with my wonderful wife. We are blessed

and don't take it for granted but are continually thankful.

11/18/2021 – 4:42 p.m. EST | Our Office, NJ

It was an excellent day, temperatures were mild, and the bees looked happy. We are nearing the final changes for the big cable label job and hopefully, the big orders will be coming soon.

11/19/2021 – Friday night | Our House, NJ

The chiropractor visit was going well until I got a call from David that his brother Peter, who I also knew, had suddenly passed away. David understandably was distraught and we were in contact throughout the rest of the night. There is little that I can do but be there for him. It is obviously an awful situation.

11/20/2021 – 3:19 p.m. EST | Our House, NJ

We got word yesterday that a big shipment of product to Paulina was missing, which meant a great deal of trouble for at least two customers and their production lines might be in jeopardy. She and her team were doing everything possible to find it. It is never a good time to lose a shipment, but with the Thanksgiving holiday next week and a curtailed production schedule for us, it would potentially cause a lot of problems. I emailed everyone from our teams to get them prepared as to what might have to happen. Fortunately, we had a team coming already this morning to help finish a bunch of jobs. Worst case, we should be able to get partial shipments out of everything before the holiday break. I emailed Paulina and mentioned that hopefully, God would shine down and all would be fine, and I tried not to worry too much.

Once up this morning, I exercised in our basement and then went out for a bike ride. I got back to welcomed news the shipment had been located and everything would hopefully be okay by Monday. I was hugely

thankful. I had texted David and Janet. Both were obviously very upset with the news of Peter's passing; all we could do was offer condolences and be available if they needed anything. They were appreciative and hopefully, things will settle back down for them soon.

After lunch, I met my brother for tea. He looks worn out from helping my mom. I am trying to help with more.

11/21/2021 – 4:03 p.m. EST | Our House, NJ

I texted David. He sounded better than yesterday. Hopefully, the worst is over regarding his brother's passing, but we will be there for him either way. I did my normal weekend workout and went for a pleasant bike ride.

I put in the cabbage plants I had purchased and realized I was short two. I stopped by the plant store and got what I needed after lunch with my mom. We watched another part of *When Harry Met Sally*. Once back here, I finished cleaning our grill and planted the last cabbages. Then had dinner and spent time with my wonderful wife. One way or another, traveling is coming, so I am making sure I stay in the present as much as possible and enjoy my time with her and everyone else.

11/22/2021 – 11:31 p.m. EST | Our Office, NJ

I was up early and rode in the rain. It was very pleasant and peaceful.

11/23/2021 – 4:02 p.m. EST | Our Office, NJ

It was cold this morning, somewhere between 28-30°F. Soon I will need to wear goggles for at least part of the ride. Not a big deal, I just need to be ready. My dad trained me for various weather conditions and I hope to be able to go down to 25°F to ride this winter. That should enable me to bike most days as long as there is no ice, snow, or heavy winds. Once done, Wendy bought me an iced tea—she is so nice. I came

directly here and got to work.

Kayla, Carla, and Ben are due tonight. The United Airlines website is down, so I can't track if their plane is scheduled to be on time or not. We will keep an eye on it. More work on the big cable label jobs. More short runs are going out tomorrow. Hopefully, we are getting close.

11/24/2021 – 2:35 p.m. EST | Our Office, NJ

Ben, Kayla, Alex, and Carla all came home last night and they all looked great. Scott is due at around 5:30, and then we will all have dinner together. It has been getting colder and I just ordered more cold weather gear. I would like to keep biking until there is ice on the ground regardless of the temperature and wind chill factor, but I am not there yet, hopefully with the extra equipment.

The rest of today has been spent in pricing and other tasks. We went up to one of the roofs to start winterizing the hives. It was sunny, so the bees were outside, and we could only tape around the gaps between each box. The wrapping will have to wait because the bees outside were starting to get angry. It is the day before a big holiday, so things have slowed down. Igor is going to fly the Ideal Jacobs drone to make a new bee video since it is gorgeous outside. I feel incredibly blessed that things are very good. We have the chance to not only create more jobs but also potentially help our environment and our planet.

11/25/2021 – about 10:00 p.m. EST | Our House, NJ

Thanksgiving Day

It was an enjoyable day with lots of family and some of Alex's friends. The fire pit was utilized for a while which was a lot of fun and Scott and I went over to bring back my mom.

Then came the big event, dinner. Kayla cooked a great turkey and the rest of the food was excellent as well. It was a great deal of fun with

a lot of laughter. Neither Jessica nor Barry were there as they were with their families, but we still had Barb, Cliff, Sam, and Marissa. I took my mom back after she finished dinner. She had a very good time and looked happy. I then went back home and ate too much of Wendy's apple crisp. It is late for me. I am tired and going to sleep. It is good to hear the sounds of laughter and happiness from everyone downstairs.

11/26/2021 – 9:05 p.m. EST | Our House, NJ

I was really tired last night and slept in until 7:00 this morning. Because of the holiday weekend, I did not go to work, but there was still a lot going on with email and texting.

There is a new Covid variant named Omicron. It has got governments around the world worried enough that they have started banning airplane flights from certain African countries or imposing quarantines for long incoming flights. US stock markets went way down as well as others and there is a general feeling of impending doom if this variant sweeps across the world.

I miscalculated my ride time this morning and got back late, so I rushed to get changed and get to Barbara and Cliff's house with Carla and Ben, who were very nice about my tardiness. Once there, we had a very pleasant time. I left a little early and took Myrna home. She is not very mobile but refuses to give up. I salute her passion for staying independent and living alone.

Once back here, I moved some furniture to prepare for the winter and then drove Carla and Ben to their friend Jeremy's house. They will then go, including Jeremy's wife Erin, to their friends in Brooklyn for a Friendsgiving dinner.

At home again, Wendy and I had a delicious dinner of leftovers and chocolate, then decided I had better weigh myself to see how much I gained from two days of extra eating. The scale showed a not great result, so I am back to watching myself tomorrow. I will hopefully be

back to normal by next Friday.

11/27/2029 – 4:13 p.m. EST | Our House, NJ

It has been an excellent day. Ben drove Kay and Carla to the airport. It was great to see them and hopefully, the next time will be the engagement party as long as we can set it up, probably in April if Covid does not stop it. Ben is going to Brooklyn tomorrow for a one-week business meeting. Wendy and I took him to Barry and Emily's house for dinner. I went too so I could see their new house. It is beautiful and even after only two months, it is definitely home for them, Max, their dog, and the new baby due in a few weeks. On the way back, we bought poke bowls from a new restaurant in town. I haven't had one for a while and it was very good. I just checked the news online. The Omicron variant is spreading, and governments are already acting to deal with it. For now, I will read my Bible, always good insight there.

11/28/2021 – 3:55 p.m. EST | Our House, NJ

It has been an excellent day. I was up earlier than usual for the weekend because I had a lot to do. The weather has stayed cold and after exercising in the basement, I went for a bike ride with so many clothes on that it definitely slowed me down. I tried some thermal boots and they seemed to work better at keeping my feet warm, so I will use them again tomorrow. Once back, Wendy, Ben, and I went over to see Irene, David, Rebecca, Issac, and her new baby Aaron. He is very cute. It had been a while since I held an infant that small. Once there, it was over to my mom's. Ira, Irene, and I had been texting.

Mom did not want nighttime help anymore, and no-one argues successfully with my mother so I called the aide and she will stop coming immediately. I brought lunch over for her and her aide Jen, who is very nice and after lunch, Mom and I watched the end of *When Harry Met Sally*, she loved it and then we started on *My Big Fat Greek Wedding*. We got

about halfway through that when I left. Once back here, I got my fruit containers ready for this week and hard-boiled a dozen eggs. Those, plus the sushi I bought yesterday and the turkey and veggie burgers I will get tonight, should be all I need for this week's lunches. Wendy just returned from bringing Ben to the train station, he is going to have dinner with friends in Brooklyn and then he will stay in the city for a week of meetings with his team.

It was a wonderful weekend, everyone seemed to have a very good time and it was a lot of fun having everyone back. It is now quiet again in our house, just Wendy and I. I am very happy to say I like that the best of all.

I got this email from Sahar thirty minutes ago.

Dear Andrew,

I wish you and all your loved ones a happy Chanuka!

Here is a letter for you from the chairman of the NGO, Alon Badihi

Dear Andrew,

These challenging days always remind us the beauty and the importance of always being together.

We are one.

We were one those days when very few defeated a fortified army; that a strong belief defeated the evil.

And we are one now. The western countries' challenges are now different. We are lucky to live the "luxury" lifestyle while some tend to forget the importance, and we say the beauty, of the very basic.

The challenges of today delay us from walking along the flourishing fields and enjoy the scent of the first rain falling on thirsty soil.

But we will prevail and you will make it soon to the holy land. In the meantime, I wish on behalf of each member of the Agroforestry Association Happy and Healthy Hanukkah to you and your family.

Alon Badihi, Adv.

Israel

11/30/2021 – 11:34 a.m. EST | Our Office, NJ

Snow flurries in progress!



DECEMBER

12/1/2021 – 3:12 p.m. EST | Our Office, NJ

Another excellent day of paperwork, working on human resource issues, pricing, and miscellaneous other tasks. Time is moving very quickly, which usually means things are good. The bee hives on the roof have been wintered thanks to Tin, Dave, and Jason. Next comes the windbreaks, which will probably need a few weeks to build. Omicron is spreading all over the world; the first case was verified here in the US.

12/2/2021 – 7:38 p.m. EST | Out House, NJ

It was relatively mild this morning and my bike ride was very pleasant. Once in the office, it was a day of lots of pricing and miscellaneous other tasks. Meanwhile, God shines. Last month was good, and this month looks better, so things are excellent. Kayla is moving into her new apartment in the next few days. She is very excited and hopes to have a dog soon.

12/3/2021 – 5:00 p.m. EST | Roseland, NJ

It has been an excellent day. I was up at 3:01 a.m. to exercise and then got ready to take Wendy for a checkup. Once done, it was back to the office, where things were going well with more work on pricing, sales, and checking on the bees.

12/3/2021 – Friday afternoon | Our House, NJ

I stopped and got Chinese and Japanese food on the way home and Ben joined us for an informal feast.

He goes back home tomorrow. He has grown to become a wonderful man, and we are all very proud of him.

Kayla moves into her new apartment this weekend, I hope it goes easily and well. The latest Covid variant Omicron continues to spread around the world. The hope is that it will be less virulent, as will subsequent strains and eventually become like the flu. I spoke to Marina, our travel agent today. Her business is again taking a big hit from the latest outbreak.

12/4/2021 – 8:05 p.m. EST | Our House, NJ

It has been an amazing day.

I was up at 5:15 a.m., did my inside exercises, went out to bike, and was home in time to speak with our new carbon credit salesman who was in Shri Lanka. He believes in the potential for creating carbon credits, like me, and will continue to travel to try and set up deals to create and trade them.

After a quick snack, I went to see David. He is well. We spoke about business and how he is handling the death of his brother. He is mentally better, but there were still many details regarding his estate that had to be taken care of.

From there, it was back here. I visited with Ben before Wendy took him to the airport to go back home. He looks wonderful and it is an honor to be his father.

I then got ready and picked up my friend Ken to go target shooting. It had been about thirty years since the last time we had gone and it was wonderful catching up on the way there. He loved the shooting club. It was rustic, a century old and the best part was we were the only ones

there. We had a great time shooting and we resolved to not only do it again but try and get him into the club as a member. Once back here, I unloaded my stuff and went to the supermarket and to get an iced tea. When I returned, we got word that Ben's plane had landed safely, very good news.

I cleaned my gun and then Wendy and I had a quiet dinner and relaxed after dinner. Ben had by then landed and Wendy had been in contact with Kayla. She bought a dog named Tillie and has been going back and forth with pictures and texts. She is very happy, as seems Tillie, so I hope it is the start of a beautiful friendship.

12/5/2021 – 8:14 p.m. EST | Our House, NJ

After my workout, the Jensen's came over for lunch. Wendy put out a lovely array of food and we all ate well. Afterwards, we had a fire in the fire pit. I have known Jim for more than four decades. He is an amazing friend and I consider myself extremely fortunate to have him in my life. I have not known Janet as long, but she is the perfect mate for him and a wonderful person in her own right. After they left, I got my fruit bowls ready for the week and brought in food from our local diner, Wendy and I had a pleasant dinner and time afterwards. A very fun weekend.

12/6/2021 – 7:36 p.m. EST | Our House, NJ

I was up at 3:15 a.m. so I could bike and work out in our basement until the Ideal Jacobs quarterly sales meeting. It went very well, overall our company is doing great across the world. Ideal Jacobs Penang reported they are up and running. To build a plant in normal time is challenging, to do it during Covid when our support teams can't come in to help is truly amazing. All over the world, our people talked about the challenges of the new variant. Still, they also reported how well things were going. God shines down, which I truly believe, so we will keep moving forward.

Once in the office, we had a new pressman starting who seemed like he would work out well. After that, it was lots of positive paperwork and checking on how things were in the plant. I am a firm believer in “walk around” management, which gives me a constant pulse on how everything and everyone is doing. A bunch of us went to see the bees, the weather was mild and they were out. It was great to see them. It was then to the chiropractor and home to Wendy. A truly really good, fun day.

12/7/2021 – 7:25 p.m. EST | Our House, NJ

Hello and welcome to the December edition of the Ideal Almanac

My mom is 92 years old and has been having some health issues. She was in the local emergency room last month and I went there to relieve my sister, who had been there a good part of the day, along with my brother, to keep her company. My mom is wonderful but not a “talker” and we quickly ran out of things to say, so I pulled out my iPad and suggested we watch a movie. From my years of being on the road, I had gathered a bunch of older movies—mostly romantic comedies that I liked to watch when I was on a plane, hotel, or airport. I gave her the choice of movie and during the next hour, we lost ourselves in it and had a really nice time.

I was back the next day and we did the same, as well as the day after that. Once she was released and back home, we continued watching movies. I was over there today, and we now have a set ritual of how things work. I come in, she asks how I am, I ask how she is, I give her an update on business if warranted—she likes to keep updated on what is happening, her mind is as sharp as ever, and then I convert her walker to a video stand and set-up my iPad. Today's movie was Salmon Fishing in Yemen. She loved the first part and I am due back there this Thursday to watch more.

I used to worry about what we would talk about but, now the schedule

is set and according to my sister, she loves our time together. I have found that it doesn't matter what we do, the act of simply being there and present is the best of all possible things I can do for her and as it turns out, is really good for me too. Life stands still during the time we are together and for me, that is a very good thing for my mind and spirit. I downloaded additional movies today; we have a lot more to watch.

*Regards,
Andrew*

12/8/2021 – 4:58 p.m. EST | Roseland, NJ

It has been an amazing day. After my workout and bike ride, I was in the office and got a wonderful call from Kayla that Lizzie, her new dog slept through the night, which meant that she also did. She sounded great and said that they were on the road to starting a wonderful life together.

I then spoke to Alex. He is well and getting the flights finished for his trip to and from Denver for Ben's bachelor party. He has spent a lot of time organizing it and is doing a great job. The rest of the day was spent looking for a special foam material for a very good customer, with their help we think we found it.

I am learning a great deal in multiple areas, which is very exciting and fun. I just finished traction here at the chiropractor and am now getting heat and electric stem. Next will be the adjustment with hopefully a lot of clicking in my back and neck, which means that my various body parts are going back into alignment.

12/10/2021 – 9:34 p.m. EST | Our House NJ

The last two days had been a mixture of pricing, paperwork, and employee issues.

I had a virtual meeting with my doctor regarding my colonoscopy

and endoscopy. All were good, God shines down. I am a very fortunate man for many reasons. The chiropractor was great today and afterward, Wendy and I had dinner with our friends the Greens. It was very fun, they are wonderful people.

12/11/2021 – 4:27 p.m. EST | Our House, NJ

I was up at 5:15 a.m., did my usual inside workout, then went for a bike ride in the fog and occasional rain.

I thanked my dad in my mind for training me on how to dress for this type of weather and I had a very enjoyable ride. After that, it was off to see David. He is well and was looking to find a way to bring other salesmen in his company in the retail division to help him with commercial estate referrals.

After lunch, I went to see Ira. He is well and he and Eve are going to California next week to help care for their great-grandchild Adrian whose nanny is off for a week. From there, it was to get a haircut where I also practiced my Spanish with the very nice hair cutter as we have done in the past. She enjoys my attempts at speaking her language, she always smiles a lot when she corrects my numerous mistakes. It was then to the supermarket and then back here. Wendy and I are scheduled to leave in about an hour to go have dinner with her friend whose husband had passed a few years ago, today was his birthday.

12/11/2021 – 9:16 p.m. EST | Out House, NJ

Dinner turned out to be at a bar/restaurant that was very noisy. Wendy was seated across from her friend and I could only hear part of what was going on. Dinner took a while to get to us, but the food was good and the main thing was her friend had a very happy evening out. It was a nice thing to do and I am always happy to do that. But when I went to the men's rooms, it took me through the bar area, and I was suddenly transformed back in time. It was the kind of scene I

used to remember before I met Wendy. The people were the same, the animated conversation, the eyeing of people in the room, and the loud, excited conversations heightened by the alcohol intake and the forced feel of being social. Nothing had changed. It was amazing, sad, and frightening of what could happen if I had not met my wonderful wife. I was happy to be there, happier to leave, and happiest to go home. I am entitled to nothing and nights like this remind me of the wonderful life I have and to take nothing for granted.

12/12/2021 – 7:39 p.m. EST | Our House, NJ

After I woke up, I went to the basement to exercise and outside for my bike ride. Afterwards with Wendy's help, we finished winterizing most of our porch. From there, it was to my mom's, she had been having a mildly bad reaction to her Covid booster. She did not feel like eating or watching a movie. Irene and Ira also came over. With Covid, it had been a long time since all four of us had been in the same location. We talked for a while, it was pleasant, and then Ira and I left. I got my car washed, she was pretty dirty, and I should have done it sooner. I got an iced tea, went home, and got my fruit bowls ready for the office this week. By this time, I was tired, so I did not do much more except relax with Wendy. We had delicious leftovers and then relaxed some more. A very good weekend but I am concerned for my mother.

12/13/2021 – 3:21 p.m. EST | Our Office, NJ

A lot of paperwork was accomplished. I have been signing copies of my new book, *The Ideal Team*, but not many will go out as a digital edition was already circulated.

12/15/2021 – 7:03 p.m. EST | Our House, NJ

I had a very good workout, but once I took a shower, my back suddenly spasmed and I was in a lot of pain the rest of today. We held

our annual company holiday party between pricing and other work. It was catered by the same supermarket as last year and they did an excellent job. Everyone had a great time, it is always nice to show our appreciation to our amazing team.

Eileen was in the office for the first time in eighteen months, so a bunch of us showed her two of the hives on the roof. I then went to the chiropractor, who adjusted me and advised me to take it easy tomorrow.

Once it was dinner with Wendy, I hope to be asleep soon.

12/16/2021 – 4:37 p.m. | Livingston, NJ

I had the necessary items ready last night to be able to get to sleep despite the occasional jarring pain in my back. I was up a few times and able to get back to sleep. I am really grateful for the eight hours.

I got up forty-five minutes later than usual, did some back exercises, and then went on our stationary bike and treadmill. Except for the occasional muscle spasms, I was okay to work and had an excellent day at the office. I spoke to Kayla and Alex, and except for some work-related issues, they are both great. Life is very good.

12/17/2021 – 2:19 p.m. EST | Our Office NJ

My back felt better this morning, but when I got on the scale, I was 3.4 pounds heavier than I was two days ago. I know in my head that it was temporary—it is almost impossible to gain that much weight in so short amount of time—but with my OCD and incredible fear of getting fat, my mind immediately gave up the idea of not biking, like yesterday, and focused on how I could get out there. I still had to do a modified workout in our basement because of the pain. I also still could not move in certain directions, so modified sit-ups and push-ups were out. I did a quick trip on the treadmill with a workout that Alex told me about and hoped it burned the calories as it was intended.

After that, I went to our shed, got out my fastest and lightest bike, and resolved to do my normal course as long as the pain was not too bad. I had on my Swaddlepax vest for the entire workout time and I am pleased to report I got through my normal route. Once back home and cleaned up, it was off to get an iced tea for my lunch and into the office.

I then went to the baby naming for Jack Frish, my newest great-grandnephew. Wendy was already there. He was born a week ago and looked great. Their house is only .7 miles from here, so if he and his brother want to come, I would be happy to be their first boss when they reach the minimum age.

At the office, sales have been very good this month. Rich was out yesterday and today for vacation and I look forward to having him back on Monday. He is a huge help to me. It is unusually mild for this time of year, 60°F and some bees were buzzing around. It is always nice to see them in action. It is time to work on the script for the IJ Suzhou birthday party next month. Unfortunately, we can't be there, but Yinjiao asked for a video and the script had to be approved by them before filming.

Here is our draft:

First, it was Covid-19, then Delta, and now Omicron. The pace of change was crazy before, but two years ago, it took on a whole new dimension. Throughout this time, supply chain issues also began to dominate the economic landscape and let us not forget about the rise of inflation. Each was scary and concerning on its own, let alone having all three go on at the same time.

For some companies, it meant sudden death. For others, a gradual reduction in size and scope. Still, others were able to stay at the same level, and a select few were able to embrace the situation and grow. From the time when our company began one hundred years ago, the idea of change has always been embraced. When confusion ruled the world, Ideal Jacobs was there to help our customers invent and build new products. The tougher things got, the harder we all worked, and the results are showing every day. Ideal Jacobs Xiamen was started in

2004, a dream of both Ben and mine to build something unique, a powerhouse to help our customers and also help propel us to new levels of sales. Then we created Ideal Jacobs Suzhou. Under the extremely capable direction of Rina He, the company has grown and prospered. Ten years is a major milestone for any company, to do it and profitably grow through all of the global events above is truly amazing, and on this day, we all salute IJ Suzhou for the wonderful job they have and will continue to do. I am very sorry I cannot be there in person but please know we are all behind you, share in your joy and hope we can see each other very soon.

Happy Birthday!

12/18/2021 – 3:40 p.m. EST | Our House, NJ

I forgot to mention two days ago was Wendy and my 37th wedding anniversary. I did remember to buy her cards and flowers. She got her Covid booster shot that day, so we are going into Manhattan tonight to celebrate that and Alex's upcoming birthday. I got word from my sister that she had Covid. She found it ironic since she was the most careful person we know regarding masking. Regardless I took a home test later and, thank you God, it was negative.

My back was feeling better and I was riding my bike outside, having a great time, when I felt something odd through the handlebars. It turned out I had a back flat tire. Wendy, as always, was amazing and came and picked me up. The bike store will pick up my bike by tomorrow and give her a full tune-up. She deserves it, she is a wonderful machine. Once back home and after lunch, my back was now sore again, so I decided against continuing to exercise. I went to the grocery store and got gas.

Our ride into Manhattan is due here in about forty-five minutes, I am greatly looking forward to seeing Alex and Scott and all of us having a great time eating Chinese food.

12/19/2021 – 3:44 p.m. EST | Our House, NJ

Is God Talking to Me or Is It Just Time to Pee?

I got a text message at 3:41 this morning. I did not actually hear it come in, but I saw it about twenty minutes later when I got up to go to the bathroom. While I generally glance at my phone when I get up multiple times during the night, I rarely answer it because I don't want to be fully awake, so I can't go back to sleep. However, this message was from one of our people in Malaysia working on a huge carbon credit project. The proposal took weeks to prepare and went out last Friday. The fact that our potential partner was reviewing it on a Sunday afternoon, they are 13 hours ahead of our time, and had a question meant they were seriously considering working with us.

I have found that answering people back when I am not quite awake can have both good and bad results. Still, in this case, I felt the information was being dictated via divine intervention. I would have been a fool not to write it down. After finishing the replay, I checked it a few times for grammar and spelling, and I sent it. Our man there thanked me for the clarification and said he would talk to the potential customer, again, all on a Sunday and get back to us. I then went back to sleep.

I have always thought I was receiving this type of “help” especially in between sleep and awake times. At this point, I not only listen but am extremely grateful because the information I receive is usually really good and I have learned to use it immediately.

People tell me I have no boundaries. I send and receive emails 24/7 and have little compunction regarding weekends and holidays. If people want to answer me, that is fine. If not, I then know who is really committed and who is not. I believe in God and I am very happy to accept any help put forward at any time. It is a chicken and egg scenario. I am not sure if I am getting up to go to the bathroom so I can get the information, or since I was getting the information anyway, I might as well pee. It doesn't matter. What is important is that the more I ask for

and am open for help and guidance, the more that comes. Define it in any way you want, but the belief that anything is possible opens up the world with no limitations.

I was up at 6:15 a.m. and could do most of my normal exercises except sit-ups. My back was feeling better and after a stint on the treadmill, it was outside to bike. It was wonderful and I got a nice workout. After I returned, I made lunch for my mom, her aide, and me and went to her apartment. She is still having trouble with nausea and is eating very little. She talks about medical stuff with my sister and brother. With me, it is strictly about business, family, and what movies we will watch. We settled on *My Favorite Year*, a comedy with Peter O'Toole. We watched for a while, then I left, got an iced tea, and came back here. I got my fruit ready for this week. It is only four days as we are closed for Christmas Eve on Friday. I then went to check outside, and my bike had already been picked up for the flat tire and full tune-up she needed and deserved. I also just ordered some more Covid rapid test kits. The Omicron virus is spreading all over the world and I think most countries will institute more travel restrictions over the next few weeks.

12/20/2022 – 7:36 p.m. EST | Our House, NJ

It was 21°F this morning, too cold to bike and since my back was still bothering me, it was too risky to go outside and walk. If I got to a place in the nearby woods and could not keep walking, I could freeze to death, so I decided against it. Instead, I did most of my normal inside workout. The days were also spent in a lot of pricing, paperwork, and trying to fix two sets of problems which will hopefully be done by later tomorrow. We went to see the bees, it was cold, and as expected, there were few outside. Then I went to the chiropractor, had a very good session, came here for an excellent dinner and then Wendy and I relaxed for a while. A very good day.

12/21/2021 – 4:10 p.m. EST | Our Office, NJ

I felt a cold coming on last night but could still sleep. My back is slowly improving and I can almost do all my normal indoor exercises. Then it was outside in the 25°F weather. There was no wind and I was dressed for it, so it went well. I heard back from the bike store yesterday. My bike has to be almost fully rebuilt from wear, so I am hoping to have here back by the first of this year. Once here, my cold started getting worse. My mom decided she did not want to risk seeing me, so I am leaving in a few minutes to go to the pharmacy to pick up some medicine. Ravid, the man I had met on my first plane ride to Israel, came in for a visit. He is a really nice man and had introduced us to Netta, whom we eventually hired to run IJ Israel.

Omicron is taking over everywhere. It seems less lethal but only for those who have had three shots, which many people have not done.

12/24/2021 – 4:04 p.m. EST | Our House, NJ

Christmas Eve

Yesterday went well, my back was slowly feeling better, my cold was better and it was a day of pleasant paperwork.

I signed up for a PCR test, but the company's website must have been wrong because they were closed. Happily, we have more home test kits, I will order more now, and I plan to take one before seeing Barb and Cliff tomorrow.

12/25/2021 – 9:24 p.m. EST | Our House, NJ

Christmas Day

I worked out this morning and spent the rest of the day binge-watching *All Things Great and Small* and then took two rapid tests because I was going to go over to my mom's tomorrow. Both were positive. After all this time, I got it. Wendy tested negative.

I am in quarantine until I get either a negative test or ten days pass.

I am hoping the government reduces the time to seven days. My cold/flu-like systems are almost gone. As I said, God shined down.

12/26/2021 – 2:24 p.m. EST | Our House, NJ

I was up at 6:15 a.m., felt great, did my inside workout and some extra time on the treadmill then went biking. Wendy and I have split up the house into her, mine, and common areas, and we will be masked when we are in the same room. Since the office was closed, I could go in, grab some muffins and chocolate, and finish a pricing spreadsheet. I know back home in front of our firepit, a great fire is going. In the interim, I spoke with David, Ira, Irene, and Mom and texted with Alex and Ben. All are concerned about how I feel, which is very nice and all were very happy to hear I am good. We just ordered some food from our favorite local diner. Wendy will pick it up soon and we should be good for the next few days for good things to eat.

The firepit blaze was great, but as soon as the sun went behind our house, it got cold very quickly. After a quick snack, I am in our basement and about to start editing. I am only on month three, so I have a long way to go, one of the tasks I hope to dent while in quarantine.

I know Wendy is still in the house, but being unable to be with her makes me sad. A very nice thing after being together for 38 years. Since I felt lousy a few days ago, each day has been much better, and I did a full exercise workout and biked outside today.

I have full access to our gym in the basement, and I can still bicycle outside, which means I can do my regular workouts, which is a major help keeping me sane. I can work from home and have enough editing to do for my new book that will keep me well-occupied. I feel really good, can eat and sleep well.

My weight is at a good level and for someone like me who is extremely paranoid about weight gain, that is a major deal. My family is all well. If I was going to test positive, now was the best time.

“Theoretically,” this should be a reasonably calm week for our plant and means I will hopefully be cleared to travel internationally next month. Besides, our people can handle things well without me.

12/27/2021 – 9:00 p.m. EST | Our House, NJ

Since I was quarantined, I slept until 6:30 a.m., then worked out in our basement.

My back was feeling better and I could do my normal amount of sit-ups for the first time in almost two weeks. I then did forty minutes on the treadmill and biked outside. A very good workout. Then I spent the afternoon working on our upcoming Quality/Environmental/Health and Safety Audit, plus pricing and other areas from our office. We are open and, so far, doing okay regarding Covid. There are only two people, including me, out today. Then we got some fantastic news, the US Center for Disease Control reduced the quarantine time to five days as there were no symptoms. After checking with our good friend, who is a doctor, he clarified that I can go back to the office this Friday. We are closed for New Year’s Eve, but I was going to go anyway since now I could stop for an iced tea and see people outside. A very, very good thing. I got a call from Kay today checking in on me, she was on her way back from skiing. She is well, as is her new puppy, Tillie. Alex and Scott are in Peru on vacation, having a wonderful time, and sent me flowers to help me feel better. I also heard from my brother, my mom, and from Ben and Carla yesterday.

I am a very fortunate man, and I know it.

12/28/2021 – 6:10 p.m. EST | Our House, NJ

I have a new routine while in quarantine which I did this morning. I got up, exercised in our basement, including extra time on the treadmill to make up for the lack of walking around our plant, and then went biking. Once done, I ate lunch, worked, which has been helping

to keep me sane, and watched Amazon Prime and Netflix. In addition, I had our fire going in the pit outside, which was always fun to build and keep burning. It also served well to keep me outside and out of the basement in the fresh air. After spending the afternoon on pricing and other activities, I decided on a diversion, so I put a large uncut log into the fire pit. Unfortunately, I miscalculated and after I wanted to go back inside, I realized that the log was higher than the height of the fire pit so the cover would not lie flat, which meant the fire would not be put out by lack of oxygen. After dinner, I eventually sealed the opening with some aluminum foil, hoping that the lack of oxygen would put out the fire and stop the upcoming rain from getting inside the fire pit, mixing with the ashes and creating a mess.

Wendy and I are masking here and, in general, keeping away from each other until she can get a PCR test to see if she is also infected. Regardless, it won't matter by Friday am because I will be out of quarantine and we can go back to normal. Even if she has Covid, I doubt whether I will stay away from her since having Covid should give me additional protection besides my three vaccine shots.

Meanwhile, the rest of the world is getting infected quickly, but it seems that the bulk of the cases are mild or asymptomatic, so global life can hopefully get back to somewhat normal soon. I have not taken a rapid test since last Saturday and have no idea what it will show. If I don't test negative by the time I want to go to Dubai, I can't leave the country, and there is nothing I can do about that except wait until the future test results come in.

12/29/2021 – 3:19 p.m. EST | Our House, NJ

I took my first rapid test since last Saturday, and it was all I could hope for. The line indicator was light, so hopefully, the Covid in my system is slowly dissipating. Regardless my quarantine is up on Friday. Worrying won't help, so I resolve to focus on what I can do.

After working out, biking, and a huge lunch, it was outside to the firepit. I had put in the oversized log last night, and I had to cover the pit with aluminum foil to try and stop the insides from getting soaked by the rain from last night. Happily, it worked, and by the time I came inside today, the lid fits snugly on top, so the embers should be suffocated out, and I can re-start them tomorrow. I got calls from my son Ben. He is well and was checking up on me, along with my friends Jim Jensen and David. I also got texts from my niece Lisa in California and Cliff, all very nice. I also got a call from the potential screen printer who might want to come work for us.

We spoke briefly and he will come in next week to meet us and see if we all can get along. Our office seems fine. Our crew is doing well, and I hope to finish most of the annual Interior Systems audit on Friday when I get back into the office. I plan to finish it by the end of next week. It is always good to go over all the processes every year to see what works and what could be improved. I was also editing last year's book. It is amazing how quickly time has passed. It has been an excellent year. Wendy and now have a quarantine schedule covering where we are and what we are doing. We see very little of each other. I miss her. Hopefully, on Friday, when I finish the major parts of the quarantine, things will get back to normal, but I don't think we will be eating together again until next week. From what I can see—thank you, God—I have been extremely fortunate with my case of Covid. Once done, the protection from the three full vaccines plus the virus should hopefully protect me pretty well in the future. Wendy took a PCR Test today, and should have the results by Friday.

12/30/2021 – 2:29 p.m. EST | Our House, NJ

I was up at 6:15 a.m. feeling really good. Did my indoor workout and spent time on the treadmill. I had been watching some old John Wayne movies and they made the time pass quickly. Once back from biking, I had a large lunch while answering emails and reading more about

John Maynard Keynes's economic theories and how they developed during the last century. I am finding it fascinating and as usual, if I had been forced to study it in school, I probably would have been bored, but now it is wonderful to see how he progressed and where his brain was heading. Wendy's PCR test will hopefully come back tomorrow. Cliff and Barbara don't have it, and Ira just took a test today. Irene and David are due back this early evening from visiting Rebecca, Gavin, and the kids. I spoke to my mom. She was not feeling great, but as of tomorrow, Irene can go back to see her in person and I should be okay by Tuesday. Back to editing.

12/31/2021 – 3:11 p.m. EST | Our House, NJ

My Covid quarantine was finished when I got up this morning. Even though we were closed, I wanted to return to my usual schedule, so my alarms went off at 4:15 a.m. I took a rapid test, and although the results showed almost no virus left in me with a very thin line, it was still there, which meant that few things changed. As long as I wore a mask, I could go out. After a great workout and bike ride, I changed and went to get an iced tea, then it was into our plant, which was a glorious experience to be back.

I dove into the paperwork with gusto and was having a great time cleaning things up. I continued work on our yearly Interior Audit covering our ISO and OSHA systems. It will probably be two weeks before that is formally finished, but it is a good thing because it forces me to look over our company as a whole every year to see if things are running smoothly and what changes should be made. Along the way, I spoke to Ira, who took a PCR test yesterday and is convinced he has Covid. Hopefully, it is just a cold. I also spoke to my good friend David; we are meeting at our usual spot tomorrow. I then left for here and am sitting in front of a magnificent firepit blaze. Wendy had modified the house rules, which are still in effect since I still tested positive. We both have to mask in the house, but I can now inhabit common areas like our

living room and kitchen. It may not sound like a big change but believe me, it is. Our plans for New Year's were scrapped because I still tested positive. I urged Wendy to go to Barb and Cliff's without me, but she chose not to. I will retest again in the morning.

Things to remember from this past year. We lost Andrew Frish, Cliff's brother, who was a wonderful man and had a very positive influence on my life. Thank you, God no one else from our family or close friends passed, and all brushes with Covid so far have been manageable. Wendy, our kids, their significant others, and I are healthy and happy, obviously true blessings. Business for IJUS and Ideal Jacobs across the world has been up and we are growing. Our new plant in Penang, Malaysia, is up and running and I am now looking for our next location, which could be Dubai, but I need to see it first.

Our global teams are amazing, productive, hungry for business, and I am honored to have a fantastic group of people with us. My partner Ben is well, as is Allan, but due to Covid, it might be a while before we get to see each other again. However, since we never saw each other much anyway, our way of doing business together fits perfectly with our pandemic world.

Things in general, globally and locally, are a little crazy and moving faster all the time. Still, it is the environment I love, so I am having a great time. I know that many people are unhappy, and I am sorry that is the case, but the fact that there is so much conflict, turmoil, and pressure means that people will consider alternative solutions to problems even if they come from people and groups with little or no experience in those areas. If we can supply the solutions, I believe people will give us a shot. If not, we tried, which is all I can ask of myself or my teams.

Areas I resolve to work on for next year. The first is to get our new equipment up and running here at IJUS. The extra capacity should enable us to increase our sales and profits, and I am hoping for another banner global year. I would really like to get back out on the road, but I

will let God and the road decide that for me. As soon as they are ready, we are set to go.

I hope that one branch of our government gets a Republican majority so gridlock can come into play and we won't spend ourselves into oblivion. If that happens, I believe that inflation will stay between 5-10% per year for the next three years. If it doesn't, I believe President Biden will be seeing rates between 10-15%, which will cause a whole other set of economic issues.

I believe that Russia will annex Ukraine and no one will do anything about it. I believe China will continue to annex everything and everyone on the South China Sea, including Taiwan.

I do not think this is the last of the Covid pandemic, like the flu, will take its place. I think we will be wearing masks for the next few years at least. I also think places like theaters, tightly packed restaurants, and places many people congregate in will bounce back. I believe that the majority of the world is fed up and will simply accept the risks of close contact. I have no idea how that will play out, but that is my opinion.

As for me, I am having a blast and it is my plan to try and keep doing so. I love my wife, family, job, our teams, and our chances to help save our world. I hope your year has been amazing. The possibilities for next year look bright and if you are ever in New Jersey, call us to stop by, see our plant and our bee hives, and take home some Ideal Honey.

Regards Always,
Andrew

NAME LOCATOR

Jacobs Family

Morris Jacobs 1897-1997 & Rose Jacobs 1905-1967

◇ Jerome Jacobs 1924-2015 & Phyllis Jacobs 1929-

◇ Andrew Jacobs 1956- & Wendy Jacobs 1959-

◇ Kayla Jacobs 1991-

◇ Alex Jacobs 1988-

◇ Ben Jacobs 1986- & Carla Devenpick Jacobs 1989-

Irene Jacobs Beyth 1953- & David Beyth 1955-

◇ Rebecca Beyth 1986- & Gavin Stern 1986-

◇ Isaac Stern 2019-

◇ Aaron Bernard Stern 2021-

◇ Jeremy Beyth 1984- & Elizabeth Ann Beyth 1984-2018

Ira Jacobs 1951- & Eve Jacobs 1952-

◇ Lisa Jacobs 1984- & Mark Kerstin 1971-

◇ Adrian Kerstin 2021-

◇ Rachel Jacobs 1980- & Jeffrey Richter 1980-

◇ Adina Richter 2015-

◇ Jacob Richter 2011-

Aaron Family

Jeffrey Aaron 1930-2015 & Bunny Aaron 1934-2011

◇ Wendy Jacobs 1959- & Andrew Jacobs 1956-

◇ Barbara Aaron 1954- & Clifford Frish 1952-

◇ Barry Frish 1984- & Emily Demast-Budner 1985-

◇ Max Frish 2019-

◇ Jessica Frish 1981- & Joseph Gothelf 1981-

◇ Blake Gothelf 2013-

◇ Cooper Gothelf 2010-

Business Associates

Ideal Jacobs US

- Vincent Santoro, *VP of Global Manufacturing*
- Mike Valentine, *VP of Operations*
- Richard Green III, *Sr. Manager of Technical Sales*
- Eileen Mroczek, *Sr. Manager of Customer Relations*
- Dave Alexander, *Die Maker & Tooling Specialist*
- Doug Winters, *Production Manager*
- Igor Lebre, *Pre-press Manager*

Ideal Jacobs Canada

- Donald Lem, *Sales Representative*

Ideal Jacobs Europe

- Igor Gomes, *Managing Director*

Ideal Jacobs Israel

- Netta Arkash, *Managing Director*

Ideal Jacobs Mexico

- Paulina Vallejo, *General Manager*

Ideal Jacobs Xiamen

- Ben Meng, *IJX President*
- Allan Du, *IJX General Manager*

Family Friends

Conrad Fiore, Family Friend

David William, Godfather to Ben

Dr. John Capriglione, Chiropractor

Dr. Kevin Browne, Andrew's Dentist

Elana Hager, Family Friend

Gary Moscowitz, Accountant, Godfather to Kayla

Jerry and Laura Levey, Friends

Jim Jensen, Family Friend

Sahar Shimon, Family Friend, Agroforestry, Regenerative Farming

COLOPHON

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The body text is set in 10pt Mrs Eaves XL Serif OT Reg and Reg Italic. Time stamps are set in 10pt Mrs Eaves XL Serif OT Bold. Chapter headings are in 48pt Mr Eaves XL San OT Heavy.

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A.C.