

I use multiple factors in determining viability of any venture or company that I deal with. I use a few simplifying metrics to do so. When I was 25 years old, I was seeking out venture capital from the Koppers Corporation and the vice chairman of the board said something to me that I will never forget. His analogy was to compare a venture to a horse race. His factors went something like this:

1. 30% Horse
2. 60% Jockey
3. 10% Luck

The Jockey

You are currently in a horse race by yourself. I think you may win. When it comes to the Jockey part I have never worked with a company that routinely managed to stay ahead of me and drive me. It is almost always the other way around. I have put 65 products into the market from concept to production and I have never had better in all that time. Jockey part check. Luck is just that. We recently had a spot of bad luck with an issue we didn't anticipate. I believe in making your own luck. Which we did. Speed to solve is crucial in any endeavor. That is why the jockey part of the equation is so important. It doesn't hurt to have one of the best material scientist on board (best I have ever worked with). I also enjoy the military way you guys make things happen and overcoming and adapting.

The Horse

It was idle curiosity that led me to seek you guys out when we first started. The notion of removing lead from products doesn't require much thought to know it is a good idea. We have a lot of people here with different levels of skill and understanding. Some do not take lead in a serious manner. We have lead removal soap in our bathrooms (a good idea). Many take the influence we try to convey seriously. The last time I checked there is no minimum FDA suggested minimum for daily intake. They basically say stay away from it. So we score one for that idea. It turns out you are also tougher and possess many other attributes that put you in a class all by yourself. Here is a list:

1. Tougher than other products
2. Do not shrink anywhere near the rate of lead (shrinkage is BAD)
3. Self righting curtain (lead will not -- Many times we daylight all through our returned machines)
4. Less expensive
5. Won't de-laminate
6. Allow small packages through the scanner
7. More supple which blocks better

I would opt for your curtains if three of these things were true and the other weren't. To have all seven is rare indeed. I look forward to working with Artemis and Dr Paul Fenelon to remove lead from our systems. We are losing people who can do original work at an alarming rate and we all must learn all we can to keep the knowledge base alive. Being able to compound and formulate polymers to do these things is worth quite a lot.

Luck

I believe that if you guys can continue to stay the course, you will be very very successful. I do not believe that 3 years from now anyone in the world will have lead curtains any more. I also think that having ROHS equipment in these areas will become the normal way of doing business. I would be willing to discuss this with anyone you like and I wish you guys all of the best.