

A brief history of my commercial successes:

Started a chemical business while I was a college student and built it from a two-car garage operation into a more than \$20,000,000 per year U.S. corporation with no negative years and 30 to 50 percent return on shareholder's equity for most of its years of operation.

Entered the zinc nitrate market (textile catalyst and micro-nutrient, NZN) and in less than five years had closed Proctor Chemical's plant (now a division of National Starch) and reduced Harshaw Chemical and J.T. Baker's share of the market to less than 5%. These firms had dominated the market for more than 15 years before I entered it.

Took the largest single market for magnesium chloride away from Dow Chemical - at a higher price than they were charging.

Shut down C.P. Chemicals in the CCA market because they were price cutters.

Kept Th Goldschmidt of Germany out of the North American market for anhydrous zinc chloride by developing and starting up a superior process before they could place their plant here.

Competited with the Kennecott Corporation for a major portion of the U.S. copper fungicide market. Developed a superior copper fungicide that stopped their penetration of the fungicide market. After losing more than \$12,000,000, they sold the business and dropped out of the market.

Discovered a waste stream of zinc chloride from Dow-Texas. Over a three year period, secretly developed a process to upgrade the material to commercial grade. The unique technology allowed me to contract the material for twenty years at a price that was less than one-half that it cost all other U.S. manufacturers. I developed supporting technology, hired managers, built a multi-million dollar plant and less than two years took more than one-half the U.S. market from DuPont and two smaller competitors. Prior to my entry into this market DuPont had controlled the market since the 1920's. Two years after startup, the plant became and for nearly ten years has been the highest profit contributor for my first corporation.

Developed the processes and marketing strategy that resulted in Hicksons and Rentokil losing the U.S. CCA market which they had controlled for many years.