

## Dr. Michael Rosenthal's Speech during the 25<sup>th</sup> Anniversary Dinner

Baerlocher Malaysia is an integral part of Baerlocher. The foundation of the Malaysia subsidiary was a first for Baerlocher, as the company never set up a green field production before.

According to Dr. Michael Rosenthal, today Chairman of the Advisory Board of Baerlocher, that time the growth of the company's home European market was restrained compared to the markets in Asia and elsewhere. Dr. Rosenthal: "We therefore decided to go to Asia. After considering many options and following the advice of Ching Wai Won, the former General Manager of Baerlocher Singapore, we quickly decided that we wanted to be in Malaysia."

"What followed was a discussion with the owner of the land, his Excellency, the Sultan," remembered Dr. Michael Rosenthal. "Later, we were invited to a very memorable lunch with the Sultanah and the Sultan, which some of our staff also attended."

"That was the beginning in 1994, 25 years ago," Dr. Rosenthal recalled. "I have made a lot of decisions in my life that have proven to be good, but the decision to go to Malaysia was one of my best and I have never regretted it."

Five years later, Baerlocher began to cooperate with CIBA in the field of form giving. Over the following years, the company continued to invest in the site. All of these investments were successful and were implemented at the highest technical level.

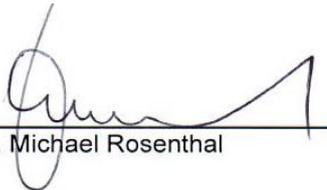
"We've never had an expatriate here in Malaysia," explained Dr. Rosenthal. "From the very beginning we relied on local management and I have never regretted it."

For about 20 years, Mr. Sethu Palaniappan has had a formative role for the business in Malaysia, since the beginning of 2017 as Managing Director. Until then, Mr. Malpaso Cheng had held this position, but was more responsible for developing the business in the entire Asia-Pacific region. Dr. Rosenthal commented: "We owe both Mr. Palani and Mr. Cheng a great deal of gratitude for the excellent work they have done in their fields. What we have seen today is the result of Palani's efforts to form the team. It is this spirit that he was able to bring to the organization."

Dr. Rosenthal continued: "In our family business, everyone can learn from one another. We can also learn from you: from the commitment of the team here and from the openness and the good atmosphere. I have felt it all day and into this evening, and I thank you for that."

"Last but not least, I would like to thank Mr. Arne Schulle, our CEO", Dr. Rosenthal pointed out. "He is the one who connects all dots – he brings our companies in Asia closer together. Regardless of the different languages and cultures – Indian, Chinese, Malay – all employees are driven by the desire to be like an Asian family. Arne Schulle stands for this mentality like no other."

"We believe in what we're doing and we are very consistent; we don't constantly change our strategy," Dr. Rosenthal highlights the company's commitment to the Malaysia facility. "Of course, we are constantly learning and we do our best to continue to improve by optimizing our services and providing the market with the required capacities and innovative solutions. Our customers can rest assured that Baerlocher has a clear long term vision for Asia and we pay tribute to all of those with whom we have a business relationship, and all actions are designed for the long term. Baerlocher Malaysia has become the leading hub of the company in the region."



Dr. Michael Rosenthal