



BÄRLOCHER



the
perfect
match



1823-2023


**What is your
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**And what are its
qualities?**

For 200 years



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success as a trusted advisor.**





**We're very close. And we're
keeping an eye on everything.**

**Especially the challenges
and signs of our times.**

This



**could be your
perfect match.**

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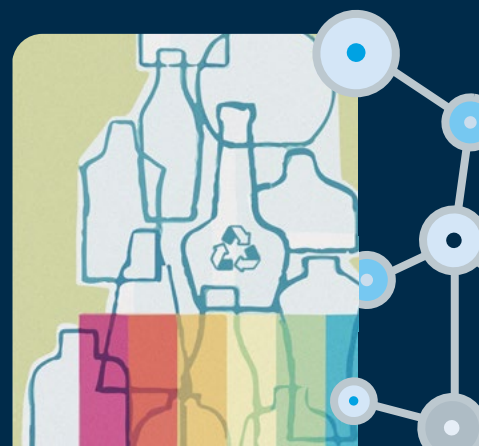
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Baerlocher successfully operates
in a diverse array of industries
as a trusted advisor and solution
provider. See a selection of our
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"We sell products for so many different technical applications, and the problems that our customers are trying to solve are different in each one. You have to find the point where our product offers an advantage." – Our employees share what motivates them on

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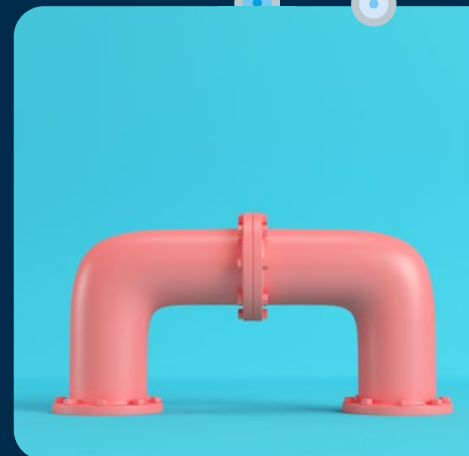
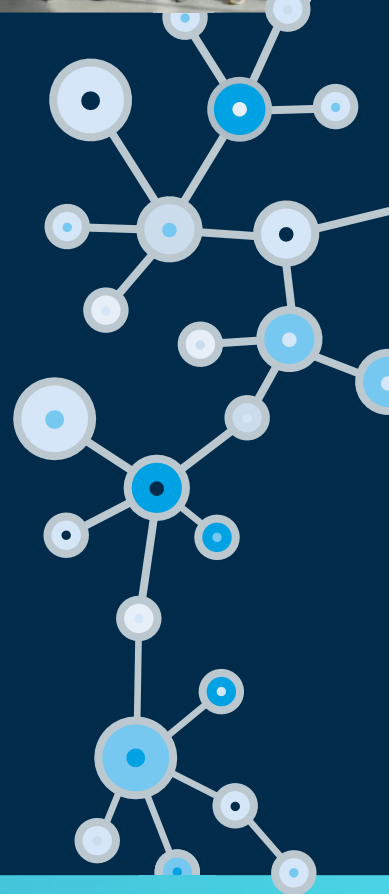
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A perfect match for the future of Baerlocher:
Dr. Tobias Rosenthal (l.)
and Arne Schulle.

Baerlocher's role in the *circular economy*



The change from an owner-led to a management-led family company is anything but sudden. The result of a process planned well in advance, Arne Schulle took over the role of CEO as a manager outside the family after years of intensive onboarding. He laid the foundation for the corporate group of today with a new organizational structure. This allowed Dr. Tobias Rosenthal to focus on the company's direction in the long term. The change in generations is also coming to a close in the year of the company's anniversary: after many years in Baerlocher's corporate development, Dr. Tobias Rosenthal is succeeding his father Dr. Michael Rosenthal as advisory board chair.

Dialogue between management and the advisory board needs friction, poise, and a clear goal in order to be productive. Because Baerlocher's future centers not only on customers as it has done in the past, but also on sustainability and new business segments in the circular economy.

Dr. Rosenthal, Mr. Schulle, do you remember your first encounters with Baerlocher?

Tobias Rosenthal I actually have early childhood memories associated with Baerlocher. For example, I always came in with my father on Saturdays, when it was still at our old property on Riesstraße in Moosach, and we would drive the forklift around together. Of course that was very exciting for me then. I also thought we had something to do with either logistics or forklifts.

Arne Schulle I didn't know of Baerlocher initially and was approached by headhunters. I had a couple of contacts then with the company and made an impromptu decision to switch from a major corporation to a mid-sized company. I was used to cooperation of a completely different sort at the major corporation, and at that time everything here was dominated by the decisions of the shareholders, naturally. It was a transition phase for the company, a process of cutting the cord, and the organizational and management changes within the company meant it was a time of uncertainty. It was a crazy, exciting phase and I learned a lot about myself during it.

How did you find your way to the company, Dr. Rosenthal? And how would you describe the cooperation between management, shareholders, and the advisory board today?

TR When I was studying chemistry, I decided I wanted to get to know the company better and looked for the best way to qualify for a meaningful position here.

I took this responsibility very seriously, regardless of whether I wanted to join the company as a shareholder, on the advisory board, or in an operative management role. The board in particular has always played a key role in every transition. It's not a strictly or purely corrective body for a company, it's also an intermediary that can act as a sparring partner for both management and the shareholders and mediate between the two sides. I enjoy this strategic role. My father and I maintain a very friendly relationship with management. We deliberately sought a management that would make decisions in keeping with our strategic guidelines and lead and develop Baerlocher accordingly.

How do you fill this role, Mr. Schulle?

AS Two things were important to me at the time. To put it bluntly, we had 70 or 80 percent of our earnings coming from Europe and 20 percent from the rest of the world. Now we have closer to 70 or 80 percent of earnings from around the world and 20 to 30 percent from Europe. It was clear that we wanted to keep pushing forward the internationalization that Michael Rosenthal had started and built up. And we ended up introducing a matrix organization in which we give local responsibility to the respective management. It creates some friction, because we have strong local people, but this productive tension also often results in better decisions. We can use this strength within our global staff in all kinds of regions around the world. It has helped us with expanding locations and new launches. As a company, we didn't want to dominate from the German headquarters. And that only works if we reflect and accept that the local markets are local, and allow the people who

understand the market in this local, cultural setting to make decisions as well. That means we want an Indian company in India, a Chinese company in China, a Turkish company in Turkey. We're placing a huge amount of trust in the local management, which of course we collaborated in building. That sets us apart from other companies' structures.

TR Today we profit greatly from having this international footprint, because it gives us and our customers a certain sense of security, not least because of our production and manufacturing capacities. This cross-cultural exchange within the company is really fun for me. Another topic that strongly defined my father and of course is no less important today is working in associations. The long-standing and mutual commitment in our industry has helped to sharpen its public image so that people have a nuanced view of PVC and plastics. That turned out very well and as a result, many NGOs today collaborate with associations like VinylPlus, which you know is a reliable partner.

How important do you think this association work is for the future, Mr. Schulle?

AS It is definitely important that we are represented everywhere. But we are also committed to making this based on science, that people aren't lying to themselves. It's not about thwarting regulations when they're right. It's about operating creatively for the purpose of bringing something positive forward, hopefully always within the framework of the free market economy. This is an active discourse at all levels.

TR ... that is highly relevant again today, because thankfully everyone is talking about sustainability and the circular economy again. We've tried to take on a leading role in this regard. These associations that we've helped to develop in Europe are models at the international level. When administrations in China or in India today contemplate how they'd like to work together with industries in the future or when industries wonder how to organize themselves, they look at Europe. What's going on here, what can be adapted? Here we have the ability to influence the trends of tomorrow. This dialogue has changed our industry for the long run and will continue to do so in coming years.

What specifically is at issue for you here?

TR Many changes are driven by regulations or by policies themselves. Those are technological changes. We already tried in the past, in many industries, to stay ahead of the curve at this point, "ahead of regulations," so to speak. We want to be a reliable partner to our customers, one that gives them the ability to anticipate trends in tech-



Leading Baerlocher into the circular economy: Advisory board chair Dr. Tobias Rosenthal (right) and CEO Arne Schulle.

nology so that they don't have to wait for rules or regulations to follow. A classic example of this was when heavy metals faded out in the EU, and we had already started to rely on calcium-based technology and were actively promoting it. We tried to convert our customers at a point in time when many would have happily held on to the old technology. But ultimately, we have to quietly move on and give advice. And to do that, we need long-standing partnerships in which we travel down this road together.

What was your experience of this phase, Mr. Schulle?

AS I joined the company at a time when the agreement and goals had all been set already. It was really all driven by Dr. Michael Rosenthal. And I found it unbelievable in the best way that an industry had managed to initiate a voluntary commitment to have themselves externally audited and work together with NGOs all along the value

The future of Baerlocher is in cycles.



chains, and then to actually do it. At the time, that was exceptional. And of course in doing so, they preempted regulators without limiting the company's room for innovation. For our customers, it meant changing to a new technology. Figuratively speaking, it was almost like the switch from combustion engines to electric.

Does the circular economy issue pose similar challenges now?

TR In the future, we're going to have to get even closer to our customers as a trusted advisor so that we can push forward the necessary developments with them that we're starting within the circular economy. That much is clear. We're going to have to become more efficient and more sustainable in production and use plastics more carefully in general and have the right material for the right application. I see Baerlocher playing a central role here. We're represented at many points within the value added cycle, in the production of plastics, in the processors – and now even in the recyclers when it comes to reprocessing and separation. We want to monitor the industry's evolution to the circular economy and play a leading role in it. Moreover, we'd like to ensure that we can provide internationally standardized qualities. We're also concerned about how we even exchange information along the value chains. We want to know, where are the raw materials we need coming from? That's a question of supply chain transparency. For a circular economy to be possible, we also need standards for the materials and the ability to make the whole thing traceable. Luckily, new technologies in this area are being developed, like the blockchain, which can map it out. However, the industry still has to catch up on a few things and collaborate to bring it all together.

In this respect, what are Baerlocher's most important solutions and products for the future?

AS We are already active in using recycled additives, which means that recycled raw materials are being put to optimal use. We've achieved great success in mechanical recycling. A large part of our research activity will doubtless feed into this, as markets develop. They are now doing so rapidly. There are many innovations building off of one another in the current business model of the PVC sector that are used by customers or in a certain region. Our innovative activity in this area consists of carrying this product range forward to future markets. In our special additives segment (SPA), where even now we are building and investing in a new lab in Lingen, our aim is to build a new portfolio of innovations. We have applications, we have opportunities, but in order to push forward in the magnitude of our current business fields, investments and development activity also need to be part of it.

TR PVC is one of the few plastics that has been recycled for years in quantities worth mentioning at all in the EU and is thus transferred into a practical cycle. One of the reasons for this is that mechanical recycling works very well with this material. But another reason is because the long-lasting applications that come from it, like pipes or windows, are very easy to separate by material afterwards when they're dismantled, and can then be reprocessed. As such, we will continue to support the optimal processing and recycling of PVC. Another, more current topic is new raw materials. We're working hard to use raw materials that come from renewable sources or that we can reprocess in order to represent a circular economy here as well. This involves, for example, replacements for oils and greases that come from insect larvae. While in the past, companies worked on the sustainability of their products, the circular economy requires cooperation along the entire value added cycle. That's what we're working on – building closed cycles with processors and recyclers.



The circular economy needs new, especially renewable raw materials. Alternative sources such as insect oils and greases can work to replace current sources.

What sets Baerlocher apart; what makes the company a perfect match in your view?

TR The right product for the right customers; that's always been our claim. We've always wrestled heavily with developing customer-specific solutions. And because we bring with us a lot of experience when it comes to regulations and associations, we're a perfect match not only for our customers, but for the entire industry. New solutions need to be thought out while taking the entire value chain into account. Trusting partnerships are vital for this. As a values-oriented partner company, we're the perfect match. As a connecting link, we create trust in quality and stability – that's our contribution to the future, our additive.

AS But we're also a perfect match for all those who are contributing and want to enter this exciting new phase with us, which still has plenty to explore. People who enjoy and feel called to help shape the future are the perfect match for us.



*“The circular economy **requires** cooperation along the entire value chain.”*

Dr. Tobias Rosenthal

Precision, Performance, *Profiles.*



UV radiation, heat, weather, noise – window profiles demand a lot. They have to be all the more resilient and robust. PVC has proven to be a versatile and environmentally friendly material for manufacturing window frames. It opens up a number of construction and design possibilities for manufacturers. A long life and low maintenance costs are naturally also factors.

For extra-resilient window profiles and precise color value adherence, Baerlocher developed lubricant stabilizer one-packs that make sure the end products have outstanding dynamic thermal stability and UV resistance. These are especially attractive thanks to coextrusion that allows first-class surfaces to be combined with a cost-efficient selection of raw materials as well as recycled materials to be used in the core of window profiles.





Stability over time.

We want to shape the transformation with our responsibility gracefully, and with respect for what was and what is coming. A new generation is growing with the future here. Stability, we are certain, takes the courage to make change and the knowledge of solid, evolved relationships with customers. We have you to thank for the experiences and successes of yesterday and tomorrow.

1

Long-term stability

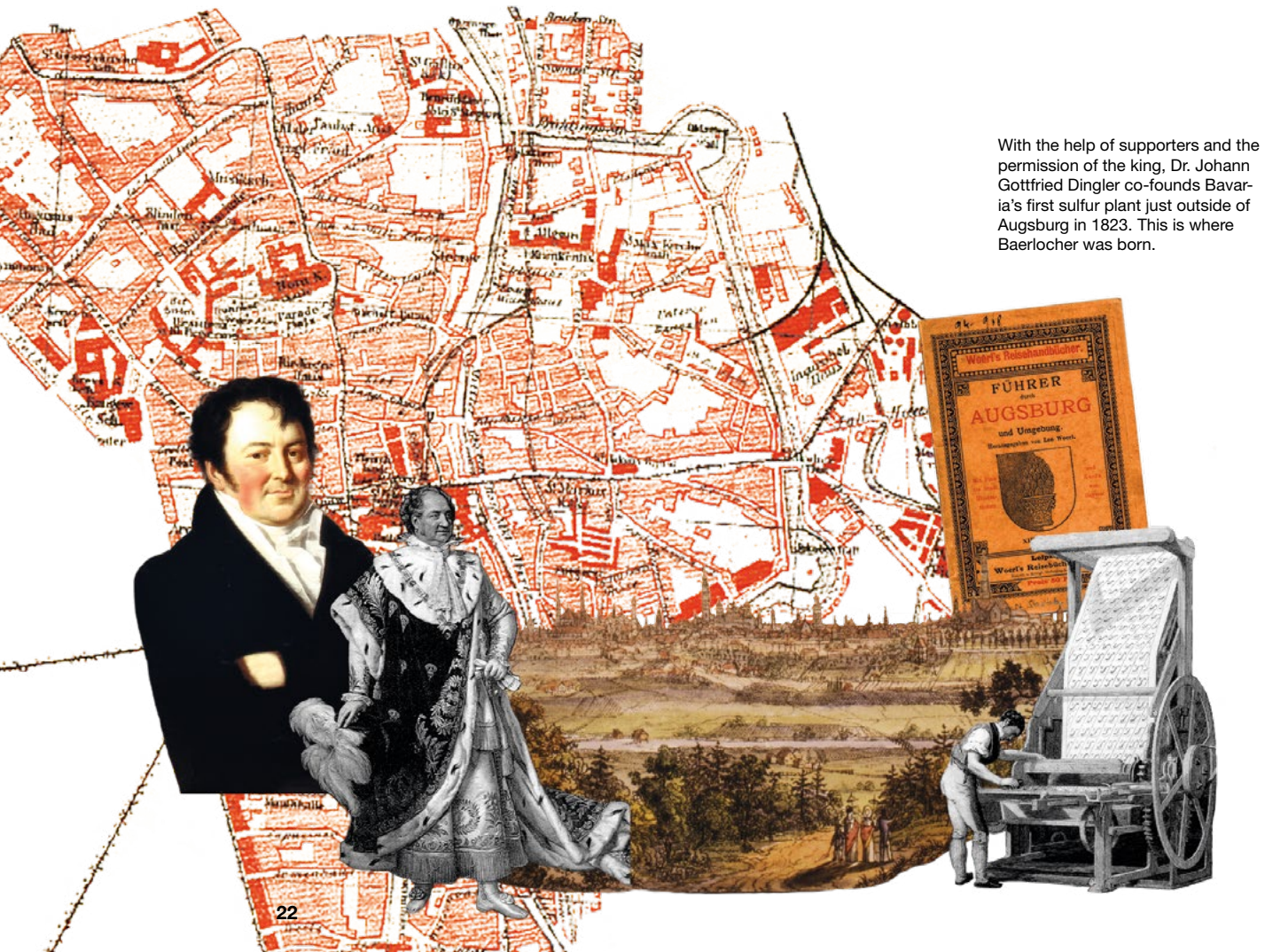


It started with sulfur

The first 123 years

1823 – the foundation for Baerlocher is laid with the founding of Bavaria's first sulfuric acid plant. The first 123 years are marked by rapid transformation in the chemical industry, as well as numerous changes in ownership, expropriation, and fresh starts.

It is a time of turbulence, out of which a location and a name ultimately emerge. Dr. Christian Rosenthal builds on that name starting in 1946, as he gradually brings the Baerlocher company closer to the form in which we know it today.



With the help of supporters and the permission of the king, Dr. Johann Gottfried Dingler co-founds Bavaria's first sulfur plant just outside of Augsburg in 1823. This is where Baerlocher was born.



Munich's Moosach district becomes the headquarters for the company in 1911. In the 1920s, "Chemische Werke München – Otto Bärlocher," as it is then known, returns fully to the place of its birth.

No, not in Munich. The history of Baerlocher begins in Augsburg, a city in Bavaria, where a man by the name of Dr. Johann Gottfried Dingler dares to do something extraordinary in 1823. The chemist gathers an illustrious interdisciplinary group of chemists, cotton factories, merchants, and politicians. It is a promising experimental setup with a spectacular goal: to work together to establish Bavaria's first sulfuric acid plant. This is where Baerlocher is born, although the men assembled could not have anticipated it.

At this point in time, sulfuric acid is a rare commodity needed to produce chlorine and soda and to bleach textiles. In an agricultural kingdom like Bavaria, it can only be obtained by importing, until 1823. After all, there is no chemical industry to speak of at this point in time. Dr. Johann Gottfried Dingler and his business associates correctly sense the opportunity. Their instincts pay off: they are royally granted a monopoly on the production of sulfuric acid. And they obtain permission to build a factory. Bavaria's first and initially only sulfuric acid plant is built just outside of Augsburg. It quickly becomes highly lucrative and even starts exporting products to other countries in Europe. An ideal start under ideal conditions.

New ideas needed, a name remains

But in 1828, the company's convenient and profitable monopoly status comes to an end. The collective of founders holds onto their once-promising factory for seven more years and then decide to sell it. In 1835 they need new ideas, new products that give the chemical

factory "Bosch und Comp," as it is now called, a new purpose. The range of products undergoes remarkable expansion in the years to come. In the mid 19th century, phosphorus, wood acid, ferric nitrate, copper sulfate, and charred ivory are now produced in addition to the original Glauber's salt, nitric acid, soda, and bone glue leather. Among other applications, the products are used in agriculture and to produce glue, paper, glass, and textiles.

Looking back from today, 1864 is a pivotal year for Baerlocher. That's when Swiss chemist Otto Bärlocher buys the former sulfuric acid plant in Augsburg. He has big plans for his newly purchased plant, proudly giving it his own name and expanding it. The company continues to trade in Augsburg under the name "Chemische Werke Otto Bärlocher." All's well that ends well? No, because even Otto Bärlocher won't leave much of a mark on the city where the Fugger family reigns. He apparently wants to break down camp in Bavaria anyway. He intends to move back to his native country of Switzerland, but before he can do so, he dies in 1880 at the mere age of 50. His legacy is the plant's new name, "Chemische Werke Otto Bärlocher."

It remains, even when the owner carousel merrily spins around again. The product range, too, becomes more multi-faceted through the years and different owners. A then-new fertilizer, among other things, is produced in subsequent years. It is a revolution in agricultural technology at this point in time and demand for it rages high in Bavaria, which is still largely agricultural.

Onward to Munich

In 1903, chemist Dr. Anselm Kahn and engineer Franz Wittmann take the helm. They expand the Augsburg factory's B2C portfolio (as we would say today). The workers at "Chemische Werke Otto Bärlocher" now also manufacture charcoal iron and washing powder. In 1909, Kahn and Wittmann join the newly founded "Chemische Werke München GmbH," which uses the waste product from the gas plant in Moosach, a district of Munich, to produce fertilizer. Two years later, the two factories merge. "Chemische Werke Otto Bärlocher" and "Chemische Werke München GmbH" become "Chemische Werke München – Otto Bärlocher." They make Moosach the headquarters for the factories. 14 years later, Baerlocher finally moves away from its birthplace when Kahn and Wittmann leave Augsburg.

By now they've maneuvered the merged factory through World War I. "Chemische Werke München – Otto Bärlocher" now produces Chile saltpeter for ammunitions and explosives. The economic situation is strained. Even the end of the war does little to change it. Dr. Anselm Kahn responds by getting his family members involved, with them eventually making up the majority of the plants in 1927. Franz Wittmann retires before that in 1925. As the 1930s begin, things seem ready to go downhill again for "Chemische Werke."

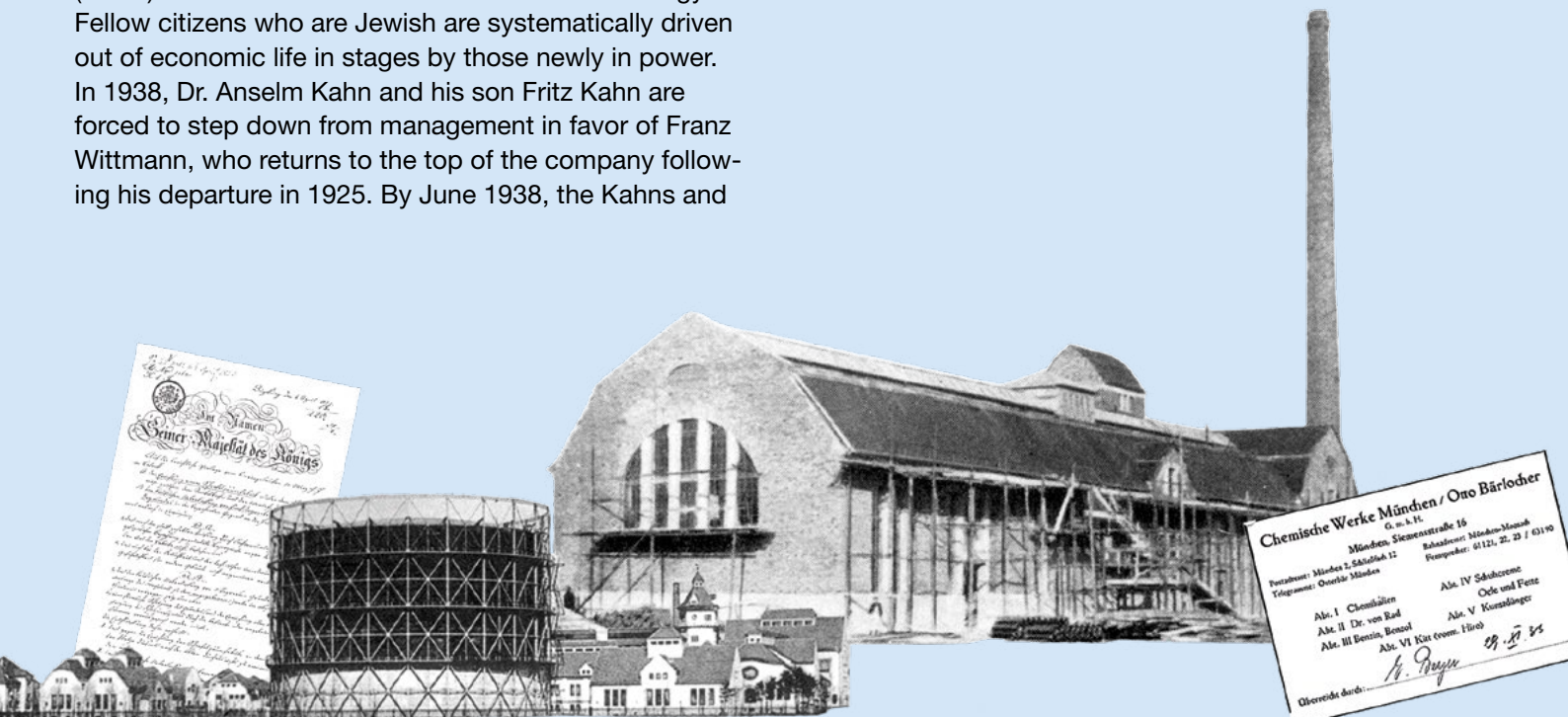
A trustee is needed

But when the National Socialist party takes over in 1933, everything changes. "Chemische Werke München" (CWM) soon finds itself on the radar of racial ideology. Fellow citizens who are Jewish are systematically driven out of economic life in stages by those newly in power. In 1938, Dr. Anselm Kahn and his son Fritz Kahn are forced to step down from management in favor of Franz Wittmann, who returns to the top of the company following his departure in 1925. By June 1938, the Kahns and

other Jewish shareholders have surrendered their shares to Wittmann and his brother Hugo for a purchase price worth 30 percent of the nominal value.

During World War II, Franz Wittmann shifts production to shoe polish, bath salts, and scouring powder. It's not particularly profitable. He has success with igniter for coal. Forced laborers work at the factory from November 1944 to April 1945, likely several dozen people. To the owner family in later times, the Rosenthals, it seems natural that Baerlocher should contribute to restitution for earlier victims of forced labor in the German economy through the EVZ Foundation for Remembrance, Responsibility, and Future.

After the war ends, the US military government tries to denazify the German economy. "Chemische Werke München" falls under external management as a result. A trustee is needed. A young chemist, Dr. Christian Rosenthal, is ultimately chosen. Initially intended to be an interim solution, 1946 is the first year of Baerlocher's "Rosenthal era," now in its 77th year. He turns out to be the perfect match for the inactive chemical plant, which is now 123 years old.





Baerlocher appeals to consumers with flower fertilizer for home use, among other things, at the brink of the 20th century. Ad, ca. 1920s

SIDE NOTE

The fate of the Kahn family

After his expulsion from the company, Dr. Fritz Kahn emigrates to the United States in 1938. His father Anselm also makes his escape across the Atlantic. His brother Ernst emigrates to Tel Aviv. But not all Jewish shareholders are able to save themselves. Arthur Arnold is killed at the Dachau concentration camp, Benno Arnold and his wife Luise at Theresienstadt.

In 1948, Dr. Anselm and Fritz Kahn, along with many other former Jewish shareholders, petition for restitution. But the Wittmann brothers demand compensation. There is much back and forth between the lawyers. It isn't until February 1951 that an agreement is reached. The Wittmann brothers return the shares that they acquired at the time, plus shares equivalent to half the profit earned in the interim. But the Kahn family's tragic fate is still a reminder today.

Meanwhile, a new era is beginning in Moosach. Because at the same time, Dr. Christian Rosenthal, branded a "half Jew" by the Nazis themselves, gets an early start on gradually acquiring the shares of both the Wittmanns and the Kahns, in addition to other shareholders. In the end, the resourceful young chemist ends up the majority shareholder of Baerlocher.

Dr. Anselm Kahn maneuvers "Chemische Werke München – Otto Bärlocher" safely through World War I and the economically challenging period of the Weimar Republic. He and his family experience expropriation, exile, suffering, and death under the Nazis.



Dr. Christian Rosenthal's entrance in 1946 lays the foundation for the Baerlocher of today. He expands the metal soap business on an industrial scale, enters the promising field of plastic additives, starts selling master compounds, and share by share becomes the majority shareholder. His assertiveness and his presence are legendary to this day. His focus on the customer is groundbreaking.

123+77

Resetting Baerlocher: New responsiveness under Dr. Christian Rosenthal



A presence like Ernest Hemingway: The resourceful chemist Dr. Christian Rosenthal's presence wins over many in his lifetime.

Dr. Christian Rosenthal, whose friends once likened him to Ernest Hemingway and described him as a highly self-confident man with a special aura and a deep voice, is one of a kind. An excerpt from his obituary reads, "He subjected himself to the same rigorous demands that he imposed on us, his employees. It was understood that those demands included working 14 and 16 hours a day, working nights and Saturdays and Sundays. Our boss was both chemist and businessman, with an incredible knack for sales, an ability to establish contact with people, and a receptiveness to problems that often surprised his partners." But this portrait of a man with aspirations, foresight, and charisma was also one whose life could have gone very differently. Christian Rosenthal actually wanted to be a lawyer. Branded a "half Jew" under the Nazi regime, he instead earns his PhD in the

subject of chemistry thanks to his doctor father's support. He is detained in a labor camp in 1944, suffers weakness, humiliation, and hunger. These traumatic experiences do not rob him of his force of will. The opposite seems to happen: soon the young man surpasses himself. Christian Rosenthal is just 25 years old when World War II ends. Thanks to his English skills, he becomes an interpreter for the US military police. This creates contacts and paves the way for him. In the beginning of February 1946, the young chemist becomes the trustee of "Chemische Werke München – Otto Bärlocher."

This is actually a stopgap, an emergency solution. But Christian Rosenthal possesses business sense and a love of experimentation. And he needs those qualities, because the

factory he discovers in Munich in 1946 is not in good shape. “My father was very flexible and skillful. In the Germany of that time – bombed to pieces after the war – people needed washing detergent, things to use in everyday life. He recognized this, and he had a sense for how to source the raw materials it would require,” Dr. Michael Rosenthal recounts from stories about his father, who pulls out all the stops upon joining the company in 1946. He hits it big with “Bärlo-FLOK” detergent. The cleaning product “Tel,” which was still sold up into the 1980s, also brings him decent success. Christian Rosenthal needs good ideas to keep the company afloat. He works in the lab himself and files numerous patents. For reasons of profitability, Christian Rosenthal decides in the early 1950s to expand the production of metal soap for industrial customers, who soon make up two thirds of sales. This makes him a pioneer in Europe. It is the first crucial step into a new era that leads to the first major success. Meanwhile, the company is increasingly becoming a wholesaler for chemicals of “all kinds” and produces technical acids and ammonia.

Success close to customers

But Christian Rosenthal wants more. He wants to create something new and is thoroughly inspired. It is presumably articles in American magazines about plastics, among other things, that spark his next idea. He realizes that the burgeoning plastics boom is an opportunity – and he takes it. Christian Rosenthal begins with the licensed production of single and ground stabilizers for the up-and-coming plastics industry. The highlight: manufacturers need process and functional additives to produce certain qualities in their products. For PVC, for example, this means various metal stearates.

Christian Rosenthal realizes early on how important for success it is to be aware of customers’ needs and problems. From this point on, it’s peak season at the newly built applications lab in Moosach, Munich. Samples are mixed, rolling tests for calendars and plasticorders are conducted. The technicians are highly specialized and they carry out tests at customer sites “day and night” to carry out full scale production trials based on lab results – and also to respond to variations in quality, which is unheard of at the time. There are a couple of hurdles. For one, manufacturers have to store all additives separately and weigh and mix them on site. A quick way to end up with errors and contamination. For another, the dust that accumulates from particular dangerous substances poses a health hazard to the workers. These are the pioneering days of “trial and error,” which eventually yield a solution.

SIDE NOTE

Master compounds

Dr. Christian Rosenthal’s introduction of master compounds in the 1960s revitalizes business for Baerlocher. Baerlocher is a forerunner in the area of stabilizer lubricant compounds for process and function additives. In 1963, the company debuts the first compound in powder form for rigid PVC under the label “master compound HSSP.” Three years later, the BAEROPAN (“Bäropan”) product range is introduced, a compound made not of powder but of granules, which helps to reduce the dust. The range continues to be further developed and is particularly cost-effective in the production of window profiles in the early 1980s, for example. BAEROPAN represents all of Baerlocher’s PVC stabilizer compounds. In 1998, the product line contains 2,500 types sold in every part of the globe. To this day, BAEROPAN one-packs are designed to meet customers’ exact specifications in addition to special processing requirements – including long-term stability and durability.





Trial and error: Dr. Christian Rosenthal himself spends years working in the lab. He always wants to find the best product solution for every customer.

Beginning in 1963, Christian Rosenthal offers additive ready-mixes, master compounds. A groundbreaking success for Baerlocher. Christian Rosenthal's application technicians now mix all the substances needed

in the correct amounts according to customer order and then deliver the customized product. Not only does this mean that ingredients only have to be weighed once, which speeds up the process, but it also cuts down on waste, improves quality, and reduces the risks and costs. Even now, Baerlocher's tradition-forming core competence of creating custom solutions specific to the customer is apparent. Christian Rosenthal was the one to shape this culture. "He went out to the customer, was very quick to make the sale, meaning he established credibility with the customers who trusted him with their requirements. And then he came back here and did it," emphasizes Michael Rosenthal.

Triumph in Lingen

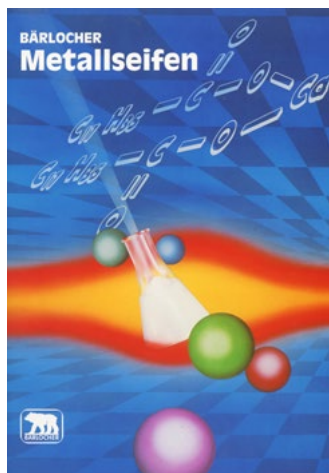
Christian Rosenthal has more than just an instinct for profitability and innovation in his day. He also acquires more and more shares in "Chemische Werke," until he holds the majority in 1962. The rest of the shares soon belong to the chemical group Degussa. Degussa wants to take over completely, but Christian Rosenthal refuses to acquiesce. Nevertheless, the two owners work closely together and find a joint venture for production in Brazil in 1973, among other things. It is the first Baerlocher production facility outside of Europe, as Christian Rosenthal has set his sights on sales in

foreign markets since the 1950s. It starts happening in the 1970s through the license business and the first in-house sales organizations, such as in France. The product range is very broad, too broad. Two major lines are emerging at this point: metal soaps and stabilizers or additives. They dominate sales and daily business – and make up Baerlocher's central business areas to this day.

As a businessman and a person, Dr. Christian Rosenthal loves big shows, fast cars, cross-country skiing, the sea. And he loves emphatic statements. "My father was a showman. It was the role of his life, and one he played here in the company. He felt at home in this role, because of course he was the leading man, and that was the way he wanted it. He never would have played a supporting role," his son Michael Rosenthal describes of him. Christian Rosenthal works hard and has the aura of a big game hunter. His trophies: his products and satisfied customers. But his outspoken, sometimes blunt manner can cause tension, too. One such occasion in particular is when initiatives in Munich arise in the early 1970s to protest against the processing of heavy metals. Christian Rosenthal begins to look for a new production location, facing political resistance over and over again, which he responds to harshly in some instances. He even reported to the "Spiegel" news that a far-left coalition had threatened to kidnap him.

In spite of all the adversity, Christian Rosenthal finally finds a new location in Lingen, northern Germany. It is a triumph after an uphill battle. In 1978, one of the most modern stabilizer plants of its time is built in Lingen, designed to come

well within legal limits. With this plant, and not for the last time, Christian Rosenthal builds a foundation for the next generation. And he brings his son Michael into the company. For a long time, they did not work side by side. Christian Rosenthal passes away suddenly on October 20, 1980. The “Bärlocher Report” reports in distress, “The boss has died!” His service could not have been greater. In 35 years, he turned a failing chemical plant into a leader of the metal soap and plastic additive market, built up the “Bärlocher” brand, and took the first daring step abroad. His sudden loss is upsetting, but the foundation he built still stands today. It is one that Dr. Michael Rosenthal can build on when he takes the helm in 1980.



Under Dr. Christian Rosenthal, metal soaps are the first step into a bigger world.



A businessman gone too soon: Dr. Christian Rosenthal dies unexpectedly on October 20, 1980. He laid the foundation for Baerlocher as we know it today.



SIDE NOTE



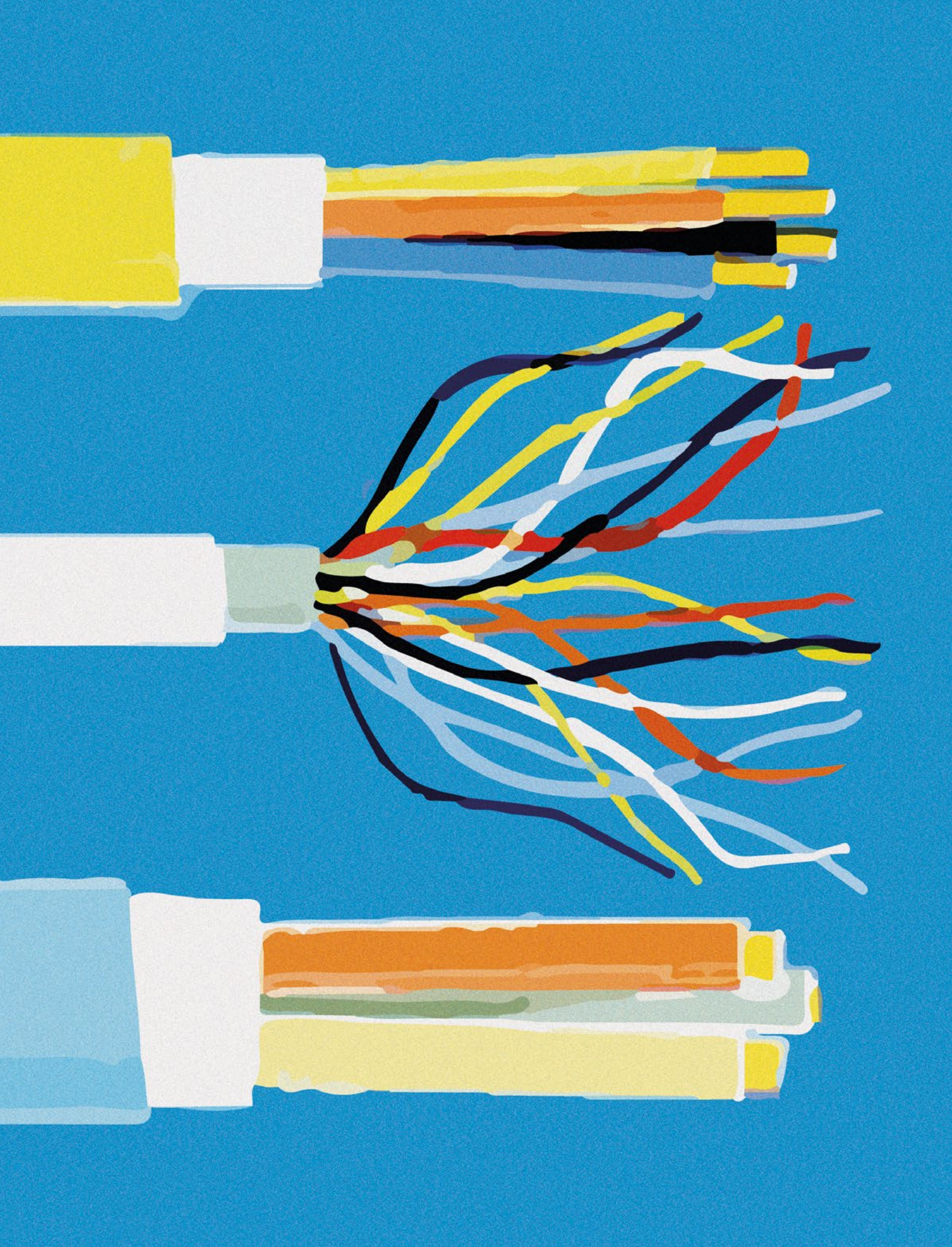
Lingen

One location, three plants: the Lingen site has been home to production on a massive scale from year one. As of 2023, the branch also houses an ultra-modern applications lab that focuses on SPA. What today is a blueprint for every production facility Baerlocher operates around the world, begins in 1978. That's when, after a long search for a location, “the world's” likely “most modern PVC stabilizer plant,” as it is advertised, is opened. With modern environmental protection equipment, Baerlocher Chemie Lingen's (BCL) Plant I falls well within every limit, thus overcoming existing concerns. Its special feature is its vertical design, in which each step of processing is carried out on a separate floor of the 40m high tower plant. Raw materials are fed in at the top and the final product is packed and prepared for shipping on the ground floor.

The state-of-the-art system sets itself apart from the competition. Partial automation makes the work less energy-draining than it was in Munich. But the aim in Lingen is also to strengthen customers' trust with leaps in quality based on precise measurements, test sections, documentation, and optimized processes. This is what makes Lingen a success, because Baerlocher thinks ahead during planning and is always willing to invest, such as in a new tech center and a stearic acid plant in the mid 1990s. By obtaining stearic acids, fatty acids, and glycerin, key basic raw materials for the chemical industry are produced with a high degree of efficiency and energy savings. After a large fire in 1996, Baerlocher comes together from around the world to help build it back better than before. Lingen is modernized, such as with fully automated weighing in compounding, the only such system of its kind at the time of its opening.



The blueprint for every Baerlocher production facility around the world: the Lingen site in Emsland. It is likely the world's most modern stabilizer plant in the 1970s.



Without cables, there is no electricity, no telecommunications, no connection, no globalization. So they had better run as promised for as long as possible. For this to happen, cables and wires need the right insulation and sheathing. With those, they can last for more than 50 years, especially with flexible PVC. And for good reason. Thanks to Baerlocher's additives, it's possible to adjust properties to meet the wide array of technical demands for PVC cables. These include heat resistance and color fastness over decades, as well as electrical and mechanical properties.

Other insulation materials such as PE and PP polyolefins, EVA, TPE, TPV, and others are used in special cables in the medium- and high-voltage range. Baerlocher's metal soaps and Baeropol additive mixes find their way into these materials, whether during the initial polyolefin production or the melt mixing process, in which halogen-free flame retardants and other things are added. In such applications (HFFR for halogen-free flame retardants), Baerlocher additives fulfill the roles of acid scavenger, processing aid, and dispersion aid.

Baerlocher additives thus ensure the long-lasting, stable, and safe use of cables and wires for the infrastructure of the future.



Communication, Connections, *Cables.*



When Dr. Christian Rosenthal dies suddenly in 1980, his son takes over as the second generation. But the transition doesn't throw the company off kilter. Quite the opposite: Dr. Michael Rosenthal concentrates the business areas, professionalizes production, taps into markets beyond PVC, and works with resourceful employees to shape Baerlocher's internationalization. He takes "Chemische Werke München – Otto Bärlocher" and builds it into the globally successful "Baerlocher" brand. Its claim? To be number one in the eyes of customers.

123+77

Reshaping Baerlocher: Consistent transformation under Dr. Michael Rosenthal

The second Rosenthal generation turned the company upside down from the 1980s onwards to match his vision.



His responsibility for the entire company comes suddenly. In 1980, Dr. Michael Rosenthal takes over managing “Chemische Werke München – Otto Bärlocher.” Having only just become the head of the sales department and finished his PhD, he now urgently has to take and make his mark on a much more substantial role in the company. He has plenty of good ideas, and he doesn’t lack for self-confidence. Even at a young age, Michael Rosenthal had no desire to just play along; he wanted to be right at the forefront. Like his father before him, he opts to earn his PhD in chemistry and eventually joins the family company at the end of 1977. His beginnings as a sales manager aren’t always easy, and he has to start by soaking up the practical knowledge of long-standing Baerlocher employees. The first test comes when his father unexpectedly hands him leadership of the “liquid” division on a return trip from the Netherlands. Michael Rosenthal now has his own division in which he is free to do what he sees fit. Even then, he envisions focusing and streamlining the product range, but his father stands in his way. Christian Rosenthal’s unexpected death in 1980 changes everything.

New ways, new thinking

Despite all the challenges that his new role as managing director brings with it, Michael Rosenthal remains firm in his convictions. He sees

that Baerlocher’s sprawling portfolio, another long-term effect of the post-war economy, was hindering its progress. He jumps into action, establishes new relationships, and begins by taking inventory. The 34-year-old immediately takes the result to Production. “It’s time to clean up in here for the first time... everything comes out!” “He had this vision for the big things, for the essentials,” says Rainier Grasmück, the former Global Head of PVC Additives. A vision that doesn’t stop at the evolved but somewhat inefficient organization, the counterproductive competitiveness between departments, or conflicts with civilian initiatives. He later sums up his end goal as “new ways” and “new thinking.” It proves successful. Competitors who have already been rubbing their fingers together are disappointed.

For them, these measures mean both timely and necessary updates, but no reinventions. He finds the potential that was

already there and just wants to develop it. “I wouldn’t say now that I would have done something very differently. No, I concentrated on what I found and trimmed it for success,” he says today. Because the company’s strengths were already there.

Focusing, paring down, overhauling

What comes next is a concentration on plastic additives and metal soaps. Because Michael Rosenthal believes early on that “there is no way to produce 5,000 products of totally consistent quality with our current capabilities.” His new motto is “only continue to produce where we can deliver quality.” It doesn’t happen overnight, but it does move forward. The intent is to be done with unnecessary consumption of materials, reject batches, and sometimes unwanted side reactions. Pending patent procedures are resolved, work processes are brought to the test bench, new and different employees are integrated.

Even the company’s image has to undergo a makeover. The key ingredients for this rejuvenation are new, increasingly harmonized quality and environmental standards, documentation, and improved public relations. Chemische Werke has been a lead processor since the 1970s in the eyes of the public and of the new environmental movement. PVC and the entire plastic industry have come under pressure over the next two decades. This is why Baerlocher starts to campaign at the association level for the entire industry, with Michael Rosenthal leading the charge. Later on, he and other employees are responsible for voluntarily committing to phasing out lead at Baerlocher. It is a game-changing commitment for the entire industry. And naturally it has an impact on Baerlocher’s product portfolio.

In the 1980s, Baerlocher constructs one of the first early production lines for Ca/Zn stabilizers in Lingen. And the company focuses more than ever not on individual products, but on individual customer needs in the market. To make this a success, Michael Rosenthal relies on much more personal responsibility in his employees around the world. In 1987, the Baerlocher group is already one of the biggest manufacturers of plastic stabilizers with a revenue of 240 million DM. But Michael Rosenthal isn’t finished. He wants to keep moving forward.

Long-term thinking, groundbreaking development

Michael Rosenthal acquires the remaining shares in 1990. Bärlocher GmbH, as the company has been known since 1989, is now fully in the family’s hands. This move allows him to think strategically in the longer term – and he prefers risky ventures, like successfully building his own stearic acid plant in Lingen. Michael Rosenthal has his doubters, too: he has the right instincts. And so with a new internal business unit for special additives, Baerlocher taps into a new customer base outside of its core market of PVC. The “Total Quality Management” (TQM) quality process is introduced in order to meet the uncompromising requirements for quality and top performance. At the same time, new dialogue forums are created for “Baerlocherians” in Germany, Europe, and international locations where employees from different departments and levels can come together on a regular basis. Michael Rosenthal’s standards ultimately give rise to the ultra-modern corporate headquarters, inaugurated in Unterschleißheim in 1998. It is a proof-of-concept for sustainable long-term thinking and the use of plastics in construction. But the most important production facilities at this point are still Lingen in northern Germany, and Lodi in northern Italy.

SIDE NOTE

One-packs

The one-packs are a derivative of the company’s own mixes introduced around 1980. This standard product is available in a wide variety of forms, such as granules, pastilles, and prills that “drastically reduce” the amount of dust produced. The packaging and the specifications, for example, vary with the forms for customers’ increasingly automated production, such as in pipe extrusion. In 1992, BAEROPOL polymer-free additive blends offer custom products for shaping non-PVC thermoplastics in the form of free-flowing

granules. In the 1990s, one-packs also turn out to be a competitive advantage when entering the Asia-Pacific market. Today BAEROPOL additive mixes are used for processing a wide variety of film types, food and medical technology packaging, printer inks, rain water tanks, vehicle bumpers, bitumen diaphragm seals, and more.





Baerlocher international: The development of the China site becomes a labor of love for Dr. Michael Rosenthal as advisory board chair. Production begins in 2012.



He pushes the team forward and the company's global profile is palpably raised under Dr. Michael Rosenthal, even in the new field of special additives.

Global access

Probably the most game-changing development during these dynamic years is the systematic internationalization through a strong international sales network, joint ventures, and start-up production facilities “on the green field.” “Without a doubt, he’s forged our internationalization. I think that was definitely something that was Michael’s push. He’s been very determined, and his character really makes things happen. A true entrepreneur in the sense of seeing things, having the visionary with a stroke of genius, that was able to think: this is what we do.”, says Andy Jones, long-standing Managing Director of Baerlocher UK and global head of SBU PVC.

He also has brilliant ideas elsewhere. The crucial point is that he and his management team put their trust in the Baerlocher family’s new partners so that they have room to succeed in the field – as local operators, locals for locals. In doing so, Baerlocher not only builds new sites in Europe, but makes inroads into North America and Asia as well. In 1998, Baerlocher has sales structures and in some cases its own production facilities in place around the globe. 800 employees and a revenue of 500 million DM. Almost 50 percent of that revenue is generated “from non-German production” already, though at this point still primarily from within Europe. In 2023, the revenue of over 600 million EUR is split equally between Europe, North America, South America, and Asia.

Leaving in stages

He undoubtedly achieved his goals. During his time, Michael Rosenthal makes excellent quality, unconditional customer proximity, and corporate responsibility for society and the environment into cornerstones of Baerlocher’s corporate philosophy. When he leaves in 2004, Baerlocher is likely the largest manufacturer of PVC stabilizers, for whom 800 employees work at 13 production locations globally. The group is represented in 40 states through its sales network. In 2010, the company finally found Arne Schulle, a CEO outside the family who brings with him everything needed to lead the company into the future. However, Baerlocher still remains a family company. Michael Rosenthal has stayed active as advisory board chair and a strategic consultant. Now in 2023, he’s handing this post down to his son, Dr. Tobias Rosenthal – the third generation. He still retains a solid vision of Baerlocher’s future. “My hope is that Baerlocher would contribute to our climate discussion, that we can be examples, that we go in directions that others find worth following. I hope that we are not defensive when it comes to facing the challenges of our time, but that instead we would take it as a fresh opportunity to make a difference.”

A brand with the strength of a bear

A small history of the brand

The name wasn't just pulled out of thin air. Swiss chemist Otto Bärlocher assumed control of the early chemical plant's destiny in 1864. Although he didn't remain there long, he left behind his name, under which the company continued to grow and most notably gained its identity. Baerlocher and the bear: how did one lead to the other?

First a brown bear, now a polar bear. In the 1990s especially, opinions differed on which bear to put in Baerlocher's logo.





Before that, in the 1960s, the bear was most commonly depicted in blue. But then sometimes he would appear in red or even gold. In addition to the bear, the spelling of the name changed as well, from the traditional "Bärlocher" to the international "Barlocher" or "Baerlocher." Thanks to globalization, the current word and design mark has been standardized as "Baerlocher" or, in China, "The Bear Brand."

熊牌®
BÄRLOCHER



The packaging of "BÄRLO" after World War II showed a mother brown bear with her cub. This may have been the source of inspiration for the Baerlocher signet later on.



No one knows now when exactly the bear first appeared as an advertising character. What we do know is that in 1949, a mother brown bear and cub adorned the box for "BÄRLO detergent." The name unexpectedly started a tradition carried on with products developed in the additive business later, such as BAEROPAN, BAEROL-UB, and BAEROPOL. So it was an initially random reference that became a trademark, which was registered as a word and design mark in Germany in 1962. "BÄRLOCHER" has appeared underneath the silhouette of a bear since the 1960s at the latest. And the name of the former "Chemische Werke München – Otto Bärlocher" has been official since 1989.

The brand's metamorphoses wasn't quite complete yet. The umlaut over "ä" disappeared in the wake of digitalization and globalization. Bärlocher soon became "Barlocher" in international contexts. There simply is no "Ä" in the US-ASCII code. And so Bärlocher soon became "Barlocher" in international contexts. Baerlocher.com went online in 1997.

To counteract different spellings, "Bärlocher" was renamed "Baerlocher" in 1999, to be used consistently around the globe. The name cannot be translated 1:1 into Chinese, however, so "Baerlocher" is known as "The Bear Brand" (熊牌) to native speakers there.

Meanwhile the bear itself has undergone a change of coat. Since 2004, he has more often been depicted as a polar bear, which has left its mark on the brand's self-image. The polar bear has taken on a life of its own, and is now a stuffed animal as well as a trademark. The white coat is reminiscent of purity, cleanliness, and hygiene, and is thus associated with the highest quality standards in the chemical industry and to Baerlocher's customers. Polar bears have simultaneously become the global symbol for the climate crisis. Baerlocher is doing its part to combat this challenge facing humanity. With the highest environmental standards, emission reduction, and new business fields in the area of recycling, Baerlocher is working towards the circular economy. The image fits better than ever: a brand with the strength of a bear.



Protection, Longevity, *Buildings*



The areas of application for metal soaps and special additives are many and varied. BAEROCID fatty acids are a renewable resource used in a variety of applications from surfactants to candles. BAEROLUB lubricants make processing easier and improve the surface quality of wood plastic composite systems, for example. BAEROPOL one-packs ensure that additives are easy to manage and guarantee reproducibly defined properties in many polymers.

Metal soaps, the backbone of special additives, have a wide range of applications. Special additives contribute to product optimization in many different segments with their anti-frictional characteristics, hydrophobic properties, rheological effect, dispersion qualities, ability to be used as a processing aid, and above all, their stabilizing effect as acid scavengers.

Close and trusting collaborations with existing and pilot customers are part of daily business, because the solution process is always different and always requires flexibility and specialist knowledge. Baerlocher's water repellents have even found their way into building protection thanks to their hydrophobic effect. Using them ensures that plaster mortar, heat insulating plasters, exterior paint, spackling paste, and paving stones last a long time. In addition to the classic metal soaps, Baerlocher has also developed patented solutions in the Baerophob series that combine enhanced incorporation and processing with long-term performance. These water repellents are suitable for building materials based on plaster, limestone, cement, and wood. Baerlocher is a foundation to build on.

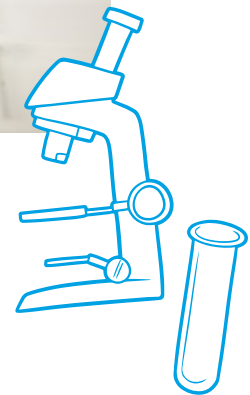
Archimedes in the bath



*Always an idea ahead
for customers*



Sustainable solutions are put to the test for customers around the globe at the new applications lab in Akhisar, Turkey.



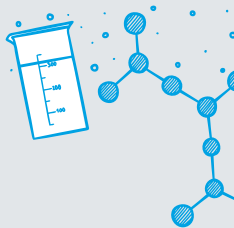
A new applications lab for the special additives business unit (SPA) is opening in Lingen, Germany, in April 2023. An applications lab for PVC applications and a chemical lab that focuses on research and analytics already started operating in Akhisar, Turkey, in 2022. The new labs are not only moving closer to production, but they're also replacing the lab in Unterschleißheim. Major changes and investments that send a strong signal: now more than ever, Baerlocher is ready to help customers around the globe with solid results, efficient technologies, and sustainable solutions. And not just in Lingen and Akhisar. Baerlocher is working meticulously on its customers' behalf in other subsidiaries to try to predict and understand the new challenges constantly arising in markets. These test and development structures, well connected and set up around the world, also show how well equipped the corporate group is to withstand crisis. Behind every "Eureka!" in our labs around the globe is a team of employees who bring dedication, ambition, and patience to their work. Employees like Bekir Ergün and Mehmet Uluğöğulları. As representatives of their colleagues around the world, they provide insights into the Baerlocher solution factory.



Bekir Ergün is a technical manager who builds bridges between applications technology, production, and sales in Akhisar.



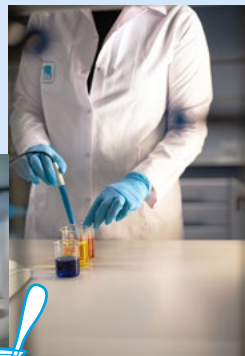
Lab technician and solution finder: Mehmet Uluğöğulları has worked at Baerlocher Kimya since 2020.



Advanced extrusion and testing devices for polymer applications. A modern work-and-research world on 1,250 m² of stainless steel, as far as the eye can see. The new applications lab in Akhisar makes an impression. "Whenever customers come to our factory, we take them to the lab first. We show them this investment in the future, our vision, and what we're capable of. It builds trust," says Mehmet Uluğöğulları, who can hardly conceal his excitement for his new workplace. "It's fulfilling work. Obviously we've had more to do since the lab was built. But we're so proud to be here," says the experienced lab technician, who has worked for Baerlocher since 2020. Lab materials began to be transferred from headquarters in June 2021 for the lab's relocation from Unterschleißheim, where it had thrived since 1998. The lab was then built new and implemented at the plant in Akhisar, starting in September 2021. The location was an obvious choice, since Turkey is more than just a geographical bridge between East and West; it is a fulcrum and hub between the markets that Baerlocher serves in every direction. Bekir Ergün also considers himself a bridge builder. As technical manager, he is an interface between production, quality control, and the lab. He also orchestrates new product developments and customer queries and is responsible for the consistency of product quality.



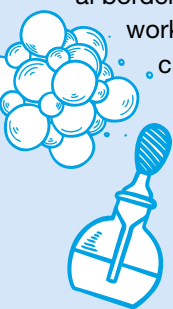
Don't rush: analytical understanding and calm are good companions to have on the way to finding the right solution.



Solutions for all

The latter has a tradition at Baerlocher. When Dr. Christian Rosenthal entered the stabilizer business for the booming plastic industry back in the 1960s, applications technology became extremely important. It was clear early on how important for success it is to be aware of customers' challenges and specific problems. Dr. Michael Rosenthal also invested in application technology as a factor for success. For example, a new technical center was built in Lingen in 1995, and a major center for research and application technology in the new Unterschleißheim headquarters in 1998. The perfectionist approach of improving what already exists was as ubiquitous then as it is now. Only the geographical dimensions of cooperation have changed thanks to increasing globalization.

Today, nearly every branch has its own applications lab to support local customers, each one part of a strong global network. And the interdisciplinary cooperation of applications technology with key departments such as research and development, production, and sales across national borders is a matter of course today. "It's important to work together to identify and assess the needs of the customer. Technologies, materials, and processes are discussed together in order to develop new products and applications for our customers," explains Bekir Ergün. In Akhisar, Turkey, problems and solutions are worked out in three labs equally: applications technology, analysis, and quality control all mesh smoothly here. The customer's entire PVC process chain, from material selection to product characteristic optimization, can be developed and redone from scratch in applications technology. Two new extruders, in particular, are able to pinpoint customers' problems and help workers figure out what they need to do. Do they need to tweak a formula, maybe? Akhisar focuses on solutions for applications like pipes and window profiles.



The current emphasis on new business development and development projects in SPA is even reflected in the equipment in Lingen's new lab. The polymers area primarily focuses on solutions for the recycling industry, while the non-polymers area mostly concentrates on water repellents for the construction industry and rheology modifiers for greases. The lab consists of a classic applications technology part that allows for the full range of SPA-relevant application testing. And the lab in Lingen is also equipped for critical applications technology PVC trials. Applications technology here is flanked by a classic R&D lab and an analytical lab. In the first step, six lab technicians and lab assistants work together in this network of labs. There are seven in applications technology at Akhisar.

Building trust

Every one of them approaches customer problems with future-oriented ideas. "Here in applications technology, we're very committed to working as closely with the customer as possible and acting as a trusted advisor," says Bekir Ergün. The spectrum of services offered is extremely diverse, ranging from personal tech support and advice during solution finding, for example, to fast sample processing and coordinated technical screening to ensure that solutions are implemented efficiently. This readiness to spring into action is palpable.

The customer can count on receiving regular feedback and a detailed analysis of the results. It is a dialogue that can take weeks and requires trust. Mehmet Uluğöğulları: "We can solve almost any problem with the efficiency the customer desires. But it comes down to our relationship with our customers. If the customer trusts us and we get the right information, almost anything is possible. If they want a solution, they'll get one." Even if they might not be looking for one yet. Baerlocher has positioned itself as a proactive solution provider that grabs the bull by the horns before it

can charge. It meets the customer requirements of tomorrow with foresighted application-based research. “60% of cases involve us approaching our customers with suggestions,” reveals Bekir Ergün.

Stay calm

Meanwhile, finding a solution is a challenge in itself. It requires analytic understanding, experience, knowledge, and above all, patience. Mehmet Uluğöğulları knows the characteristics of every component, the complex compositions of all kinds of products. His work in the lab can feel like that of a chef when he experiments with the ingredients in a formula that can involve up to 25 raw materials. In many cases, it all comes down to nuances. Even minor changes and adjustments can create new effects. The lab technician has developed his own strategy for this sensitive process: “I try not to rush things, to calmly think it through. You are more likely to find a solution if you stay calm. It often reminds me of Archimedes in the bath. Be patient, relax, and contemplate. That’s the most important thing for a problem solver.”

Customers aren’t the only ones who profit from this approach. Results, new solution processes, and ideas from applications technology that emerge from Lingen and Akhisar play out across the entire corporate group. Even new product developments can be launched from applications technology in this way – always in collaboration with the cross-group research and development network. Every result, every competitive advantage, according to Baerlocher’s philosophy, is shared. The knowledge belongs to everyone in the group. This is how Baerlocher will continue to meet its own high standards and successes around the globe. Bekir Ergün and Mehmet Uluğöğulları are certain: “We are a strong corporate group in every respect.” With its two new applications labs, Baerlocher is in any event a perfect match for partners and customers around the world when it comes to development.



Always close to the result and to the customer: a part of Baerlocher’s DNA is revealed in applications technology.



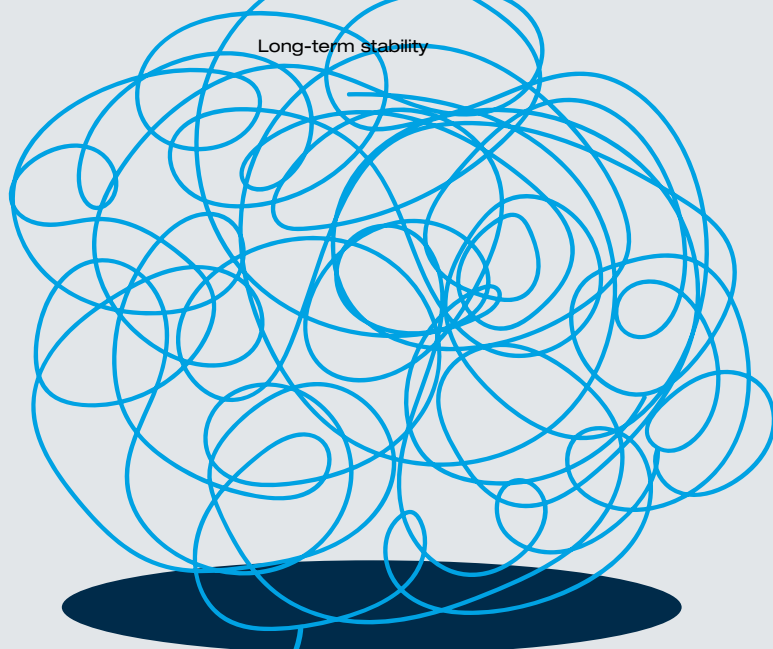
“60% of cases involve us approaching our customers with suggestions.”

— Bekir Ergün



“Magic” ingredients and modern machines: the applications lab in Akhisar provides the best possible setting for solution finders and testers.





The will to create

a top-of-the-line solution

“We perform even when things get serious.”

It is not just the successes, but the challenges that a company overcomes that bring its strengths to the surface. Over 200 years, Baerlocher has survived numerous personal, political, economic, and business crises. The future, too, calls upon the company to have the will to find solutions and the ability to adapt, in light of the energy crises and the necessity of a plastics industry positioned to be ever more sustainable.

Baerlocher's additives for a state of emergency? Community, creativity, and resilience. Personal perspectives of historic challenges that Baerlocher has faced and shaped. They show that success stories can even come out of times of crisis.

Retaining the majority

“My father was completely distraught. He had worked closely with Christian Rosenthal. He was almost something like a fatherly friend to him. It was like he had lost his reference point. But then Michael Rosenthal took control so quickly that Baerlocher didn’t even feel the void. Michael Rosenthal was already part of the company before his father passed away. He was responsible for the calender division and as a result, came in contact with customers relatively soon after finishing school. But yes, it was very hard for him. He was only 34 years old when his father died. And that was an enormous thing for him to cope with so young. But even in the company, no one sensed or appreciated that. I’m sure many of our competitors thought that Baerlocher would vanish from the scene now that its central figure was gone. But then Michael Rosenthal thankfully got the hang of everything very quickly and very well. His greatest concern at the time – or at least how I remember it – was that he not lose the majority at Baerlocher. He successfully fought against it and eventually ended up acquiring all of the shares at a later date.”

Rainer Grasmück, 2017 Global Head PVC Additives until 2017, on the aftermath of Dr. Christian Rosenthal’s death on October 20, 1980, which set an unavoidable chain of changes in motion.

Putting out fires

“The day my first son was born, I got a call saying that the Lingen plant was burning down. It was disastrous, but I saw something that day that I’ve seen since. When there’s something of a crisis, there’s nothing like this organization to come together and fix it. It’s a really powerful part of our response. We had a similar situation in Italy, only ten years ago. Same response, same positive outcome. So, hopefully no more of those milestones. But they stick with me. Especially when things are tough, we are good.”

Andy Jones, long-time Managing Director Baerlocher UK, on how Baerlocher dealt with exogenous shocks, such as the huge fire at the Lingen plant in 1996.

Taking chances

“We had to move away from Munich then, and I had invested a lot in Lingen to make this production so strong that we would truly be ‘second to none.’ In 1996, we had a fire in Lingen, and after that I consistently used this automated weighing system with robots, the semi-automatic, to make production more efficient, generate higher output, and become more competitive. We essentially were never the cheapest option, meaning no matter how big we were, there were always competitors on the market who offered at lower prices than we did. That was a problem we carried along with us, the fact that we didn’t have any efficient low-budget or low-cost production in Germany. After the 1996 fire, the new plants were able to start operating in 1998, and then we were really competitive on the pricing side. Lingen was the most modern plant at the time. And we were naturally very proud to invite our customers there and show them our plant. That was one of the best selling points, because the customers could see for themselves that these plants were capable of producing the quality that we advertised.”

Dr. Michael Rosenthal, retired managing director and advisory board chair, on the profitability of a fresh start after the 1996 fire in Lingen.

Holding on to family

“Everyone was surprised and worried that the family company was being sold. That was the big fear, when he retired, that we would now be attached to some AG and the family company wouldn't exist anymore, because that's what sets Baerlocher apart – this decision-making speed, having everything on site. Where the managing director simply goes to the employees and says, what should happen, what can we do? That doesn't happen in a joint stock company. It was holding on to family that helped us make it through all the crises that I saw in my 40 years here.”

Wolfgang Florian, retired advisory board chair, on Dr. Michael Rosenthal's retirement in 2004 and the transition from an owner-led to a management-led family company.



A phoenix rising from the ashes: in 1996, the Lingen site was shaken by a huge fire and built back more modern than it was before.

Goodbye to lead

“When I started at Baerlocher, the switch from lead-based stabilizers to lead-free solutions was the dominant issue in Europe. Everyone agreed that lead has had its day. Calcium and zinc were the way to a bright future. But it was difficult for us because we sell custom products. In R&D at the time, we had developed systematic technologies that we could use for this or that application. But what we actually needed were precise solutions, because customer A buys this product, customer B buys that one, and both of those products fit their needs perfectly. This meant we had to transition each customer individually. It was a huge expense and a rather interesting time. Lead has been finished in Europe since about 2015. Now they're thinking about replacing lead in Asia, Indonesia, Thailand, Vietnam – but with completely different scenarios, because the economies are different, applications are different, and so are the requirements. For example in India, you have to account for regular power outages. If you're manufacturing and the power goes out, you have to be able to work around it. The material that you develop has to be able to keep pace with these standards. That's an exciting part of development. It's a challenge to be involved in so many regions and consider so many different scenarios.”

Dr. Stefan Fokken, head of R&D, on the challenges that have come with saying goodbye to lead since the 1990s.

Baerlocher resilient

“That was a really special situation then. In times of great crisis, it's important to have consistent leadership and clear decision-making. It has to be said that consistency, along with cooperation with employees, was what helped us make it through that time. The financial crisis wasn't just a bank crisis, it turned into a state crisis and whole markets were adversely impacted for a decade. But this period showed that the business model, the brand, and the company were very resilient. That also helps us in other crises, like the coronavirus pandemic. The first decisions that had to be made, as early as the financial crisis, were of course much smoother. It's a wealth of experience from which we've profited. We will always have a crisis somewhere in the world, but we'll also always have the support of the national organization. Our business model itself is resilient because we have become even more international. But I believe that it's more challenging to develop a business model further than it is to manage a tough crisis when it comes to cash flow and cost-cutting. Changing a company, its culture, its R&D activities, or its market development, however, is the biggest challenge. And then again, when something happens again somewhere, resilience can grow out of that.”

Arne Schulle, CEO Baerlocher Group, on the aftermath of and the wealth of experience gained from the economic and financial crisis of 2008, and the realization that having an internationally oriented business model builds resilience.

Mobile Business Unit

"Covid and its restrictions have pushed humans to rethink and change, where needed, their habits. The meeting culture has not been excluded from this process. Though face-to-face meetings indeed remain an added value, factors such as busy agendas, reduced presence in offices, and company limitations in receiving guest visits during the pandemic have challenged people's resilience in finding other ways to be in contact with each other. So, besides a large use of videocalls, which have produced a massive reduction in traveling costs and emissions, a need to search for F2F alternative locations was sensitively expressed by the typical customer/supplier world. As a result, I happened to meet with customers at a parking lot in winter, opening the back side of my car and using it as an office, as I was not allowed to enter the customer's premises. The customer was happy to see me; I was happy to see the customer. The company provided me with a full set of top quality tools, so I also was able to have videocalls from the car, parked at a gas station on the highway. For this reason I nicknamed my car MBU, Mobile Business Unit. I got the confirmation that an office isn't just four walls in a building anymore: the whole world can be our office!"

Davide Panzeri, sales director Baerlocher Italia, on creativity during Covid times, when Baerlocher Italia's headquarters in Lodi, northern Italy, gained notoriety at the beginning of 2020.

One for all

"Despite all the different challenges, like the energy crisis in Europe and extremely volatile prices of raw materials and procurement markets in the business year 2022, we were able to restructure our code of conduct, including extensive guidelines for the entire corporate group, and significantly expand its scope. Our code of conduct describes the principles and key guidelines that regulate our way of running the business. It applies to every employee at every level and extends to our business partners as well. For a corporate group that has a decentralized nature in many ways, a uniform standard for the different cultures and regions in which we do business is particularly beneficial. It took a lot of communication and internal voting sessions to put it together. It defines Baerlocher's character."

Dr. Erik Bingel, CFO Baerlocher Group, on the effort it took to implement a restructured, broadly expanded code of conduct for the entire Baerlocher Group.





Persistence, Premium, *Pipes.*

Drinking water pipes, drainage pipes, rain gutters, downspouts, and cable ducts – not all pipes are the same. Plastic pipes are made from different plastics; the most important materials are the two polyolefins, PE and PP, and PVC.

BAERLOCHER



Polyolefins are customized for different pipe applications either by using additives during polymer production or by manufacturing complex compounds. In addition to contributing to the end properties of the material, additives also assist in the compounding process by introducing fillers, pigments, flame retardants, and other components. For example, Baerlocher's additives are crucial in manufacturing polyolefin compounds for sound-insulated pipes, which owe their acoustic qualities to high-density fillers.

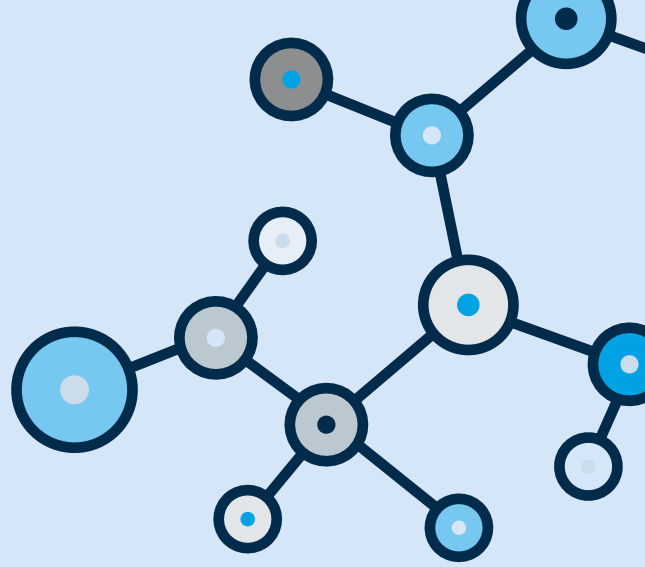
When manufacturing PVC pipe systems, the formula is adapted for the different areas of application and manufacturing processes by means of different, custom additives added by the PVC converter. Baerlocher's PVC additives make it possible to manufacture high-quality PVC pipes and fittings economically. The balanced stabilizer lubricant systems Baerlocher offers also ensure good flow characteristics, even under complex conditions. All this provides the final products with exceptional performance features like high mechanical stability and long service life. They are also incredibly resistant to corrosion and chemicals as well as being highly impermeable. PVC pipe systems are thus equipped to last for over 100 years – an important aspect from a sustainability perspective.



As a global corporate group, we celebrate locality.

We know that working together is the only way for us to be strong and able to offer our customers the best possible solutions. Especially when every one of us develops our own strengths as we see fit. Every market follows different laws and needs different approaches and mentalities. We trust in the world, share responsibility, and relish the multitude of different perspectives coming together under one roof. Our appreciation for our international family is a key factor in our success as a trusted advisor to our customers.

2 Local in presence and thought



matching **PAIRS**

**Faces instead of buildings.
Stories instead of fronts.**

Employees from very different Baerlocher branches around the world come together in conversation. What do they have in common? What makes them so different? What drives them? And what does each and every one contribute to the success of Baerlocher? Insights into the huge Baerlocher family.





Özlem Bilgen

Head of Finance
Baerlocher Kimya



Shobalani Ramalingam

Financial Controller and Member of
the Management Team of Baerlocher
Malaysia Group

In 2017 they met for the first time – in Unterschleißheim during a week of orientation. For Özlem Bilgen and Shobalani Ramalingam, it is friendship at first sight. Both women have more in common than a passion for numbers. At that point of time, they were the only women representatives in the Global Management Meeting.

Özlem Bilgen

Shoba is always smiling, it is easy to open up to her. We are working like friends and we always feel that support from the headquarters. Our colleagues in global finance are very kind and very sensitive to our requests and requirements. When I first came here, they were giving Baerlocher Malaysia as an example to me and it was one of my goals to catch Baerlocher Malaysia level as a finance organization.

Shobalani Ramalingam

I started on January 4, 2017, followed by Özlem in February the same year. We were invited by Dr. Erik Bingle, the Group CFO, to Baerlocher GmbH as we boarded. The catch was, we didn't go there to review any work sheets or job scopes. It was merely to get to know each another and to blend with the related departments. It was a good start as we felt welcome, and it was both our very first touch point, which kicked off well as Ozlem and I are based thousand miles apart.

We have a friendly and respectful atmosphere at Baerlocher Kimya. And I am working with a very young and dynamic team that needs a lot of freedom. Generally, we try to be flexible at Baerlocher Kimya as long as you successfully complete your work.

SR

I oversee three vital departments with 99% being ladies, who I claim as my "Charlie's Angels." They are very mature and experienced as some have been around as far since inception. They are like an army troop, very structured and organized as well as dedicated to their job roles as business expands globally, yet they all mingle more as friends regardless. We practice freedom to communicate as well as periodic inter-departmental gatherings. I remember during my interview for this position, whereby prior to this I was attached to the only Pay TV company in the country, Mr. Palaniappan (the Managing Director) emphasized by saying, "There aren't any colorful Grammy awards here, it's simply a well-established family-owned manufacturing company," and here I am, gracefully moved into my 7th year.

ÖB

When I arrived here, Baerlocher Kimya was very young, but it's becoming bigger. Our market is very dynamic. Our portion within the global consolidated figures is increasing. My responsibility is becoming much more important in line with these growing figures. As of recently, I am also responsible for the HR department, and we've made the first steps towards human resources organization at Baerlocher Kimya. That really interests me, HR, psychology, corporate culture. I feel the motivation. But I would like to see more women in the top management other than Shoba and me. There are lots of challenging targets for the future, maybe women power can be a part of this.

Easy rider and cricket, a self-described Baerlocher dinosaur and a youngster – seen from outside, worlds collide with Larry A. Kandel and Saurabh Singh Chauhan. But there is more to this encounter. Though retired, Larry still is a very active part of the Baerlocher universe and Saurabh has caught up a lot of experience during his demanding starting time. A conversation on eye level.



Larry A. Kandel

Director of Operations (retired)
Baerlocher USA



Saurabh Singh Chauhan

Head of Engineering and Projects
Baerlocher India

**Larry
Kandel**

I've been with Baerlocher USA for 32 years. I was a founder. I started the Dover plant in 1989. We grew and evolved. I am now retired and do consulting work for the business. My involvement with Baerlocher USA has been mostly on the operations side with some technology interfacing.

**Saurabh
Chauhan**

I joined Baerlocher in 2019. So I am rather new considering my experience. But I'm enjoying myself. I am working very hard to achieve all our targets, particularly the start-up of a new plant in our existing site and then subsequently the new project which right now is going on in full screen. It is, I think, one of the prestigious projects, one of the major investments Baerlocher has made in India. In between, I also had the chance to manage operations apart from my engineering job for a few month during the covid crisis.

LK There are always some very huge challenges with startups, and I can empathize with you, because I went through the same thing twice with the Dover and Cincinnati plant.

SC Yes, installation is one thing, but converting the plant into a successful production ground is another big challenge.

LK I think one of the very positive things about Baerlocher is their technical support. They put a lot of money and thought into their technical development. And that, I think, has also been part of our success at Baerlocher USA. We've invested in the technical support for markets, and we develop niche products that really find solutions to customer's problems. That's how we got our foothold back in the 90s.

SC We've had a lot of growth recently. Our production capacity has increased considerably. We are making ourselves future-ready and we are working on being CO2-optimized. We also practice our corporate values. Baerlocher India understands the needs of a person and everybody will put their hands together accordingly. Covid has severely affected all of us, including me. At that time, I got a lot of support from my management, despite not being able to make it to the meetings or to do my daily routines. We have a great work culture.

LK We also build our culture on respect, integrity and excellence. You have to do what you say and say what you do. It's all about trust. We just celebrated our 20th anniversary of the Cincinnati plant, that was a really nice gathering. The celebration of successes is a very important part of the success of any organization.

Those who are very busy and carry lots of responsibility need someone who structures their challenging days and in addition easily synchronizes the unforeseeable, the as-yet-unspoken. Maggie Shen and Ulrike Zellner are perfectionists of the best kind: They battle the biggest hubbub with friendly structure so that there is even time for a cup of tea.



Maggie Shen

I joined Baerlocher China four years ago and my boss Wilson Wang introduced Ulli to me as the assistant to our global CEO, an elegant, experienced lady. Since then, I have taken her as my role model. Ulli gave me great support in my work. She is very considerate and careful, and I like her very much. But we've never seen each other in person.

Ulrike Zellner

Which is a real pity! I've been with Baerlocher for more than 21 years and I've been working for Mr Schulle for 17 years. I enjoy the international component of this company, working together with Maggie and the other assistants. This is very important, because Mr. Schulle visits the legal entities once or twice a year. Maggie is very organized, very structured in her work. And this is something I appreciate very much. I know everything will be perfect when Arne Schulle comes to China, because Maggie has organized everything in a very excellent way.

MS I start my workday by sorting out the worklist and arrange the tasks according to the urgency of each matter. When there are some temporary tasks assigned by Mr. Wang, I handle them. This requires me to have the ability to respond quickly. I like the challenges at work, they make me energetic. That's why I'm in a good mood every day.

UZ Before I come to the office, I do my yoga exercises. While the computer is booting, I prepare some tea for Arne Schulle and myself. Every day we get another kind of tea: herbal, darjeeling, or green tea. My workday starts with checking my emails. As Maggie said, I organize the day according to the schedule ahead. The most important challenge is to do a good job, to carry out many different tasks at the same time without getting into a hectic state. As an assistant, you should know beforehand what your boss would like to do or say. Mr. Schulle and I – we are a good team. And I think it's the same with Maggie and Wilson. They fit perfectly together as assistant and boss.

Maggie Shen

Assistant to Wilson Wang,
Managing Director, Baerlocher China



Ulrike Zellner

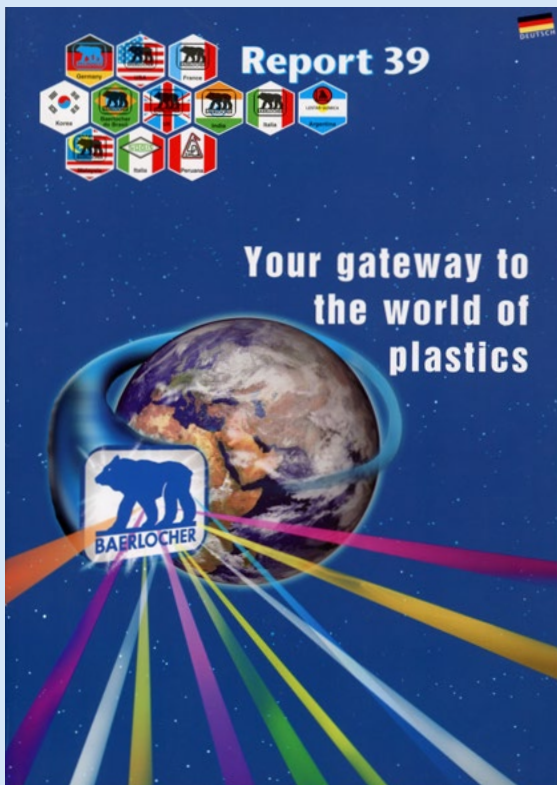
Assistant to Arne Schulle, CEO Baerlocher
Group of Companies, BGmbH München

MS We are a really good team, indeed. This is generally the key to doing a good job. Also in the future. Baerlocher China has recently celebrated its 10th birthday. We are happy to be in this process of continuous innovation and improvement. But: Wilson has told me that you are going to retire, Ulli. You will be missed!

UZ I will miss you too. I was supported by my colleagues all over the world in a very excellent way. And I wish for my successor that this will be the same in the future, that they create a good and respectful cooperation for the benefit of Baerlocher.

A **strong** *group of companies*

Globalization, and later digitization, has had a massive impact on Baerlocher since the 1980s. New joint ventures and new greenfield production plants have sprouted up around the world. It is a strategic shift taking place on a stable foundation. Today, Baerlocher is represented in virtually every corner of the world and in every relevant market with plants or sales structures.



Optimal network for our customers' benefit: Baerlocher's global network strengthen its production reliability and competitiveness.

Production sites

- 1 **Baerlocher GmbH, Germany (Global Headquarters)**
- 2 Baerlocher UK Ltd.
- 3 Baerlocher Italia S.p.A.
- 4 Baerlocher Kimya San. Tic. Ltd. Sti, Turkey
- 5 Baerlocher USA LLC
- 6 Baerlocher Production USA LLC
- 7 Baerlocher India Additives Pvt. Ltd.
- 8 Baerlocher (M) Sdn. Bhd. & Baerlocher (M) Trading and Services Sdn. Bhd.
- 9 Baerlocher Advanced Materials Technology Co., Ltd.

Joint Ventures

- 1 Baerlocher do Brasil S.A., Brazil
- 2 Lestar Quimica S.A., Argentina
- 3 Compania Quimica S.A., Perú
- 4 SO.G.I.S. Industria Chimica SpA, Italy
- 5 TITANSTUC S.p.A., Republica San Marino
- 6 Doobon Fine Chemicals Co., Ltd.



Mario Kock

Production Manager
Baerlocher GmbH, Lingen



Graeme Knox

Director of Operations
Baerlocher UK



In 1988, Mario Kock starts his apprenticeship as chemical technician at Baerlocher in Lingen. Graeme Knox is 23 years young when he takes his job as assistant of the production manager in 1997 at Baerlocher UK in Bury. Over the years they have grown with their responsibility – and have still stayed a part of the team.

Mario Kock After my apprenticeship, I quickly got in touch with the commissioning of plants. I did it for more than ten years worldwide. Since 2005 I've been a production manager in Lingen.

Graeme Knox In the UK, we didn't have a factory before, we were just bringing goods in to sell. I worked in the factory at the beginning to learn how the manufacturing happened. And then I slowly moved to working in the office. Lingen is ten times bigger than Baerlocher UK. The site here was always designed to just supply the British Isles. A selling point to build this place back in 1995 was a market share. Today we have 55% of the UK market, because we are local. Baerlocher is all about the quality of the product. That's why we need to rely on experienced and specialized people. We say, when you get a job with Baerlocher, you stay with Baerlocher.

MK A big part of the job is the coordination of people and different departments. That's why communication is very important. Each day we have a production meeting. Then I'm quite well informed what happened during the last 24 hours. And we have a lunch break together with other departments. That's also very important to me, because this is where you also get all the very good information from your colleagues. To be well prepared for the day, I start every morning with a breakfast at home and I walk the dog. That's like a ritual. Do you still have your dog, Graeme?

GK I've got three dogs now, Mario. I also go out with them in the morning very early, 4:30 am. In Manchester the traffic becomes very bad. So typically, I will leave home early, and I have breakfast with the guys. Because we are so small, the information's just really flowing between people. It is not so formal. At the moment, we are modernizing our plant, some of the equipment we are pulling out, has been in for 20 years. It shows the guys that work here that there is a future. Baerlocher is reinvesting money in new equipment and machinery. It's something visible. With all the bad things that are happening in the world and the uncertainty, you at least feel you have a secure job.

MK These investments build trust. They show that the owners believe in what we do. Although there are many challenges at the moment, like the energy crisis, we have the power to survive in the future.



One has had the same title since almost 20 years. The other has again and again shaped new areas of operation within the same stretch of time. Over the years Dr. Stefan Fokken und Yee Joon Wee have shown that they can handle change and counter it with solutions and success. Two approved fellow travellers with a passion for PVC.

Dr. Stefan Fokken

Head of Research & Development
Baerlocher GmbH, Germany



Yee Joon Wee

Technical Director – SBU PVC Additives
(Asia), Head of Strategic Business Unit
PVC Additives, Member of Management,
Baerlocher Malaysia

YJ I met Stefan in 2003, when I came to Munich for a three-month training to develop a laboratory as a trainee. Stefan taught me all about organic-based stabilizers. He is a mobile chemistry dictionary.

Stefan Fokken When Yee and I met, Baerlocher Malaysia was very much in the development phase. He was the one-man show for the technical support of our customers, doing trials at customers, adjusting formulations.

We have been talking about chemistry and linking what's happening at the customer to the chemistry inside the stabilizers. Over the years, Yee became our technical advisory colleague in China, where we did the same as in Malaysia before: developing the technical and lab capabilities. Yee's done that very successfully and his roles have changed a lot over the years.

YJ I can't remember how many legal entities I have been reporting to and how many titles I've been carrying for the last 20 years. Now I'm not reporting to other legal entities, but I am somehow responsible in other legal entities. Business-wise, the Southeast Asian market is very challenging. We are talking about very different countries. But it is never boring and I keep on having new challenges every three or four years. Whenever I've changed to another role, Baerlocher has also equipped me with certain knowledge. Switching to business development as an engineer is like entering a different world.

SF Doing the technical support for various regions within Baerlocher, I am confronted with a lot of technical questions. I'm also pretty involved in our regulatory depart-

ment in Munich. Whenever it comes to chemistry within Baerlocher, many of the strings end up at my desk. And I'm involved in linking our chemical knowhow with the production department in Lingen. Whenever it comes to material description, specifications, or how raw materials influence the performance and the physical properties of our products, it's discussions between my team and the production team in Lingen that sort out what's influencing what.

In the end, we are selling technology, consistency, and **YJ** service – we committed to cost-performance competitive products.

PVC is such a versatile polymer from which you can make **SF** completely different applications, depending on the selection of PVC additives that you use. It's always interesting to see how our customers process their material. That's something very important for me, working only on the formulation level: to have an understanding about what our customers are making with our products.



Recruiting is a science on its own, as it is all about the right chemistry between employee and employer. The search for the best talents has become not only more digital but more complex. Monica Yin and Franz von Galen know that only too well. Both condense Baerlochers employer brand story with smart ideas that could make the HR division more international.



Monica Yin There are two main parts of my work: human resources management and general administration – the canteen, our company cars, gardening, and public relations with the local government. I am also a digital ambassador and responsible for the information security management. I was actually the eighth employee at Baerlocher China. Now we've grown to 90 employees.

Franz von Galen We are supporting both German locations – in Lingen and in Unterschleißheim. I have a small team with two people at the headquarter. Four other team members and I are located in Lingen. That's a change. For the past 20 years, the head of HR has been based in Bavaria. I joined the company a few months ago and I'm really happy to talk with you Monica, to learn a little bit more about our global HRM structure.

MY Five years ago, recruiting was a big challenge. We had to set up a professional technical and a sales team all at once. Our industry is very narrow and we have to figure out the talents from the additive industry. They have many opportunities outside. The market here is growing very fast. In order to retain our team members, we have to change according to them so that they keep choosing us. We try to be creative. We play classical music during lunch time, we support employees with their English learning, we provide exercise space for badminton, basketball, ping pong. We have a reading club. Besides that, we encourage our employees to share their wisdom in our "excellence project" and in our "golden idea project." In our project "learning by traveling," we gathered our sales, technical, and customer service guys to visit five customers in different industries and improve their professional knowledge and skills.

FG So many great impulses. In the future, we could develop more strategies of exchanging talents for a period of time within our international structure at Baerlocher.

I think it's interesting for an engineer at Lingen, to have the opportunity to spend half a year in China, Brazil, the U.S. or elsewhere. And vice versa. We also need to really tell our story much more to the outside – who we are, where we want to go. A sales colleague recently told me that we need to sell our products twice, once outside and once inside. That's the same for HR. We need to reflect our employer brand to the outside candidates but continue to have this employer brand for all the people who already are at the team. Baerlocher is a traditional company that is playing in a very modern industry. There is so much potential to utilize for strategic talent development.

Monica Yin

HR & Admin Manager
Baerlocher China



Franz von Galen

Head Office HRM
Baerlocher GmbH, Lingen



In sales you probably feel the surges of the market most immediately. Still Davide Panzeri and Dr. Peter Wagner always sail like seasoned experts through this vortex of supply and demand, in which the Baerlocher product portfolio is expected to hold steady optimally in the future as well. The strategy of these two sales geniuses? Make some noise in the name of sustainability.



Davide Panzeri

Sales Manager, PVC Stabilizers and Lubricants; Non PVC Metal Soap Additives, Baerlocher Italia

Dr. Peter Wagner

Sales director SPA EAME, Baerlocher GmbH, Munich



**Peter
Wagner**

I'm responsible for the SPA business in Europe, Africa, and the Middle East. My focus is on the non-PVC side. Special additives as we call it, with e. g. customers in the construction, automotive, candle, and polymer industries. We have a very wide range of customers, which makes the job quite interesting. Davide is now focusing on both sides, PVC and SPA. He is selling the products I am responsible for coming from Lingen, from SPA, in Italy and we are selling products he is responsible for coming from Italy into Europe.

**Davide
Panzeri**

What fascinates me is the fact that Baerlocher can count on a variety of products, that can go to quite a number of applications. In other words, I like being like parsley, because parsley is a spice that goes in all the preparations. It opens up your mind to consider and study different kinds of industries and not just one specific application.

PW

I like the technical sales. I'm a technical guy. To explain to customers the whole value chain from the beginning to the end is very interesting. We sell products for different technical applications and each time the problems they have are different. You have to find the point where you can bring an advantage with our product. Our customers feel that we can help them. Especially in the product forms, we are unique in the market.

DP

I like that we are investing more and more in sustainability and the recycling industry – that we are supporting the plastic industry in recycling. Plastic has become a difficult word – it's automatically associated with pollution, it's the worst of the worst. It's great that we want to support the industry to have a recycling attitude. Baerlocher should be in as many sustainable initiatives as possible, including in other in other fields. We should have a real dedicated footprint in this direction. That's my dream.

PW

To become successful in the recycling market, we have to make customers aware of our recycling activities. We have to find a way to enter this industry and to make our products of interest. The main problem today is that the recyclers work without adding additives. They have a certain quality, but they are not thinking about improving it with additives. Our job for the moment is to create the demand, to make some noise about it.

DP

At the end of the day, recycling and sustainability are also a matter of culture. Before we convince the customers that there is a technical performance, we have to change the mentality of thinking.

It is one of the many strengths of digital communication: it transcends borders, travels thousands of miles within seconds and connects people who would otherwise not have much to do with each other. Same for Hosea Lim and Fiorella Foroni, who got acquainted within the Baerlocher digital ambassador program via MS teams in 2021 and learned to like each other.

Fiorella Foroni

We got along very well. And we stayed in contact. Hosea Lim is a very clever, educated man. He's got two degrees. He studied in Vancouver – chemistry and bookkeeping accounting. I think he had the chance to use both of these degrees while working for Baerlocher. He is a very nice person to talk to.

Hosea Lim

I am really grateful for that digital ambassador program. If not for the program, I would not have met her. We stayed connected for some reason. We have that chemistry. I studied chemistry, so I know a little bit about it. She is a long-term employee at Baerlocher Italia. She has outstanding language skills. She majored in English literature, and she speaks French and German for example. Therefore, she's been a perfect match for a GM office over the past 25 years. I learned a lot from her. Her skill set is to really plan ahead and she's good in scheduling. As digital ambassadors, we will now be the one moderating the digital transformation in our legal entity.

FF I truly appreciated our session on artificial intelligence because it was something totally new for me. On the other side, we were also trained on psychology and empathy, on how to understand our colleagues' problems and needs when they are supposed to be changing their usual work practices. To help them see that this is not a period, this is something you have to embrace. Change can be difficult at the beginning, but then it can improve your life.

HL Other than that, my role is project purchasing and strategic purchasing, where I e.g. procure for Stearine Acid, that is one of the main raw materials in Malaysia and it's a commodity. So the prices change from day to day. This is something that I need to monitor. It could be within hours and within days that a price changes and this has an impact on our costing quite a bit. I have a lot of meetings with the local vendors. And I will also join with the technical team or the manufacturing team to see what items we are buying.

And I'm also assisting the SPA business unit that is managed by Munich. Their morning will be my afternoon. I am kind of jumping through time zones and meetings.

HL I will hopefully keep learning new things, because it keeps me going, it gives you a scope. Also as a company. I think our management is already moving towards the two most important subjects of the next few years, which are of course digitalization and sustainability. Being in the plastic sector sustainability is our key to surviving. It's very simple and very difficult at the same.

Fiorella Foroni

Assistant to the General Manager & Digital Ambassador, Baerlocher Italia



Hosea Lim

Supply Chain Manager & Deputy Digital Ambassador Baerlocher Malaysia





Fatih Aksoy

Sales Director
Baerlocher Kimya

Kimberly Kern

Global Head of Flooring, Wire & Cable for PVC
Baerlocher USA



In terms of packing suitcases Fatih Aksoy is nobody's fool, after all he is on his way for Baerlocher Kimya about 35 weeks per year. In contrast, Kimberly Kern's day in Cincinnati begins rather unagitated, with coffee, emails and two wiener dogs. It's only the quiet before the storm. The daily challenge of those two passionate PVC-professionals is keeping up with the market's pace.

Fatih Aksoy

I'm a salesperson, I am serving over 70 countries – the Middle East, Turkey, Russia and all of Africa. Over the years, I've met thousands of people. But Kimberly is unique, she is a real professional. With her you can win every game. She knows everything about flooring and we get many technical information from her. Whatever she prepares is absolutely professional.

Kimberly Kern

Everyone absolutely knows who Fatih is. He's always very complimentary, well-versed within the industry. It's always a pleasure to meet him. He and his team are just phenomenal and there's a lot of collaboration which is really paramount as the world gets smaller and smaller, interacting with one another on a fast-paced but simplistic basis, is really nice. Our territory is not as large as Turkey's territory, our positioning is much more unique. Being part of a global organization helps.

FA But part of our power also comes from being local, right? Baerlocher is not managing everything as a German company, with German mentality. We are local everywhere and we learn from each other, when we come together. We are like a family. And it's very good to be a part of this kind of family.

KK It is a fascinating industry. When I started at Baerlocher, I was a chemist in our application lab. What really kept me motivated is understanding that there's so much different utility for the same chemicals and they behave in such different ways depending upon the polymer that you put it in. Then eventually I moved over to PVC. I've been focusing primarily on flooring and again, what keeps me fascinated is that it is probably the largest growing market of calcium-zinc products in the United States currently. I enjoy getting to be part of being a leader in a new production technology. We have to work hand in hand with the customer. That's something everybody enjoys: being part of a team with our customer. Because their success is your success. And as long as there are problems to solve and there's challenges ahead, it's going to keep me interested.

FA I totally carry an ownership for my job. In the future I see myself with more success stories, still managing this organization in the same region as a market leader. We started with less than 10,000 tons of production and we are running 30,000 tons now, in six, seven years, this was a big move. Still, we have a big step to go ahead. There is huge competition in my region because we are selling in a very large territory. We are in the middle of the world.

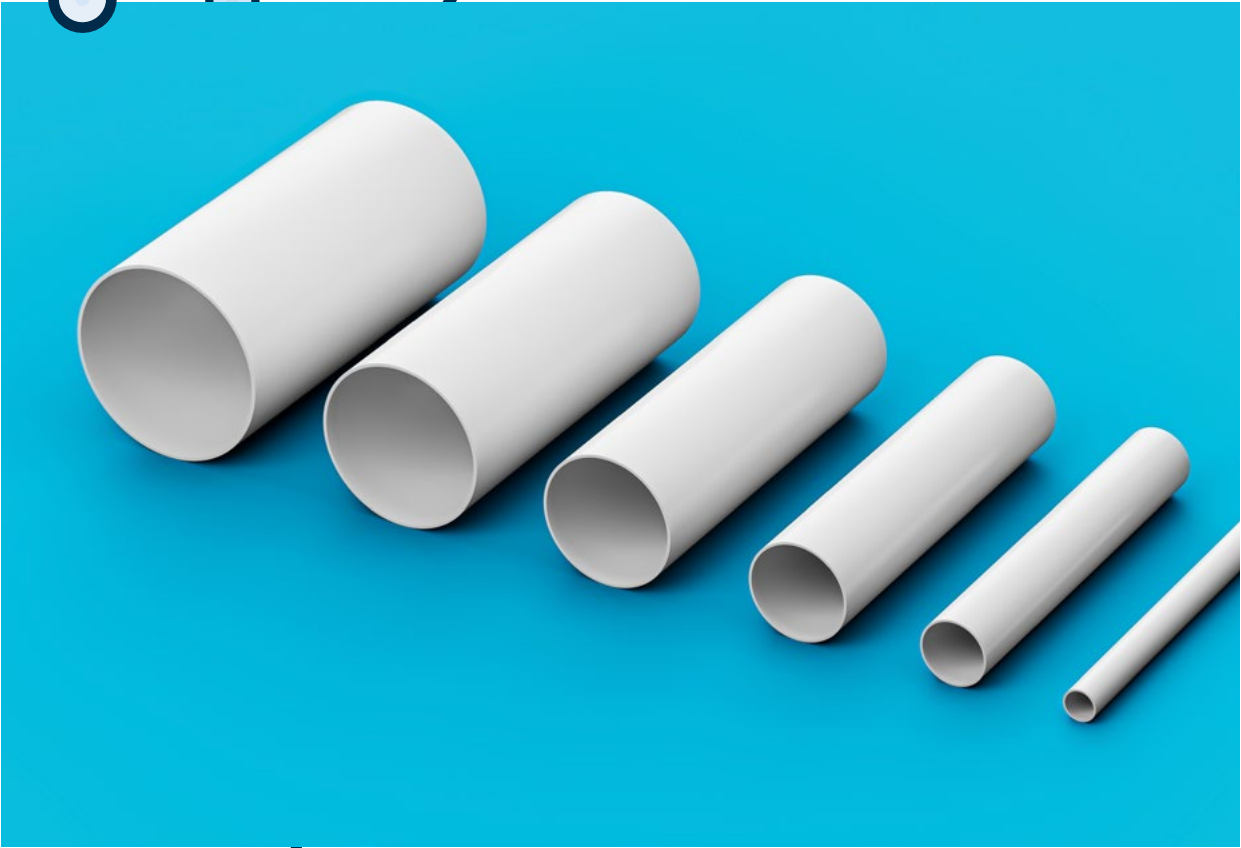
PVC floors have to hold up under tough conditions and endure a lot. As such, they have to have outstanding mechanical properties and excellent dimensional stability. They need to last long, stay hygienic and stain-resistant, and defy weather and heat. And they should look good for as long as possible while doing all of it.

The type of stabilizer that Baerlocher develops as a solution for its customers to achieve all that is based on the production process and processing conditions in question. The stabilizers have to ensure a good start color and heat stability, high transparency – in the case of transparent overlays – and good printability, along with low VOC emissions, low phenolic content, and low odor. So much functionality shouldn't be trampled on.



Firmness, Functionality, *Flooring.*

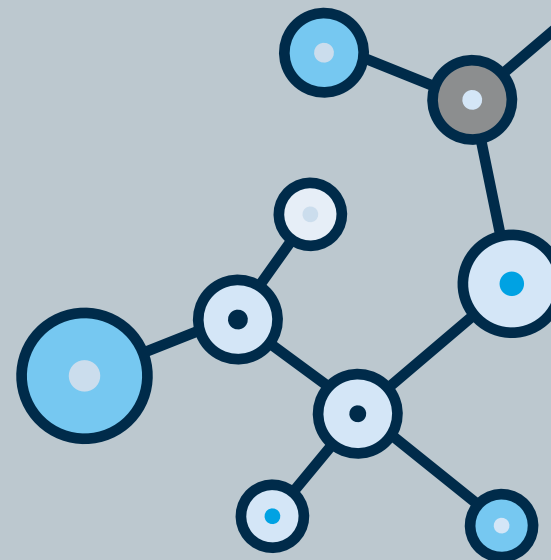




3 Shaping the Industry

Our advice comes from experience, and we give it with realism, empathy, and calculated foresight.

Our customers profit from our will to create a top-of-the-line solution. It characterizes the way we act as well as our solutions. Our standards mean that we can also meet the standards of the future. We invest and get ahead of trends.





Reactions only happen in the lab. Apart from that, Baerlocher's aim is to anticipate change and actively co-create as a trusted advisor and experienced dialogue partner.

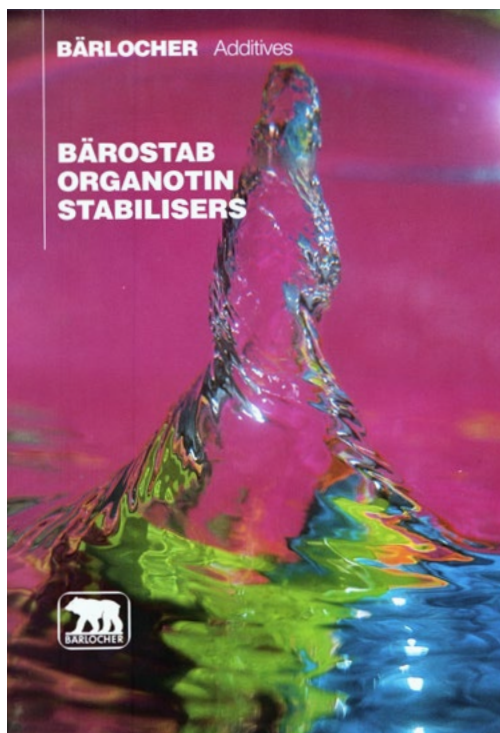
Baerlocher was a forerunner when Europe got rid of lead. Under Dr. Michael Rosenthal, the company even helped to give the plastic industry a voice through dedicated association activities. More precisely, to make possible an informed and approachable dialogue with NGOs and environmentalists. Baerlocher thus created the foundation for engaging in conversation each time new challenges arise – and coming up with solutions.

Ahead *of* Regulations

Baerlocher's role in on-going industry change

It's easier to make your voice heard as a group. It was with this aim that representatives from 16 Bavarian chemical companies gathered together in 1922. "Chemische Werke München – Otto Bärlöcher" was also a founding member of the Bavarian group "Verein zur Wahrung der Interessen der Chemischen Industrie Deutschlands" [organization to safeguard the interests of the German chemical industry]. With their powers now united, they wanted a unified voice to challenge authorities. This interest initially vanished again under Dr. Christian Rosenthal. He didn't think much of association involvement in his day, which changed rapidly after the radically altered social and political environment of the 1970s. Justifiable criticism and sheer prejudice against "the" chemical industry go hand in hand in the public debate. Lead, plastics, and PVC in particular here take a lot of the heat. The latter especially had such a dramatically unfavorable reputation in the 1990s that there was even talk of banning it. Dr. Michael Rosenthal, managing partner since 1980, has had to take action. With him, Baerlocher has become an important voice in an industry looking for trust. With painstaking work, the industry's image has gradually shifted from that of an undifferentiated bogeyman to one of a dialogue partner for policy administrators, society, and even NGOs.

One key milestone in this journey was the historic voluntary commitment to eliminating lead in Europe in 2000, which had been almost fully eliminated by 2015. A mammoth undertaking that spanned multiple decades. Baerlocher has already been preparing lead-free and heavy-metal-free alternatives like Ca/Zn stabilizers for the market since the 1980s – and convincing customers to opt for these more environmentally friendly alternatives.



Since the 1980s, Baerlocher has been a champion of environmentally sustainable standards in the plastics industry.

Lead and other heavy metals

Lead has accompanied humankind through all of history – and it took a long time before we started questioning our proximity to this metal. People have been using lead as a material since at least 6,500 BC. In the 19th century, the emerging chemical industry resorted to lead for manufacturing sulfuric acid. So it was also used by the first sulfuric acid plant in Augsburg, Bavaria, which evolved to become the company Baerlocher over the centuries. In the 20th century, lead was used in manufacturing gasoline. This changed when researchers found significant concentrations of lead in the environment and, in some cases, in human blood. Lead and other heavy metals come under the scrutiny of the environmental movement, authorities, and legislators on both sides of the Atlantic as a result of their toxicological properties. A critical awareness of emissions arose in the 1970s and 1980s. It was an existential challenge to lead processors, which at the time in Germany included “Chemische Werke München – Otto Bärlocher.”

Originally built on an open field remote from the city, the plant in Moosach, Munich, was progressively surrounded by residential areas after World War II, followed by the world-famous land area for the XXth Olympic Games. Along with a new awareness for the hazards posed by chemicals, there began a permanent conflict over accusations of odor pollution and pollution of air and wastewater from the new neighbors as well as environmentalists and conservationists. The company's local reputation suffered as external pressure mounted. It was said that “Bärlocher had to go.” And the plant was partially closed. In 1974, the company

began to look for alternative locations for the plant outside Munich. The public controversy was overwhelming and had taken the company by surprise. But Baerlocher faced the situation head on. When a new plant was built in Lingen, the intent was to preemptively come well within all of the legal limits. And the style of communication began to change. It was possible to have a dialogue.

An internal “Bärlocher citizens' service” was established for local residents. The company also invested heavily in environmental protection measures, certifications, and plant safety. It did nothing to change the public consciousness. NGOs, local councils, citizen initiatives, governments, and later on, European institutions, put pressure on the entire industry. Plastics and PVC have been under public criticism in general since the 1990s. Baerlocher met this challenge with scientific arguments. Dr. Michael Rosenthal responded by becoming more involved in association work and not least investing in research.

Ca/Zn: The search for solutions

Under him, the search for heavy-metal-free alternatives began as early as the 1980s. The company started to produce lead-free stabilizers and additive systems and heavy-metal-free PVC stabilizers in 1987. Ca/Zn products for manufacturing cables were introduced three years later. Metal soaps are now produced based on zinc, calcium, magnesium, and aluminum. The goal professed is the development of effective Ca/Zn stabilizers for rigid and flexible PVC that are toxicologically and ecologically safe.

Getting the balance right:

With painstaking work, the industry's image has gradually changed from that of *an undifferentiated bogeyman* to one of a *dialogue partner* for policy administrators and society.



Baerlocher gave top priority to the development of such alternatives. But there is uncertainty as to who is winning the race in the market for alternatives. Baerlocher worked at full speed in Lingen, Munich, and Lodi. In 1994, Ca/Zn stabilizing systems for rigid PVC foam were promoted and lead-free systems in the cable system were developed with BAEROPAN MCKA. Now Lingen was producing Ca/Zn systems in all common delivery forms, and in 1995, all the testing plants in the solids segment were consolidated in the new technical center. At the same time, Baerlocher caught up on marketing for lead alternatives in order to boost international visibility. It wanted to shape the market, and the results were impressive. In a pressure pipe trial with Ca/Zn stabilizers, the alternative significantly outperformed its lead predecessor. The company conducted practical research and endeavored to develop lead-free alternatives for its customers' benefit. Up to 75% of the research budget was allocated to this effort.

Because of the tough competition, however, eliminating lead was not a vision shared by any industry as a whole. First, the majority of customers had to be persuaded that lead-free alternatives were effective. This was a challenge for Baerlocher and the entire additive industry, because companies wanted to stay reliable, predictable partners for customers and provide the right stabilizer systems for a given situation. But there were also pioneers who, after receiving in-depth consulting from Baerlocher's application technicians, such as in the production of window profiles, immediately converted from lead to Ca/Zn stabilizers. The key thing was to convey to customers that their own product lines were superior, or at least comparable, to long-established systems from in house. The applications labs in Munich and in Bury, England, established a basis for this.

It was a balancing act between the market, politics, and the environment. This is evident from the "Plast '97" in Milan, when the use of Ca/Zn stabilizers for manufacturing cables, for which Baerlocher had developed in-house systems, came under focus. Many actually thought in the early 1990s that the cable sector would come under scrutiny in lead substitution too late. The transition came sooner than expected in northern Europe, which opened up opportunities for Baerlocher UK, reports Andy Jones. New guidelines for garbage incineration ultimately meant the axe for lead applications, which triggered enormous pressure in the market to make the switch. At the same time, it was still unclear whether Ca/Zn stabilizers could meet all the different new requirements. A regulatory domino effect was anticipated. Baerlocher, accordingly, soon spread these approaches developed in small scale to Italy, France, Germany, and Great Britain. It was the right move. Ca/Zn applications for cables see high rates of growth in 1997, a dynamic response that Baerlocher sensed and proactively helped to shape as one

of the world's biggest producers of PVC stabilizers and a leading manufacturer of additives for polymers.

ESPA & Vinyl2010: Getting ahead of the trend

The pressure put on the entire plastic industry and on the PVC industry in particular meant it was time for a public repositioning. The industry was fighting for its credibility and there was no way to win it back alone. Dr. Michael Rosenthal and Baerlocher employees around the world knew this. Additive manufacturers and others banded together in the European Stabilizer Producers Union (ESPA), of which Baerlocher was a founding member. In doing so, Dr. Michael Rosenthal wanted to sit everyone down at a table and break through the resistance to getting rid of lead. It was a doable challenge. In the end, nearly 95 percent of the industry were there. Together with other associations, in the year 2000 they entered into a voluntary commitment known by the name "Vinyl 2010." Its goal was to gradually eliminate lead stabilizers from marketing and production in Europe.

The decision to get ahead of the trend wherever possible was a milestone – and for Baerlocher too. And it still influences attitudes today. Baerlocher presented Ca-based granules for high-quality window profiles in 2004, and a full range of organic Ca products for pipes and fittings in 2010. Between 2000 and 2008, consumption of lead-based stabilizers in the EU-15 declined by 50 percent, and by 86 percent between 2007 and 2014. His central concern led Michael Rosenthal to Brussels over and over again. Baerlocher's entire portfolio has been REACH-compliant since 2013, and also meets the criteria for a new EU guideline on the safety and sustainable environmental compatibility of chemical products. The marketing of additives containing lead ended in the EU-28 in 2015. Baerlocher's last production line ran in 2016.

A new commitment

This association work created new trust and softened fronts on a major scale, not least because the commitment soon had a scalable effect. Lead's elimination in Europe was systematic. A milestone with international prominence, for which Dr. Michael Rosenthal had spent years campaigning with great personal dedication. The goal became solid at the same time that decision-making processes were becoming increasingly based on scientific data, which made the debate objective. PVC recycling is to be promoted across Europe through projects such as the ESPA initiative "Recovinyl," including the recycling of compounds with lead-based stabilizers. For despite stopping their manufacture, they were still readily being used in the rest of the world, such as in window profiles. It was time for them to be reused in an environmentally friendly and sustainable way.



APAG

Baerlocher is a member of the “European Oleochemicals and Allied Products Group,” which represents European manufacturers of fatty acids, glycerin, alcohols, metal soaps, fatty nitriles, and fatty esters.

AVC

As a member of the Asean Vinyl Council, Baerlocher Malaysia actively helps to shape the image of PVC in SAEAN regions and conveys content on the “Sustainable use of additives.”

EcoVadis

Baerlocher is EcoVadis-certified, which makes its CSR and sustainability efforts traceable.

espa

Baerlocher is a member of the “European stabilizer products association,” which advocates for the use of stabilizer additives in PVC applications.

ISO 14001

Eco-conscious: a similar expression for the systematic focus on sustainability is the certification of environmental management according to this standard.

ISO 50001

Energy-efficient: The energy management system at the plant in Lingen is certified and meets the requirements of this standard.

ISO 9001

High standards: Certification of quality management as well represents Baerlocher’s high standards.

RSPO

The choice of raw materials plays a major role in sustainability at Baerlocher. Raw materials from palm oil, for example, are certified according to the requirements of the “Roundtable on Sustainable Palm Oil.”

VSC

Baerlocher has been officially certified as a sustainable provider of PVC additives since 2022. VinylPlus Supplier Certificates are part of the VinylPlus® Product Label Certification, the primary purpose of which is to inform consumers.

VinylPlus^(®)

Baerlocher plays a leading role in the “Vinyl Plus Deutschland e.V.” initiative, a voluntary commitment of the PVC industry in terms of sustainability.



Stabilising, Recycling, *Polymers.*

BAERLOCHER



The circular economy of plastics is more important than ever. Baerlocher's innovative special additives help customers to optimize production processes and increase the recyclability of plastic products in every area of application. The portfolio in the SPA (special additives) business unit comprises oleochemical products like fatty acids and glycerin, metal soaps and lubricants, which can be used for higher-quality polymer applications, among other things, for both new and recycled plastics.

Thanks to Baerlocher, recycled materials have become more valuable and the number of applications with a proportion of recycled plastic has gone up. The stabilizers and additives preserve the structure in such applications, and the stability of the reused polymers is maintained by inhibiting the oxidation process.

Since 2017, Baerlocher has recorded regular revenues in mechanical recycling. BAEROPOL RST, for example, has been used since then to re-stabilize polypropylene from battery boxes for reuse in the automotive industry. The RST technology has been applied similarly since 2017 in highly filled polyethylene pipes. The BAEROPOL Clarifier One-Pack for PP applications such as detergent bottles is today's market leader.

Baerlocher's clear acknowledgment of the circular economy and sustainability as tasks for the entire industry to work on now and in the future. It's a new commitment that should succeed in the future if we stand together. Rainer Grasmück, major co-designer of Baerlocher's association work until 2020:

“We don't want to leave these VinylPlus ideas in Europe, we want to roll them out globally.

That's why it makes sense to continue prioritizing this association work. The future of PVC and of plastic in general lies there. And that is our challenge for the next 200 years.”

Baerlocher will continue to rely on networking and the power of a common voice in the future, too.

In 2010, the ESPA became a founding member of the PVC industry's follow-up initiative, “VinylPlus,” which was renewed in 2020 with 2030 as the new goal and serves as a global benchmark for the responsible, concerted actions of an entire industry. Instead of fighting in the trenches, there was open, science-based dialogue – with the United Nations, the European Union, local stakeholders, and NGOs. Because sustainability and the switch to the circular economy are key topics for the future that Baerlocher wanted to have a deliberate hand in shaping through association work, as well as through research and development and pioneering partner projects. “Our focus is still strong on Europe at the moment, where we're trying to communicate with the other players in our industry to help the European Union to make the right decisions in legislation so that the right plastic is used for the right issues in the future,” Dr. Tobias Rosenthal explains. And it's important to use more sustainable base materials like vegetable oils and animal fats for the purpose of designing long-lasting applications.

As of 2023, Baerlocher is represented and active in 50 associations around the globe, always with the goal of promoting dialogue and critical examination of plastics within society and of helping to shape the future of the plastics industry. An intrinsic matter of more palpable significance today than ever. Baerlocher has pushed lead alternatives even outside of Europe. A new Ca/Zn powder product system for cables and Ca/Zn-based PVC compounds started up at the Dewas plant in India back in 2006. A new Ca/Zn production line was built in Changzhou, China in 2021. A modern new CO₂-optimized plant with 100% lead-free production is set to open in Dewas in 2023 this year. It's sending a signal of

The recyclability of plastics is becoming a task for the future throughout the entire industry.

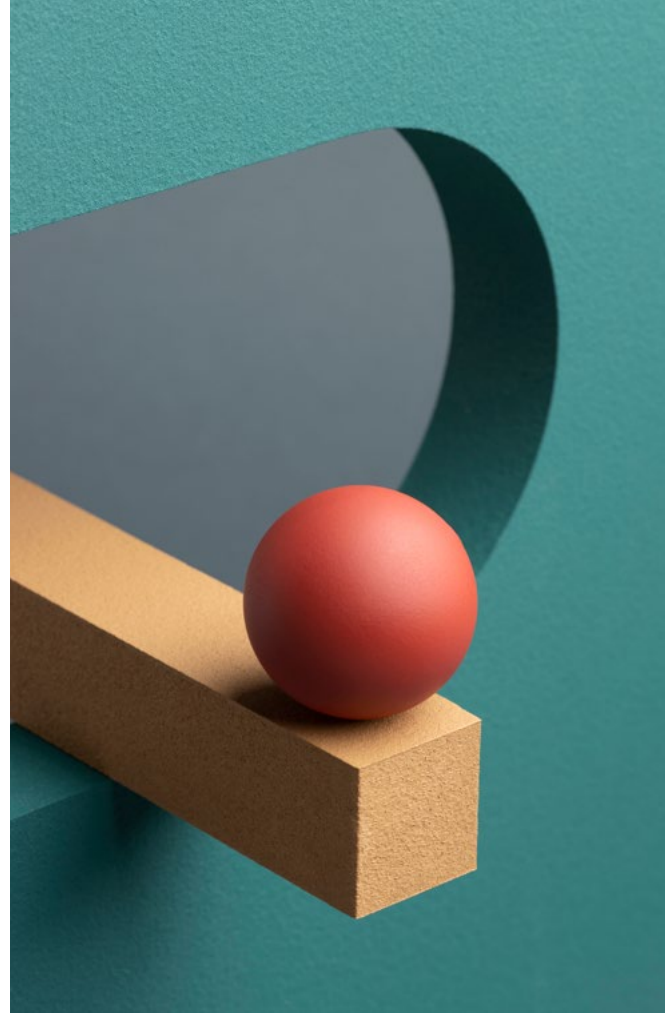


Circularity

Stabilizing the future

In the year of its 200th anniversary, Baerlocher is highlighting its own acknowledgment of sustainability and the circular economy.

Getting the ball rolling: Baerlocher hopes to make the plastics industry more sustainable with additives and technical expertise.



The strategic goals have been set for some time: Baerlocher's aim is to facilitate the recycling of plastics. For one, to make materials of higher quality that last longer; for another, to expand the areas and quantities in which recycled materials are used. Baerlocher lends its additives and its technical expertise to this purpose, which has the ability to insert the company at nearly every point in the cycle. Baerlocher is familiar with the requirements involved in processing and with the final applications, and is thus well equipped to help drive progress forward. New sustainable raw materials, production methods, and materials will be needed as well. In concrete terms, Baerlocher has advocated for the recycling of plastics since the 1990s. The company has also set about the costly process of certifying its entire production sequence with the environmental management system DIN EN ISO 14000, which guarantees to customers that its processes are environmentally friendly.

Baerlocher means business when it comes to environmental protection. It invested around 45 million DM in building and operating environmental protection facilities between the mid 1970s and 1998. The new headquarters in Unterschleißheim serves as a model for the conservation of resources – with nearly wastewater-free production, exhaust

air bio filters, and a manufacturing process that looks at the entire life cycle of a product. In terms of raw materials, renewable resources such as vegetable oils and animal fats are increasingly being used for manufacturing. 85% of the raw materials used in the Special Additives (SPA) global Strategic Business Unit are renewable. The product BAER-OPHOB Eco CM/1, an effective water repellent for plaster applications in lime/cement-bound construction materials, has thus been based on vegetable oil since 2008. Oleochemical SPA additives can also replace silicones, silanes, and paraffins, thus reducing CO₂. When it comes to defining standards for sustainable palm oil, of which the chemical industry is a major buyer, Baerlocher relies on networking. The company is a member of the Roundtable on Sustainable Palm Oil (RSPO).

It is only a fraction of the company's sustainability efforts, which includes the RSPO SCCS certification that Baerlocher received in 2015 for its metal soaps and stearic acids. In the same year, Baerlocher developed the Resin Stabilizer Technology RST, which allows the phosphite-free stabilization of polyethylene and polypropylene without impacting processability and color retention for the customer.

With BAEROPOL RST and the BAEROPOL T-BLENDS based on this technology, Baerlocher ultimately is introducing its own product lines for recycled materials.

Today Baerlocher offers a wide range of additives for recycled polymers and is thus included in many sectors. When reused, the additive still remains in the recycled material with some of its original effect. Products that shoulder Baerlocher's future emissions – yet represent just one part of its commitment to sustainability.

A new sustainability report

In 2022, the Lingen production site became one of the first in the world to be awarded the industry-specific “VinylPlus Supplier Certificate for PVC additives suppliers” for its BAEROPAN and BAEROSTAB product lines. Baerlocher immediately put its ambition into writing in the sustainability policy. The multitude of efforts and global projects is condensed in the new sustainability report.

There is no question that Baerlocher wants to play a key part in the circular economy and actively advance the transformation of the plastics industry. As past challenges have shown, this can only succeed through strong and trusting partnerships. Now more than ever, it is crucial to combine powers along the value added cycle and to follow one common principle:

Let's shape
the future **of**
our industry.



BÆRLOCHER

