LEAD STORIES

4  DMG: AN AMERICAN ADVENTURE
10 FÄSSLER: NEW START WITH GLEASON
11 ROTOFLEX: NEW DAWN IN THE USA

LIFE.
IN-HOUSE MAGAZINE

Daetwyler
RESPONSIBLE BUSINESS PRACTICES.

“An entrepreneur is a person who takes the bull by the horns and gets things done.” This statement by Peter Daetwyler is characteristic of how the Daetwyler family does business, taking on responsibility for making decisions as part of a very long-term strategy. This was the case when selling the Fässler division to Gleason.

The Daetwylers realized that they were unable to take the Fässler business to the next level by themselves. There was both a lack of presence in the automotive industry and the lack of a global sales and service network. As a result, they sought out a new home for the some 70 Fässler employees that could offer these opportunities.

Throughout the negotiations, we always focused on establishing the best possible starting point for further development of the Fässler team and Fässler business.

In the Gleason corporation, we found this potential for the Fässler brand – a partner who can drive the business forward by combining the experience and expertise of both teams. We wish the Fässler team every success as part of the Gleason Group.

THE SWISS TRAINER FLIES AGAIN

AFTER A SHORT REST, MAX DAETWYLER’S SWISS TRAINER HB-HOJ IS READY TO TAKE OFF ONCE MORE.

Many who are familiar with our history, know that there was once a time when we were a simple little aviation business. Hence the reason for our headquarters being located at Bleienbach airport.

Through the 1970’s, as the company started to evolve into the printing and machine building industry, Max Daetwyler’s heart and mind never strayed far from flying. During the 1980’s, Max pursued his passion project of designing and building his own aircraft. In 1983, he saw his dream come true with the maiden flight of the prototype MD3 Swiss Trainer, HB-HOH.

After several improvements were integrated into the design, Max built a second Swiss Trainer, HB-HOJ. This new aircraft was used as the basis to achieve European and American certification. However, Max soon realized that the mass production of a small aircraft would be too expensive in Switzerland. In parallel to this the main business was booming and growing all over the world, consuming most of his time and energy. Max made the decision to find a buyer for the whole project including all the tooling and equipment to continue to build the Swiss Trainer.

In 1994, The Malaysian organization SME, was chosen as the right fit and soon the company was producing the aircraft, used as a primary trainer, for its own Malaysian Air Force. Over 20 were produced and the little aircraft trained many pilots throughout the years.

In the acquisition deal, it was agreed that Daetwyler could keep the prototype which is now displayed in the Swiss National Transportation Museum in Luzern. The second aircraft would also stay in the Daetwyler Family and continued to fly until 2015, when it was finally time to overhaul the engine.

At this time a decision was made to not to only do the minimum to get HB-HOJ flying again but to use the opportunity for a complete overhaul including, instruments, interior and even a new paint scheme. As with any labor of love, the project took a bit of time, but the results were well worth the wait.

We decided to go with this striking new look including our timeless logo because this airplane is part of our company history. It should be a celebration to the spirit of our company which has been active in so many different industries throughout our 75 years.
A NEW ADVENTURE: LUKAS KURTH, TOOK PART IN AN INTERNSHIP IN HUNTERSVILLE

THREE-MONTH INTERNSHIP IN THE USA.

From July 14, 2018 to October 8, 2018, I worked at Daetwyler in the USA, and there was certainly no shortage of things to report on. Here is a brief selection.

The challenges began with the very first stop on my trip, as my flight to Munich was delayed. With only 40 minutes before my connecting flight was scheduled to leave, I was confronted by a slow-moving queue at passport control. Fortunately, the connecting flight was also delayed by just under an hour, which meant I had ample time after all. Thanks to the on-board entertainment system and two meals, the flight to America (literally) flew by. After a warm welcome at the airport in Charlotte, I was driven to Huntersville by my host family Gaenel and Charley Witherspoon, during which time we got to know each other a little better. I had heard the rumor that almost everyone drives an SUV or pick-up in the USA, but it’s really true! I loved the surrounding area, which was mostly forest. In fact, the forest began directly behind Gaenel’s house. On the Sunday, Charley told me to look outside. There behind the fence was a deer, who apparently visits several times a week. The same day, we went out for a meal and collected the car that I would need to get around during my three-month stay. On my first day at work, I was given a tour through the assembly halls and helped to disassemble a machine. My first day was promising. It left a favorable impression on me and I was looking forward to the weeks ahead.

As it turned out, this optimism was well placed. I got to experience a great deal, both at work and privately as well. I had a great time, particularly with the other people around my age. We played mini-golf – we actually wanted to play real golf, but the wait was too long. We also visited the bull riding (a cool experience) and took in the odd game of American football. We ate out together or I was invited to visit their homes. Thanks to the lake on our doorstep, I was also able to try my hand at different watersports. I really appreciated the fact that people always invited me to accompany them at these activities. But I also enjoyed the opportunity of keeping my Swiss-German up to scratch or eating a cervelat sausage or Swiss raclette, of course. I also traveled a lot myself, including to the eastern part of North Carolina. I really liked the surrounding landscape here as well – more prairies and farms instead of houses. I also visited a state park to the west and traveled through the Blue Ridge Mountains. Then there were the trips to Myrtle Beach and Charleston. To round off my stay in America in style, I took a four-day trip to Washington D.C. where I stayed with Charley’s nephew Logan.

My work was also very interesting. One of the companies I worked for was Carrier, a manufacturer of large-scale air-conditioning systems. The machine that we put into operation here was used for press fitting the copper pipes in the condensing cylinders so they remained leakproof. As each condensing cylinder has different pipe sizes and layouts, the machine first had to analyze the pipes with a camera, then measure the angle with a laser so that the machine can then align itself automatically and press fit the pipes. In other words, it had to be possible to simply insert the cylinder – regardless of its type – before the machine then did the rest on its own. This was all very interesting. I also worked on many other projects. At the same time, I also had my homework to do from the vocational school back in Switzerland so that I wouldn’t be left too far behind on my return home. My schoolmates and teachers provided me with enough work so that I never got bored.

In mid-September, Hurricane Florence swept over the state and brought strong winds and heavy rain. We survived the storm but had to remain indoors, of course. A tree fell down at one of our neighbors, but luckily his house was left unscathed.

I would like to take this opportunity to thank everyone who made this internship possible and supported me along the way. It was a valuable experience and one I will never forget.

Lukas Kurth

Automation engineer, fourth year of apprenticeship
The strategy for achieving the project goals and intensifying the partnership focuses on the optimal organization of the manufacturing processes to the benefit of the products. An immediate measure can be seen in the investment in semi-automation of the welding process at the Daetwyler plant in Estonia. Order processing and product workflows were established based on lean manufacturing methods and then developed further. The goal of these measures is to achieve the necessary price improvements of the customer.

Objective of the strategy
From the start of the project, the planned batch sizes of the parts already indicated that semi-automation of the welding stations would be unavoidable if the intended unit prices were to be achieved. The design of the automation components was selected purposefully to be independent of the workpieces. These components serve to improve series production and optimize the welding times. Moreover, the manual handling of parts is also reduced in this way and it is also possible to expand the degree of automation right up to gantry welding systems when necessary.

Development of automation components
The parts to be manufactured are subject to strict welding regulations when it comes to distortion. As a result, the manufactured part must be held in place throughout the entire welding process in order to monitor the distortion that occurs during welding. This means that a stable basic structure had to be ensured, developed further. The goal of these measures was to achieve discounts by buying larger quantities, production will try to minimize set-up costs by producing large batches and warehousing will focus on reducing stocks. This approach towards process optimization has the goal of minimizing the costs for all individual processes. For example, procurement will attempt to reduce the amount of material required and thus inevitably to a strong focus on the individual processes. In order to stop these unfavorable conditions in the technology used had a noticeable effect on the overall process. For example, it was possible to identify the aforementioned problems caused by optimization of the individual processes, highlight the negative effects on other processes and derive suitable measures from them, a certain level of transparency must be created – one that is in line with the overall process.

In contract manufacturing, products are manufactured according to a specific order. As the contracted quantity corresponds to the order quantity provided by the customer, this system requires a suitable degree of flexibility – not least in order to offer the customer an acceptable delivery time. This type of organization results in purely cost-related targets being set for the departments – and thus inevitably to a strong focus on the individual processes. For example, procurement will attempt to achieve discounts by buying larger quantities, production will try to minimize set-up costs by producing large batches and warehousing will focus on reducing stocks. This approach towards process optimization has the goal of minimizing the costs for all individual processes. But this is exactly where it is fatally flawed, as the sum of the optimized individual processes does not result in the best possible result for the overall process. Instead, the optimization of individual processes results in conditions that have a negative effect on the other process steps and thus the process as a whole.

In order to identify the aforementioned problems caused by optimization of the individual processes, the findings from these observations were then used to make changes in the process sequence in order to then observe which impacts these changes had on the overall process.

Overall process optimization based on lean manufacturing methods
Lean manufacturing methods consider the optimization of the individual process steps as well as the upstream and downstream phases. On work systems that have been designed according to lean manufacturing principles, the visualization of information is of critical importance for employees on site. The goal is maximum transparency at the workstations and in the surrounding area, whereby the necessary information should be provided as simply as possible. One example of this is the installation of self-controlling Kanban control cycles. Here, the employees can see which items have to be reproduced in which quantities at any time without support by the system.

Observations in the overall process
While setting up the automation components, the overall process was observed during normal contract manufacturing. The findings from these observations were then used to make changes in the process sequence in order to then observe which impacts these changes had on the overall process.

Measures benefiting the overall process
In order to stop these unfavorable conditions in flexible sheet metal forming from affecting the price-sensitive series parts any longer, the company began to search for outsourcing partners. These partners had to be willing to deliver semi-finished sheets to the plant in Estonia at an agreed price connected to the corresponding quantities. A supplier was found and a pilot phase for the partnership started. The consistent material quality and tangible advantage in the technology used had a noticeable effect on the overall process. For example, it was possible to dispense with one subprocess entirely due to the improved material finish – which led to a reduction of twelve working hours in the overall process.
With TICC, we can create finished offers without having to make a work plan beforehand. During calculation, we use forms of technology that have been customized specially to our production system and support automated manufacturing processes, such as drilling, milling, turning, grinding, welding or flame cutting. The interactive graphic calculation tool means it is possible to utilize CAD data, which eliminates read and transmission errors. Thanks to TICC (Time and Cost Calculation), we achieve calculation results that are precise, plausible, faster and more transparent.

**TICC is the ideal instrument for us when it comes to determining the required skills and performance.**

**Conclusion**

The consideration of the overall process resulted in several interesting findings and highlighted areas with the potential for improvement. The feedback from the project team and the joint pricing of series parts have shown that we have been successful in achieving our intended goals. On a personal level, this was (and remains) a very interesting project that will surely be continued in future.

With this in mind, I am very happy to continue to provide my services to Daetwyler Industries and would like to thank them for their confidence in me and my work.

**Simon Minder**

Business consultant in the metal industry and in mechanical engineering Specialist in production and processes Owner of business consulting firm qualitrie.ch

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**TICC SOFTWARE IS CURRENTLY BEING INTRODUCED IN URSENBACH**

**TICC (TIME AND COST-CALCULATION).**

Following some very positive feedback after the introduction of TICC at the planning department in Estonia, the decision back home in Switzerland was an easy one: «We want to use the same tool in Ursenbach.»

With TICC, we can create finished offers without having to make a work plan beforehand. During calculation, we use forms of technology that have been customized specially to our production system and support automated manufacturing processes, such as drilling, milling, turning, grinding, welding or flame cutting. The interactive graphic calculation tool means it is possible to utilize CAD data, which eliminates read and transmission errors. Thanks to TICC (Time and Cost Calculation), we achieve calculation results that are precise, plausible, faster and more transparent.

**TICC is the ideal instrument for us when it comes to determining the required skills and performance.**

**Roberto Cron**

Head of Manufacturing Technology JP/PPC

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**OBITUARY ROBERT ALBRECHT.**

In mid-April, we received the sad news of the death of our esteemed friend and colleague Robert Albrecht. Robert was part of the Daetwyler family for over 25 years.

Only a little more than a year ago, in February 2018, he and his colleagues from Daetwyler Graphics AG celebrated his retirement from a successful career. Almost simultaneously with his retirement, he was diagnosed with cancer. Thanks to his strong will and his positive attitude, as well as the great support of his family and friends, he defeated this insidious disease and could deliver confident news at the beginning of this year that he had beaten the cancer. However, fate unfortunately took a different turn. Although Robert was able to win the fight against cancer, he succumbed on April 10, 2019 to resulting complications.

With gravure cylinder engraving and the associated image-processing, Daetwyler was diversifying into a new discipline of cylinder manufacturing technology, for which appropriate specialists were needed. On 2 May 1994, Robert Albrecht found a new challenge at MDC Max Dätwyler AG as a sales engineer for the new product «Gravostar».

As a trained «repro-specialist», Robert supported the team optimally. His open, uncomplicated and reliable nature quickly gained wide acceptance in the company as well as among sales partners and customers.

Following the successful start in the major sales areas of India and China, Robert took over all Asian markets in the newly formed office in Singapore, he served as Managing Director. In 2003 he was promoted to Deputy Sales Director of MDC Max Dätwyler AG, back in Switzerland.

Robert’s expertise, coupled with his honesty and willingness to help, was extremely valued by customers; Of which many became close friends throughout the years. Robert traveled around the world for Daetwyler and has left a lasting, positive impression on many. Countless customers, business partners and friends from many countries have contacted us to express their condolences.

Robert Albrecht was a model salesperson and human being, appreciated and respected by all. We will keep him in honorable memory and wish the family continued strength and confidence during this difficult time.

**In mid-April, we received the sad news of the death of our esteemed friend and colleague Robert Albrecht.**

**Written by: Christian Karg, Beat Trösch, Nicole Abt and Thomas Rother**
FÄSSLER TAKEN OVER BY GLEASON SWITZERLAND AG

FÄSSLER IN GOOD HANDS.

Gleason is taking over the honing machine business from Daetwyler, thus allowing Fässler to reach the next level in its development.

Around five years ago, the Daetwyler family decided to invest in the gear honing machine business and took over Fässler and its staff, who then became part of the Mechanical Engineering division. Back then, Fässler was close to bankruptcy. Following the takeover, the Fässler team started working hard with the mechanical engineering team from Bleienbach to give the Fässler business a new lease of life. To give just a few examples of how this hard work bore fruit, new products were developed, customer loyalty won back, and processes optimized. Thanks to the efforts of the joint Fässler team, we were able to achieve a great deal and take the first important steps towards making Fässler number one again. However, Daetwyler was also aware that it could not take Fässler back to the very top by themselves. There was both a lack of recognition in the automotive industry and a lack of a global sales and service network. The Gleason Group has the potential to take the brand further on its path to ultimate success. We wish the Fässler team every success as part of the Gleason Group and would like to offer our thanks for their commitment during their time working under the Daetwyler banner.

Simon Gantner
Group CFO

NEW DAWN FOR ROTOFLEX IN THE USA.

NEW SALES REPRESENTATIVE AT ROTOFLEX USA

In the flexible packaging field, North America is by far the strongest sales region. All major ink and coating manufacturers are represented there and have local production facilities. Moreover, there are also many small and medium-sized specialist manufacturers.

Due to this extremely competitive situation, it is very difficult for a new player to become established on the market – especially without a strong local presence. For this reason, Rotoflex AG works closely with the team from Max Daetwyler Corporation in Huntersville, North Carolina in order to utilize all synergies in the area of marketing and sales.

The first step will see the new Rotoflex site used as interim storage for the goods delivered to North America from Switzerland. Once the critical volume has been reached, it can then be expanded into a production site for solvent-based products. Following clarification of the naming rights for Rotoflex in the USA in the past few months, we are now able to officially establish our American company in the USA. This will be headquartered in Huntersville.

With the help of the team in Huntersville, we have been able to recruit an experienced colleague for selling Rotoflex products in the USA – Perry Stacks took up his new role in January of this year.

Perry began his training in the printing industry in 1997 as part of the «Flexo in High School Program» (FIHS). After completing the program in 2000, he started to work full time in ink management at printing companies in the south-east of the USA. Perry has a passion for printing inks and their applications, which were always of key importance. It was thus no surprise that his career path eventually turned in this direction. Perry's former companies include CL&D Graphics, J.R. Cole Industries, Sun Chemical and a nine-year spell at Environmental Inks / Siegwerk as field service technician and later technical advisor for the East Coast. Perry also has experience in automation processes for dosing and mixing from his earlier role in technical sales and customer management at Corob / Novaflow, a manufacturer of dosing and mixing systems for the ink, paint and chemical industries.

Robert Arimont
Head of International Sales

With almost 20 years of experience in the graphic and printing ink industry, Perry is a real asset to our company and ensures the expansion of our business in North America is on a solid footing. As the client base at Daetwyler USA and Rotoflex is almost entirely the same, we will be putting these natural synergies to good use. I am looking forward to dealing with the challenges on the North American market together with Perry and the Daetwyler USA team.

Robert Arimont
The company celebrated its tenth anniversary on November 28, 2018. All employees of Daetwyler SwissTec India and Daetwyler Graphics India were invited to the event with their families. Also present from Switzerland were Ralph Daetwyler as Group CEO and Markus Resing from the Sales division at SwissTec.

In the morning, snacks and drinks were served at the company site in Pune. Here, the whole team from Sales and Internal Sales could use the opportunity to chat with Ralph Daetwyler personally. A selection of small games and competitions saw all guests take part and contributed to a relaxed and congenial atmosphere. The morning – and thus the first part of the celebrations – was rounded off by a meal together in a nearby restaurant.

The second part of the celebrations began on the evening. Close friends of the company and local partners were also present, and were greeted at a beautifully decorated hall situated in a small park.

The official part of the ceremony looked back at when the company in India was founded, which gave everyone an interesting look back and summarized the exciting developments that have taken place in the past ten years. Long-standing employees in particular were honored here. The guests were then able to enjoy the sumptuous Indian buffet and let their hair down on the dancefloor.

Many thanks are due above all to Sudhir Dhotey and his wife Sangita for the wonderful event and ten successful years in India. Sudhir Dhotey is Operative Director at Daetwyler SwissTec India and has been responsible for the successful development of the company since the very beginning.

Markus Resing
Deputy Head of Marketing & Sales

For this year’s international sales meeting, SwissTec had a very special location in mind. Representatives from the subsidiaries and the SwissTec sales team were all invited to a winter wonderland setting in Davos, exactly one week before the World Economic Forum was held there.

External guests
Also invited were numerous external guests and partners. In addition to the ink and coating experts from Rotoflex AG, the sales team from Daetwyler Germany was also there. Special guests included members of management boards from across the packaging industry. These included representatives from plastic doctor blade manufacturers, tape manufacturers and producers of gravure cylinders. All the guests brought with them some interesting news and topics from their respective fields.

Global SwissTec subsidiaries
Among other aspects, this year’s sales meeting focused on the global positioning and future development of the SwissTec subsidiaries. With these subsidiaries, SwissTec has been well represented around the world in the respective markets for years. In order to reinforce and further expand the company presence in international markets, SwissTec aims to ensure that its subsidiaries are spread as far as possible. This will ensure that SwissTec remains a reliable partner for its customers, in the face of further market globalization.

Fun in the snow
At the end of this year’s sales meeting, the organizers surprised the guests with a joint trip through Davos in a horse-drawn sleigh. Luckily, the weather on the day was absolutely perfect and the guests loved the wonderful views and the huge amount of snow – particularly those who had never experienced it before for themselves.

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NEW ADDITIONS.

DECEMBER 2018
• Colin Keller
  Project Leader
  MDC Max Daetwyler AG

JANUARY 2019
• Evelina Rosa
  Head of Internal Sales
  Daetwyler SwissTec AG

• David Müller
  Industrial Electrician
  Daetwyler Management AG

• Manuel Schmidt
  CNC Cutter
  MDC Max Daetwyler AG Ursenbach

• Stevo Okolic
  Ink and Paint Production
  Rotoflex AG

FEBRUARY 2019
• Martin Erhardt
  Business IT Specialist
  Daetwyler SwissTec AG

• Nicola Perrin
  Automation Engineer
  MDC Max Daetwyler AG

• Michèle Rüegsegger
  Executive Assistant
  Daetwyler Management AG

• Mecnun Yilmaz
  Ink and Paint Production
  Rotoflex AG

• Elida Utzinger
  Head of W-Aufträge
  Daetwyler Industries AG Zurich

• Sandro Wyss
  Tool Adjuster
  MDC Max Daetwyler AG Ursenbach

• Yoang Sorg
  Ink and Paint Production
  Rotoflex

MARCH 2019
• Erkan Polati
  Ink and Paint Production
  Rotoflex AG

• Weldemariam Gedam
  Ink and Paint Production
  Rotoflex AG

APRIL 2019
• Roy Leibundgut
  Production Staff
  Daetwyler SwissTec AG

• Dr. Dominik Rzehak
  QM
  Daetwyler SwissTec AG

• Wolfgang Ryser
  ICT Support/System Administrator
  Daetwyler Management AG

• Matthias Lippert
  CNC Cutter/Grinder
  MDC Max Daetwyler AG Ursenbach

• Rico Strotz
  Polymechanic
  Daetwyler Industries AG Zurich

BIRTHS.

Parents:
• Noor El Okaili and Husam Mohammed
  Rotoflex AG
  Daughter: Lujain 30.01.2019

• Majlinda and Faton Bekjiri
  Daetwyler Industries AG Zurich
  Daughter: Melek 27.02.2019

• Oscar Salgado and Claudia Parra
  Daetwyler Industries AG Zurich
  Daughter: Coral 17.03.2019

CONGRATULATIONS ON YOUR NEW BABY

THANKS

10 YEARS
• Sven Wagner
  01.01.2019
  Production | Daetwyler SwissTec AG

• Stephan Affolter
  01.01.2019
  SCM | Rotoflex AG

• Sascha Dalmazio
  01.01.2019
  Head of Production | Rotoflex AG

• Silvan Riederer
  12.01.2019
  Development Projects | MDC Max Daetwyler AG

• Markus Henss
  01.02.2019
  Manufacturing | MDC Max Daetwyler AG Ursenbach

• Daniel Burkhardt
  16.02.2019
  Product Management Security | Rotoflex AG

20 YEARS
• Nick Papadopoulos
  01.03.2019
  Production | Daetwyler Industries AG Zurich

25 YEARS
• Giovanni Sisto
  28.02.2019
  Diamonds | Daetwyler SwissTec AG

• Lucien Perret
  07.03.2019
  R&D | Daetwyler SwissTec AG

35 YEARS
• Bruno Rhyn
  03.01.2019
  Infrastructure | MDC Max Daetwyler AG

40 YEARS
• Guido Burri
  01.04.2019
  Assembly | MDC Max Daetwyler AG

45 YEARS
• Peter Fiechter
  22.04.2019
  Manufacturing | MDC Max Daetwyler AG Ursenbach

ANNIVERSARIES.

10 YEARS
• Sven Wagner
  01.01.2019
  Production | Daetwyler SwissTec AG

• Stephan Affolter
  01.01.2019
  SCM | Rotoflex AG

• Sascha Dalmazio
  01.01.2019
  Head of Production | Rotoflex AG

• Silvan Riederer
  12.01.2019
  Development Projects | MDC Max Daetwyler AG

• Markus Henss
  01.02.2019
  Manufacturing | MDC Max Daetwyler AG Ursenbach

• Daniel Burkhardt
  16.02.2019
  Product Management Security | Rotoflex AG

20 YEARS
• Nick Papadopoulos
  01.03.2019
  Production | Daetwyler Industries AG Zurich

THANK YOU FOR YOUR SERVICE

ENJOY YOUR RETIREMENT

RETIREMENT.

• Bruno Rhyn
  Infrastructure
  Daetwyler Management AG
  January 2019
TRADE FAIRS AND UPCOMING EVENTS

AGENDA 2019.

July 5, 2019
Company BBQ
Bleienbach, Switzerland
Daetwyler Group

August 24, 2019
OTS
St. Gallen, Switzerland
MDC Max Daetwyler AG Ursenbach

September 24 to 27, 2019
Labelexpo Europe 2019
Brussels, Belgium
SwissTec Division

November 6 to 8, 2019
FMB
Bad Salzuflen, Germany
MDC Max Daetwyler AG Ursenbach