

150
YEARS OF MARKET
EXPANSION
SERVICES



Think Asia. Think DKSH.

DKSH at a glance

As the No. 1 provider of Market Expansion Services with a focus on Asia, we help companies to grow their business in new and existing markets.

Our Business Units

Our Business Units focus on the fields of consumer goods, healthcare, performance materials and technology, and offer a comprehensive range of Market Expansion Services to business partners in their respective areas.

Consumer Goods

Focusing on fast moving consumer goods, food services, hotel supplies, and luxury and lifestyle products, our services range from product feasibility studies and sales and marketing to physical distribution.

Healthcare

With a product range covering ethical pharmaceuticals, consumer health and over-the-counter health products, as well as medical devices, we offer services including product registration, marketing and sales, and physical distribution.

Performance Materials

We source, develop, market and distribute a wide range of specialty chemicals and ingredients for the specialty chemicals, food and beverage, pharmaceutical and personal care industries.

Technology

We provide marketing and sales as well as application engineering and after-sales services for capital investment goods and analytical instruments in the areas of industry, infrastructure, energy, research, food and beverage, as well as advanced metals.

Celebrating 150 years of DKSH

Key milestones in our success story


"The DKSH journey began in 1865. Asia's vast, untapped opportunities encouraged three adventurous Swiss entrepreneurs to venture into the unknown..."
Read more on page 34.

1865 - 1871

Siber & Brennwald founded in Yokohama, Japan (1865)

Eduard Anton Keller joins C. Lutz & Co. in Manila, Philippines (1868)

Wilhelm Heinrich Diethelm joins Hooglandt & Co. in Singapore (1871)




"One of the first big industrial consignments we had shipped from Europe to Japan via the Suez Canal was a set of gaslights..."
Read more on page 34.

1885 - 1886

Keller acquires C. Lutz & Co. and renames it Ed. A. Keller & Co. (1887)

Diethelm acquires Hooglandt & Co. and sets up Diethelm & Co. Ltd. (1887)




"We enabled and facilitated globalization, in this case through the development of the export of raw silk..."
Read more on page 34.

1890 - 1900

Siber & Brennwald enjoys leading position in raw silk market and promotes Japanese silk industry (1890)

Diethelm & Co. markets kerosene, a new phenomenon used for lighting, in Singapore and beyond (1892)



1.
Three Swiss entrepreneurs embark on a journey to Asia

2.
Establishing flourishing trading houses

3.
Creating local industries and the beginning of globalization

"One of our innovative campaigns for Levi's in Thailand was the nationwide search for the Levi's 501 man..."
Read more on page 35.

"It was challenging to sell condensed milk as cow's milk had never been part of the Thai diet..."
Read more on page 35.



Since 2002, DKSH has:

- increased net sales by more than 2.5 times
- increased EBIT more than fivefold
- created more than 13,500 jobs
- had average annual growth rate of roughly 15%

1900 - 1940

1980 - 2000

2002

2006

2012

2015



Siber Hegner & Co. in Japan hit by Great Kanto Earthquake, and made into public company (1932)

Diethelm & Co. opens new offices in Penang (Malaysia), Saigon (Vietnam) and Bangkok (Thailand)

Rejuvenated Asian economies deliver impressive growth until outbreak of Asian financial crisis (1997)

Siber Hegner is restructured and turns around (2000)

Diethelm and Keller join forces to found Diethelm Keller Holding (2000)

DKSH is founded and reinvents business model to specialized service provider

New category is created: Market Expansion Services

DKSH goes public on SIX Swiss exchange

DKSH celebrates 150th anniversary

4.
20th century opportunities and challenges

5.
Tiger Economies, Asian crisis and death of trading companies prophesized

6.
New chapter in DKSH success story

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Welcome



Dr. Joerg Wolle, President & CEO, DKSH Group.

Dear Readers,

Welcome to DKSH's Corporate Brochure 2015.

2015 is a significant year for DKSH as we celebrate our 150th anniversary. 150 years of helping companies expand into new and existing markets. DKSH's success story charts the path of globalization and we have undertaken a remarkable journey to become the No. 1 provider of Market Expansion Services with a focus on Asia.

The DKSH story began in 1865 when three Swiss entrepreneurs embarked on a journey to Asia. They established flourishing trading houses and helped to create local industries along the way. Over these 150 years, we have developed solutions to myriad business challenges. By doing so, our company has constantly reinvented itself to meet the evolving needs of clients and customers.

A new chapter in the DKSH success story took place in 2002 when the DKSH that we know today was formed through the merger of the original trading houses Diethelm Keller Services Asia and SiberHegner. We then transitioned from a trading company into the leader in the recently defined Market Expansion Services industry.

Since then, we have increased net sales more than two-and-a-half times, from CHF 3.7 billion to CHF 9.8 billion, and increased EBIT more than fivefold, from CHF 55.6 million to CHF 272.7 million, with an average annual growth rate of approximately 15%. In 2014 alone, DKSH created over 860 jobs, employing some 27,600 specialists at year-end.

The sustainable growth achieved over these years, even in a highly challenging market environment, reflects the ongoing attractiveness of our business model. With global markets increasingly interconnected and curbed demand in Western markets, companies of all sizes are taking a second look at emerging markets. These are now seen not simply as extended workbenches, but rather as highly attractive domestic markets.

With our strongly diversified and scalable business model, DKSH is ideally positioned to benefit from the three megatrends: growing middle classes, rising inner-Asian trade and increased outsourcing to specialist services providers like DKSH.

By continually staying ahead of the game and adapting to new trends, we look forward to remaining the leading Market Expansion Services provider into the future.

You can see our history at a glance in the infographic on the flap at the beginning of the brochure, or immerse yourself fully in the DKSH history and some short stories from the last 150 years starting on page 32.

Sincerely yours,



Dr. Joerg Wolle
President & CEO



150

years of presence
in Asia

No.1

DKSH is the No. 1 Market Expansion Services provider with a focus on Asia and we continue to grow.

“Our successful transformation into a leading Market Expansion Services provider with a strong global brand and impressive track record is the result of the consistent implementation of our strategy for sustainable, profitable growth.”

Dr. Joerg Wolle, President & CEO, DKSH

As the industry leader in Asia, DKSH is the first choice for clients seeking a trustworthy and reliable Market Expansion Services partner who can guarantee the integrity of their value chain and the quality of their services. We blend Swiss reliability, professionalism and best practice

corporate governance with 150 years of uninterrupted business presence in Asia. Through our 720 business locations across the region and a distinctively pan-Asian approach, we are literally woven into the fabric of the countries we serve – and as they grow, we grow with them.



Resilient Unique Scalable

Our unique business model fuels our growth and is deeply rooted in the fast-growing markets of Asia.

“DKSH presents itself as an attractive investment case because our unique business model, coupled with an unrivalled pan-Asian network and a highly scalable business platform, enables us to help our business partners grow in new and existing markets.” Bernhard Schmitt, CFO, DKSH

Very well diversified, unique and highly scalable, our business is very resilient and difficult to replicate, resulting in strong barriers to entry and exit. Our diversity is extremely broad in terms of industries, markets, products, services and business partners served and forms the foundation

for our continuing sustainable, profitable growth. The vast majority of the products we handle are very close to the daily needs of the people in the markets where we are active, contributing to the resilience of our business model.

MAURICE  LACROIX
Manufacture Horlogère Suisse



9.8 billion

sales in 2014 (in CHF)

Driving growth

Our growth, and the growth of our business partners, is fueled by three megatrends.

“As the leading Market Expansion Services provider with a focus on Asia, DKSH is optimally positioned to benefit from the rise of Asia’s middle classes, growing trade flows to and within Asia, and the trend for manufacturers to outsource non-core activities.”

Matthias Hanke, Managing Partner Switzerland, Roland Berger Strategy Consultants

First, there is tremendous growth in Asia, driven largely by the region’s fast rising middle class. Their increased purchasing power is having a positive direct impact on consumer markets and an indirect positive one on industrial markets.

Second, inner-Asian trade is increasing. Asia has developed into a continent with its own strong domestic markets and is

now at the center of global trade flows – and the trade barriers continue to fall. We have an increasing number of Asian clients.

Third, companies are recognizing that growth is more profitable if they focus on their core competencies and outsource other elements of the value chain to specialist services providers such as DKSH.



5,500
clients

Unique value

**We offer our clients the services they need most,
tailor-made to their specific requirements.**

“As the global leader in the premium chocolate business, we rely on partners with a fundamental understanding of local markets, trade and consumers. In DKSH, we have found a like-minded partner and enjoyed a significant record of achievements for more than 50 years.”

Ernst Tanner, Chairman and CEO of Lindt & Sprüngli AG

For 150 years, we have been representing Western companies in Asia. We have experienced first-hand all the challenges our clients and customers face – and we have the know-how they need to overcome them. Simply put, we help companies to grow their business in new

and existing markets. Our complete portfolio of services is integrated and tailored to the needs of our business partners. We help them grow with an unrivalled pan-Asian network, long-term relationships, plus in-depth knowledge of industries and local markets.

Our core business: Market Expansion Services



DKSH opens doors for companies to grow their business in existing markets and expand into new ones.

What we do

DKSH helps companies to grow their business in existing markets and expand into new ones. We do this by delivering the services our business partners need to achieve their goals, Market Expansion Services:

- **Comprehensive portfolio of services**

We help our business partners grow by providing a complete range of specialized services along the value chain: from sourcing, market analysis and research, marketing and sales to distribution and logistics and after-sales services.

- **Customized in every case**

Our services are precisely tailored to the exact needs of our clients and customers.

- **Integrated to leverage success**

Because we take profound responsibility for our business partners' goods, brands and markets, our Market Expansion Services offer more than just outsourcing particular activities. Our intelligently integrated and tailor-made services deliver seamless end-to-end solutions no matter how large – or small – the requirements.

A true service philosophy

Our business is about more than the exchange and promotion of goods. It is about a service philosophy that takes profound responsibility for the goods and brands of our clients. It is about a proactive approach that provides strategic advice based on the experience, know-how and networks of specialists working for DKSH. It is about gathering data from our hundreds of thousands of customers and translating this into highly detailed and up-to-date market information and advice.

An emerging industry

Market Expansion Services (MES), which has become part of the global outsourcing industry, is a highly attractive sector and promises substantial growth. Contrary to "conventional outsourcing" such as IT, payroll or accounting, which are mainly focused on cost reduction, Market Expansion Services are aimed at top- and bottom-line growth, increasing market shares, penetration and coverage as well as reducing fixed costs and complexity.

Asia Pacific predicted to be most promising MES market

MES is one of the most promising sectors in the outsourcing industry, with an estimated annual growth rate of 7.4% over the next five years projected by Roland Berger Strategy Consultants. With a strong growth forecast through 2019, they predict that this will drive the Asian MES market volume to a total of a projected USD 851 billion, which will make it by far the largest market in the world.

Learn more about our industry at:

www.dksh.com and
www.marketexpansion.com

Services we offer along the value chain

Comprehensive portfolio of services along the value chain



DKSH offers companies integrated and tailor-made Market Expansion Services along their entire value chain:

1. We provide access to a global sourcing network

Our unique sourcing network around the world and deep industry expertise enable us to provide any materials and products our customers need. We offer the perfect mix of cost-effectiveness, quality and dependable supply, while at the same time we ensure compliance with safety and environmental regulations.

2. We enable business partners to innovate for growth

In our application, formulation and product development laboratories, we generate new product ideas as well as develop and customize them. We work on new ingredients and technology applications, provide hands-on training and run acceptance tests. We take the information gathered from our market activity, combine it with our expertise to conduct feasibility studies, and turn our market insight into strategic advice for our business partners.

3. We open up new revenue opportunities for business partners

We offer a complete array of marketing and sales services for consumer goods, luxury and lifestyle products, healthcare products, performance materials, and technology products. We have a long-standing track record in brand-building and service all relevant channels to market, customers and outlets. In Asia Pacific, we offer comprehensive market coverage across the region to help our business partners grow their business.

4. We deliver what our business partners need, at the right time and place

With our unmatched logistics infrastructure and state-of-the-art distribution centers, we transport, store and distribute clients' products efficiently and professionally across all of Asia. As part of our comprehensive package of Market Expansion Services, business partners can outsource many additional specialized services, including product registration, regulatory support, customs handling, importation, logistics, repackaging, invoicing, cash collection and supply chain management.

5. We are at our business partners' service throughout the entire lifespan of their products

We provide a broad range of after-sales services and support that ensures top-quality standards, fast problem resolution and the ability to establish a high-value image. Our expertly trained teams provide customer service, repairs and maintenance, on-the-spot training and know-how transfer, offering real added value to clients and customers alike.

How we work with our partners

At DKSH, our business partners are either clients or customers, depending on their position in the value chain and the services we provide to them. Our business model is centered on DKSH's role as the key link between clients and customers. We help our partners in growing and adding value to their business and enable them to achieve lasting success.

As a result of our position as the leading Market Expansion Services provider with a focus on Asia, we benefit from economies of scale, unique cross-regional and cross-industry synergies and significant bargaining power with trade.

Leveraging on our strong market presence, clients can capitalize on the superior commercial terms and conditions made available by DKSH. On the other hand, our scope and scale allows us to provide our customers a comprehensive portfolio of products and services.

Our clients

Our clients – manufacturers of fast moving consumer goods, luxury and lifestyle products; pharmaceuticals, consumer health products and medical devices; specialty chemicals and ingredients; and advanced machinery or technical equipment – wish to sell their products in markets with high entry barriers.

Strategically, our clients want to grow their business by increasing sales in existing markets, enhancing efficiency and margins, or launching into new markets. We offer Market Expansion Services to clients from Europe and the Americas, and increasingly also for clients originating in Asia.

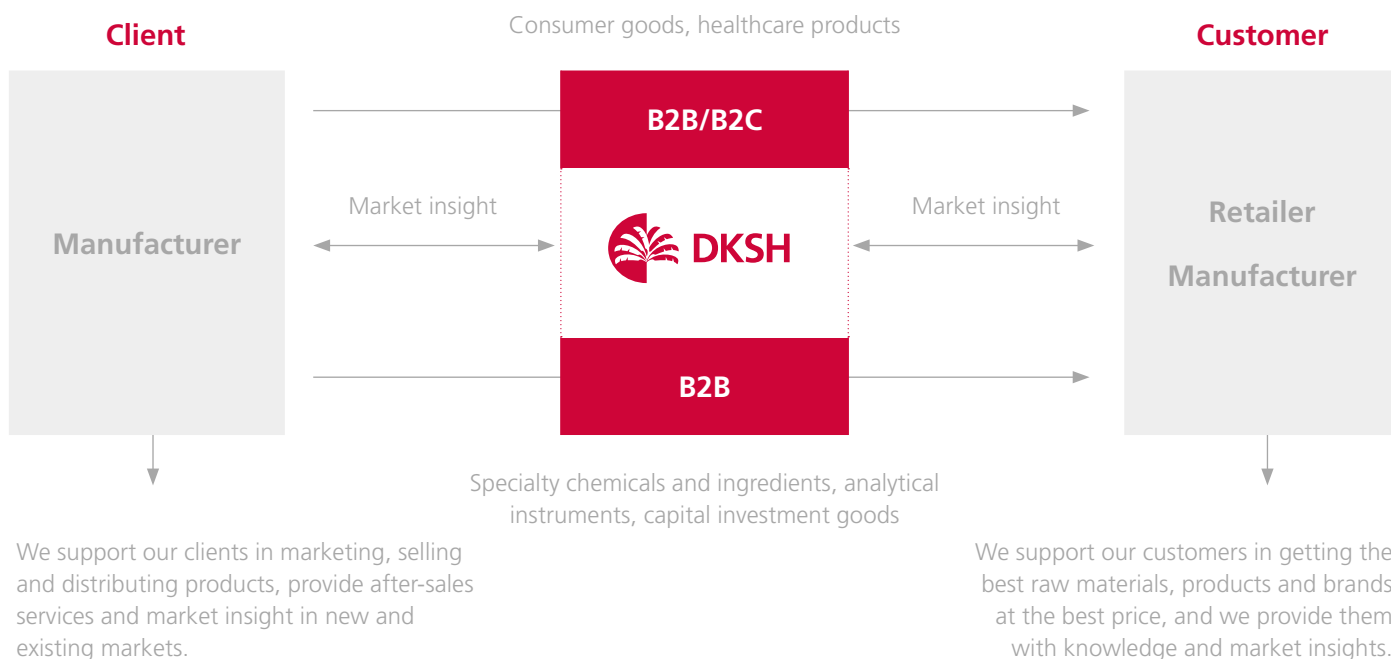
We support our clients in marketing, selling and distributing their products, as well as providing after-sales services and market insight.

Our customers

Our customers are either manufacturers to whom we provide raw materials or technical equipment which are processed or used in their own production, or retailers such as supermarkets, department stores, mom-and-pop stores, luxury and apparel boutiques, doctors, hospitals or pharmacists who resell the products we provide to end consumers.

Strategically, our customers want to increase their sourcing base, market shares and revenue opportunities.

We support our customers in obtaining the best raw materials, products and brands at the best price, while providing them with knowledge and market insight.



Our vision and strategy



Our vision is to be known as the leading Market Expansion Services provider with a focus on Asia.

Our vision is to be known as the leading Market Expansion Services provider with a focus on Asia. Anyone thinking of growing their business in or with Asia should think of DKSH first. To accomplish this, we drive a strategy for sustainable, profitable growth that continuously increases our market share and at the same time helps our business partners expand their business.

The cornerstone of our strategy is the continuous expansion and improvement of our successful business model. We stick to what we do best by doing more of the same, more efficiently. The strategy consists of three main areas that enable us to reach our vision:

Grow existing markets and Business Units

We focus on growing existing markets as well as existing Business Units through expanding the business of our current clients and customers by rolling out success stories across the region and new business development, complemented with strategic bolt-on acquisitions.

Strengthen service offerings

We continually strengthen and expand our range of service offerings across the entire value chain. To ensure the long-term success of our business partners, we constantly deliver more value-added solutions that give them a competitive advantage.

Increase operational efficiency

We continuously improve the efficiency of our processes. The quality of our services is based on best practices and standards throughout our entire organization. An efficient supply chain coupled with synergies across all Business Units and countries allow us to fulfill the diverse requirements of the businesses we serve.

Why partner with DKSH

150 years

of presence in Asia

165

distribution centers

27,600

specialists

27

innovation centers

5,500

clients

9.8 billion

sales in 2014 (in CHF)

35

countries

4

specialized Business Units



DKSH: where Swiss reliability and Asian can-do attitude merge.

Well-managed company

We are a reliable and financially stable Swiss company that has been doing business in and with Asia for 150 years. Through our professionalism and highest standards of corporate responsibility, we safeguard our partners' businesses and ensure full integrity of the value chain for our clients' brands.



An unrivalled capillary distribution network, state-of-the-art distribution and innovation centers.



The best people in the industry.



Customized solutions to grow partners' business.

Comprehensive network

We are a global company with more than 750 business locations in 35 countries worldwide. Because of our 150-year history in the region, we are deeply rooted in communities throughout Asia and have established a vast network of relationships and access to key stakeholders. Our in-depth knowledge of local markets and pan-Asian footprint allow us to provide regional solutions for our partners by replicating successful partnerships across markets.

Based on our capillary distribution network across Asia, we help clients to maximize market share and revenues. By connecting with our well-established local infrastructure, our partners can benefit from fast and cost-effective access to their target market. In this way, they can realize valuable economies of scale, without having to invest in fixed local infrastructure. This makes doing business less complex and minimizes risk. Together with the sheer size of our company, our unique market insight means superior information and market power for our clients.

Excellent execution and resourceful

People are the most valuable asset we have. We employ the best professionals in all areas of our businesses, dedicated to delivering the highest level of service excellence. We combine this commitment with state-of-the-art processes to improve our partners' business performance.

We strive to retain the entrepreneurial spirit that lies at the heart of our tradition. We speak and understand the language of all of those we do business with – giving us the ability to adapt to the businesses we serve in any local market.

Customer-centric, proactive partner

Our customer-centric approach means we serve the customer based on our unique market insight: by making customers happy, we grow clients' businesses.

We help our customers to secure and increase market share and grow their business through focusing on demand creation and meeting customer needs even better. We do this by providing leading marketing and sales competencies and utilizing the latest technologies.

In addition, we are the only company to deliver truly integrated end-to-end solutions. By providing all the necessary services and infrastructure from a single source, this means lower cost, enhanced transparency and greater accountability for all our partners.

We are a partner who proactively works in clients' and customers' interests, providing customized solutions, strategic advice and on-the-ground logistics to "make things happen."

Business Unit Consumer Goods

CHF 4.1 billion

Net sales (2014)

CHF 130.9 million

EBIT (2014)

14,560

specialized staff

310,000

retail outlets served

480

clients

22

countries



Our expertise and broad local knowledge, together with our infrastructure, enable us to better understand our business partners' needs and to deliver customized solutions to grow their businesses.

DKSH is a leading provider of Market Expansion Services with a focus on fast moving consumer goods, food services, luxury goods, as well as fashion and lifestyle products, and hair and skin cosmetics.

Our comprehensive Market Expansion Services extend from product feasibility studies and registration to importation, customs clearance, sales, marketing and merchandising, warehousing, physical distribution, invoicing, cash collection and after-sales services. Our expertise and broad local knowledge, together with our infrastructure, enable us to better understand our business partners' needs and to deliver customized solutions to grow their businesses.

The Business Segment Fast Moving Consumer Goods serves 310,000 retail outlets and operates 65 distribution centers in Asia. Serving more than 580 boutiques, shops-in-shops and brand counters, the Business Segment Luxury & Watches has a proven track record as a brand builder in luxury goods. Our Business Segment Gourmet Fine Foods caters to the rapidly growing hospitality industry in the region and serves more than 1,700 customers. DKSH is also the sole franchisee and distributor of Levi's® products in Thailand and Cambodia.

Success story – Growing OldTown White Coffee's business in Malaysia

By employing unique store insights and field marketing activities, DKSH improved sales for OldTown White Coffee in Malaysia.

Background

DKSH has been the exclusive Market Expansion Services provider in the modern trade channel for OldTown White Coffee, the Malaysian operator of a chain of café outlets and the world's largest white coffee producers, since 2010. We provide Market Expansion Services for OldTown White Coffee in Singapore, Taiwan, Thailand as well as their home market of Malaysia. This is an excellent example of how we provide regional solutions for our partners by duplicating success across markets.

Challenge

With modern trade retailers, like hypermarkets and supermarkets, operating centralized distribution centers and inventory management systems, buying is increasingly done at headquarter level. Stores are then automatically replenished from the distribution center. As a result of this change, OldTown White Coffee was finding it difficult to get an overview of individual store performance and influence sales at store-level in Malaysia.

Approach

DKSH, through our field marketing joint venture DKSH Smollan Field Marketing (DSFM), stationed field marketing representatives in all modern trade stores across Malaysia. The field marketers were equipped with mobile devices that run the proprietary SMART software. After analyzing the situation in the stores, results were shared in real-time with managers of DKSH, OldTown White Coffee and the stores. For the first time, the store man-



DKSH's field marketers keeping track of OldTown White Coffee in-store.

"The field marketing and sales capabilities of DKSH, together with their strong network across the country, enable us to grow our business across Malaysia."
K.C. Ong, OldTown White Coffee

gers and line buyers at headquarter level had access to accurate store-level data.

Results

Together with OldTown White Coffee, DKSH developed a strategy to optimize sales. Mr. K.C. Ong, General Manager, White Café Sdn Bhd, said: "I am impressed by the transparency that DKSH's SMART reports provide. The detailed store-level insights allow us to see trends and take action accordingly. The field marketing and sales capabilities of DKSH, together with their strong network across the country, enable us to grow our business across Malaysia."

It all goes to show: DKSH's customer-centric mindset and marketing, sales and IT capabilities are key to spotting growth opportunities and turning shoppers into buyers.

Business Unit Healthcare

CHF 4.5 billion

Net sales (2014)

CHF 128.7 million

EBIT (2014)

9,200

specialized staff

150,000

customers in Asia

380

clients

14

countries



With our leading marketing and sales competencies as well as our commitment to international quality standards and corporate compliance, we set the benchmark in Asia.

DKSH is a leading provider of Market Expansion Services for pharmaceutical, over-the-counter (OTC), consumer health and medical device companies seeking to grow their business in Asia. We provide access to multiple professional healthcare channels in 13 Asian countries, including hospitals, clinics, doctors, pharmacies, drugstores, dentists and optical outlets.

We offer a wide range of solutions, extending from registration, market entry studies, marketing and sales, redressing, physical distribution, as well as invoicing and cash collection.

With our leading marketing and sales competencies supported by regulatory affairs, customer care centers and logistics platforms as well as our commitment to international quality standards and corporate compliance, we set the benchmark in Asia.

Our integrated service offerings are unmatched across the region.

More than 9,200 healthcare specialists provide deep market knowledge coupled with breadth of capabilities that enables us to develop truly customized solutions. We support and represent 380 clients and over 150,000 purchasing and decision-making customers.

For companies wishing to license products in the Asian markets, we are a proven partner through stand-alone entities such as Medinova, Favorex and BiO-LiFE brand-owning businesses based in Switzerland and Asia.

Success story – Driving sales for Dr. Wolff in Hong Kong

Thanks to our customer-centric mindset, capillary distribution network and integrated service solutions, DKSH supported Dr. Wolff in successfully entering and gaining market share in a mature consumer health segment.

Background

Dr. Wolff, a German research-based consumer health company, chose DKSH to establish its well-known hair brand Alpecin in Asia, starting in Hong Kong, without having its own local presence. DKSH's unrivaled market coverage in Hong Kong and its relationships with chain drugstores allowed a fast product launch. Thanks to our successful relationship in Hong Kong, DKSH is now also driving Dr. Wolff's geographic expansion into Taiwan.

Challenge

As market leader in many countries, Dr. Wolff's brands are well-known in Europe and other parts of the world but only limited in Asia. A key challenge for Dr. Wolff was finding the right partner to provide it with services along the entire value chain and help it launch and introduce its technologically proven hair loss products to the mass market. Competition in the market place within Asia is strong due to other multinational brands and deeply rooted treatments in traditional Chinese medicine (TCM).

Approach

DKSH offered Dr. Wolff an integrated package of Market Expansion Services, ranging from registration, importation, marketing, sales and distribution to logistics and collection services. DKSH was able to leverage its strong customer relationship with the biggest chain of drugstores and pharmacies in Hong Kong to provide Dr. Wolff with exclusive access to Mannings



DKSH was able to leverage its strong key customer relationships with the biggest chain of drugstores and pharmacies in Hong Kong to provide Dr. Wolff with exclusive access and premium product positioning.

“DKSH supported Dr. Wolff in successfully entering and gaining market share in a mature consumer health segment.”

(300+ outlets in Hong Kong) ensuring premium positioning of the product. Benefits for Dr. Wolff were the strong below-the-line support by Mannings thanks to DKSH's market power, resulting in both attractive conditions for Dr. Wolff to get the brand into the store and a better positioning on the shelves. Excellent cooperation between Dr. Wolff and DKSH meant that the creative visual and copywriting initiated by Dr. Wolff had the desired marketing effect in the Hong Kong market. Supported by DKSH's extensive relationships with media agencies for above-the-line marketing campaigns, successful market entry of the product was then further accelerated.

Result

DKSH ensured that Alpecin is sold exclusively in all Mannings stores in Hong Kong – thanks to its excellent key account management with main chain stores. Furthermore, DKSH has ensured a consistent market launch and premium positioning of Dr. Wolff's product in Hong Kong.

Having been at home in Asia for nearly 150 years, we know how and where the selling is done and are therefore able to place the customers' needs at the center of our attention. That's how DKSH serves its clients.

Business Unit Performance Materials

CHF 781.9 million

Net sales (2014)

CHF 52.5 million

EBIT (2014)

950

specialized staff

20,000

customers

Network of more than

200

clients,

3,600

suppliers

27

countries



Using our deep industry expertise and the innovative approach of our specialists, we research, develop and launch new product ideas, value-added formulations and provide in-depth application expertise.

DKSH is a leading specialty chemicals and food ingredients distributor and global provider of Market Expansion Services. We source, develop, market and distribute a wide range of specialty chemicals and food ingredients to the specialty chemicals, pharmaceutical, personal care and food and beverage industries.

Thanks to our comprehensive network and global relationships, we provide reliable sourcing with instant access to markets around the world, obtaining the best products at the most advantageous prices.

Our 27 state-of-the-art innovation centers allow us to develop cutting-edge products and solutions that meet the evolving needs of our customers, create opportunities for our clients and strengthen our competitive market advantage.

Using our deep industry expertise and the innovative approach of our over 950 specialists in 27 countries, we research, develop and launch new product ideas, value-added formulations and provide in-depth application expertise.

This enables our over 200 clients, 3,600 suppliers and 20,000 customers to benefit from strategic market insights, reduced operating costs, decreased time-to-market intervals, competitive prices and new revenue opportunities as they grow their businesses in new and existing markets.

Success story – Cultivating success for DSM Food Specialties in South Korea

Through our extensive network of contacts and capillary distribution network across Asia, DKSH increased DSM Food Specialties' market share, and integrated its specialized staff, in South Korea.

Background

In 2014, DKSH started a strategic regional collaboration with DSM Food Specialties BV, a leading global manufacturer of food enzymes, cultures, savory ingredients and other specialties for the food and beverage industry, to market its food enzymes and cultures in South Korea.

Challenge

In order to position itself for sustainable growth and bring its specialty food enzymes and cultures portfolio to South Korea, DSM Food Specialties needed a leading Market Expansion Services provider with a strong capillary distribution network that could provide tailor-made services and extensive distribution opportunities.

Approach

We leveraged on our size, experience and industry know-how, together with our unmatched distribution network and regulatory footprint to allow DSM Food Specialties to expand in South Korea. DKSH provided a gateway to a large selection of local business partners, who were very interested in accessing DSM Food Specialties' product portfolio.



Representing DSM Food Specialties in the South Korean market.

“The collaboration has contributed to a top three ranking for DSM Food Specialties in the South Korean market.”

Results

The collaboration has contributed to a top three ranking for DSM Food Specialties in the South Korean market, increasing their sales and expanding their business, outperforming all jointly defined targets. Due to the success of the collaboration, DSM Food Specialties subsequently closed its premises and relocated its specialized staff to DKSH offices in South Korea, where DKSH is now entrusted with all business for DSM Food Specialties.

DKSH's in-depth expertise in the food and beverage industry, coupled with a comprehensive distribution network and global relationships, enables our business partners to focus on their core competencies while expanding in new markets.

Business Unit Technology

CHF 349.5 million

Net sales (2014)

CHF 11.5 million

EBIT (2014)

1,240

specialized staff

25,000

customers

680

suppliers

17

countries



Our comprehensive network, deep industry and local expertise enable us to understand our business partners' needs and deliver customized products and services that make them even more successful.

DKSH is a leading provider of Market Expansion Services for capital investment goods and analytical instruments. We offer total solutions in the areas of infrastructure, industrial materials and supplies, precision and textile machinery, semiconductor, photovoltaic and electronics, agriculture, hospitality as well as specialized industrial applications. In addition, we provide services ranging across market research, market entry consultancy, marketing and sales, application engineering, product sourcing, after-sales services, maintenance and repairs.

Our application engineering expertise enables our customers to make optimal use of the equipment we supply. We operate our own test and application laboratories, supplying customers with samples, conducting feasibility and validation testing, and helping them to develop new applications.

Our comprehensive network and deep industry and local expertise enable us to quickly understand our business partners' needs and to deliver customized products and services that make them even more successful. Our unparalleled network operates in 17 countries. We have extensive expertise across industries and employ 1,240 specialists, including 450 service engineers.

Our network, with a focus on Asia, serves a customer base of more than 25,000 companies, providing them with access to the latest technologies. We also identify opportunities and create new markets for a supplier base of 680 renowned European, American and Asian manufacturers.

Success story – Fueling our commitment to SGS Philippines

By using our fully-fledged service portfolio, DKSH helped business partner SGS Philippines to improve the services they provide to their customers in the petroleum, mining, food and safety industry.

Background

DKSH has been working with SGS, the world's leading inspection, verification, testing and certification company, for many years supplying them with analytical instruments to conduct their tests in various countries.

Challenge

SGS Philippines was looking for a modern, high-tech analytical instrument to improve the efficiency of their analyses of biodiesel blends. With industry players in a highly competitive market segment already having a direct and strong presence, DKSH and our clients had to prove the superiority of our solutions.

Approach

DKSH worked together closely with our client, Agilent, to understand SGS Philippines' requirements, hold in-depth product discussions and detailed product demonstrations (not only in our laboratory but also on our customer's site), go through DKSH's application and service capability, including hands-on training, and explain our strong after-sales service team. DKSH and Agilent also worked together to develop a new method to analyze biodiesel blends which reduced the analysis time from four hours to just 20 minutes.



SGS Philippines technician using analytical instruments supplied by DKSH.

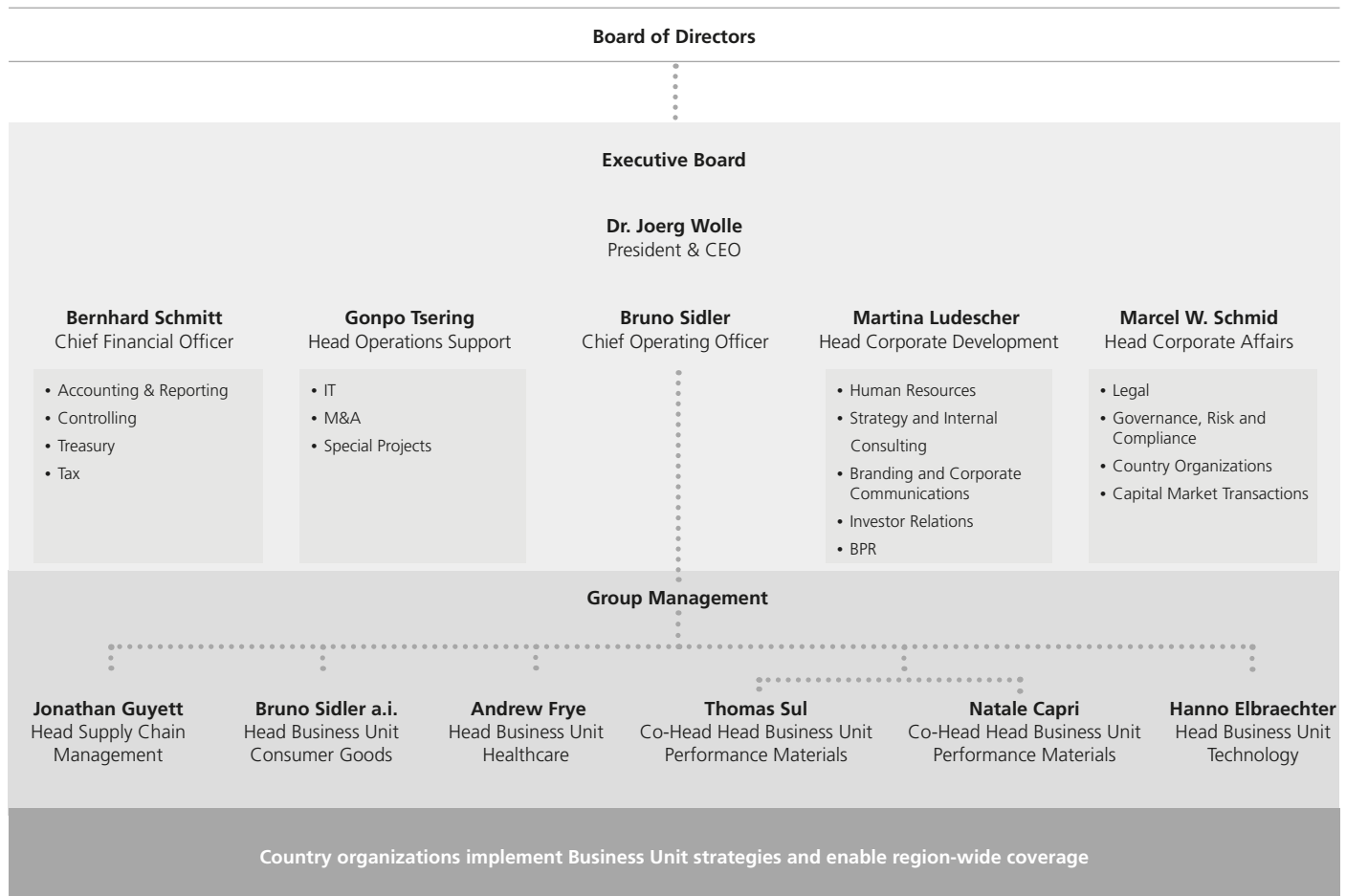
“Due to our fully-fledged service portfolio and working together hand-in-hand with our clients, we provided our customer with a solution that truly makes a difference in the services that they provide to their customers.”

Results

Due to our fully-fledged service portfolio and working together hand-in-hand with our clients, we provided our customer with a solution that truly makes a difference in the services that they provide to their customers. In addition, the new method of analyzing biodiesel has resulted in similar installations in other petroleum companies. Besides Agilent's analytical instruments, DKSH also provides SGS with solutions from our other partners Elementar and PANalytical equipment to cover the whole range of their product portfolio requirements.

DKSH's solution-orientated approach and customer-centric mindset makes DKSH a true partner, helping our business partners to achieve growth in the long term.

Organizational structure



With an organizational structure that cuts through the complexity of the businesses we manage, we are optimally organized for both today and tomorrow as we continue implementing our strategy for sustainable, profitable growth. Our structure seamlessly leverages the vast resources of knowledge and market power within our organization for the benefit of all stakeholders.

DKSH's overall strategy and direction is guided by an international Board of Directors. The Executive Board has executive management responsibility for the Group and ensures the implementation of our strategic goals across our markets and Business Units.

Our business activities are managed through four specialized Business Units.

Country organizations implement Business Unit strategies and enable region-wide coverage, while our Corporate Center provides cost-effective services and a Group-wide infrastructure.

Spanning Asia Pacific, Europe and the Americas, our comprehensive sourcing and distribution network serves hundreds of thousands of business partners every day.

Our Executive Board

At Group level, DKSH is led by a lean management team with extensive experience in Asia. The Executive Board has executive management responsibility for the Group and ensures the implementation of our strategic goals across markets and Business Units.



Dr. Joerg Wolle
President & CEO
(1957, Swiss and German)



Bernhard Schmitt
Chief Financial Officer
(1959, German)



Gonpo Tsering
Head Operations Support
(1956, Swiss)



Bruno Sidler
Chief Operating Officer
(1957, Swiss)



Martina Ludescher
Head Corporate Development
(1977, Swiss)



Marcel W. Schmid
Head Corporate Affairs
(1965, Swiss)

Our Group Management

Our business activities are managed through four highly specialized Business Units. Country organizations implement Business Unit strategies and enable region-wide coverage.



Jonathan Guyett
Head Supply Chain Management
(1967, British)



Bruno Sidler a.i.
Head Business Unit Consumer Goods
(1957, Swiss)



Andrew Frye
Head Business Unit Healthcare
(1965, American)



Thomas Sul
Co-Head Business Unit Performance Materials
(1965, Dutch)



Natale Capri
Co-Head Business Unit Performance Materials
(1970, Italian)



Hanno Elbraechter
Head Business Unit Technology
(1980, German)

Our people, values and promise to employees

People – the key to our success

Our people are the most valuable asset we have. It is their ideas, initiatives and decisions that drive our success. United by a shared corporate culture, we empower the best professionals in our industry to grow in their careers and to work together to achieve our vision of being known as the world's leading company in Market Expansion Services with a focus on Asia.

At DKSH, our people shape the long-term growth of our business as part of an energetic and successful team, and positively touch the lives of millions of people by providing them products that meet their daily needs.

A shared commitment

DKSH's success in the Asian markets is based on the fact that as a Swiss company – well known for quality and reliability – we have become familiar with many local environments and have adapted to them. While we are a truly multinational company, we are deeply rooted in the local communities we serve.

Today, our 27,600 people representing 63 nationalities, with hugely diverse cultural and educational backgrounds, work together in 35 countries serving clients and customers alike. We thereby ensure that there are always people who speak our clients' and customers' language and understand their culture.

Diversity comes naturally

Operating a business in a way that respects the inherent values and differences between countries and cultures is an essential success factor for multinational companies.



At DKSH, our people are the most valuable asset we have.

At DKSH, diversity is not just a concept that gathers dust in management manuals; nor is it a question of implementing quota policies. Diversity comes naturally to us and we have always recognized its value. After all, from the very beginning, DKSH's Swiss founders embraced cultures new and foreign to them. This legacy is reflected today in the highly diverse composition of our workforce.

Unique opportunities for unique people

Given the complexity of DKSH's business and the dynamic markets in which we operate, coupled with the ever-evolving needs of our business partners, we depend upon employees who can live up to the challenges we face everyday.

Success in our business requires people with an entrepreneurial mindset who can easily adapt to change, self-starters with leadership qualities and high potential. True to the spirit of our founders, our business model leaves employees a great deal of entrepreneurial freedom to run the busi-

ness within a centrally managed general framework providing IT, Finance, Strategy, Legal and Compliance, Communications and HR.

The flexibility to execute on a local level enables employees to take on responsibility to grow businesses and expand their professional expertise. Working in a dynamic environment alongside experienced colleagues is what makes them excel in their careers. At the same time, our incentive systems and performance management are geared to recognize achievement and development opportunities for high-performing individuals.

Empowering growth – the DKSH Fantree Academy

Having enough of the best fitting people is crucial to enable our strategy for sustainable, profitable growth. DKSH is dedicated to empowering our staff to grow professionally and aims to attract and retain the top talent in the businesses and markets it serves.

That is why we have established the DKSH Fantree Academy, our own in-house training and development center, providing a broad series of programs to develop the capabilities of our employees. The DKSH Fantree Academy offers a focused Group-wide aligned architecture that bundles our development needs into customized programs. It has two main branches: leadership and skills programs.

The leadership programs focus on developing core leadership competencies required at the different levels of seniority:

from front line managers in their first leadership roles, right up to our DKSH top executive team, who carry substantial responsibilities at Group-wide, regional and country levels. The programs aim at establishing a common DKSH leadership culture, strengthening our capabilities for strategy execution as well as supporting the development of our internal pool of talents at all levels of the organization.

The skills programs support staff members to further develop specific competencies relevant to their respective functions and areas of development. While the essential skills programs cover the soft skills required at various levels across Business Units and support functions, like “presentation” and “operational finance,” the functional skills trainings are specialized by functional job area, such as Client Management, Category Management, Field Sales, Customer Account Management, Trade Marketing or Business Development.

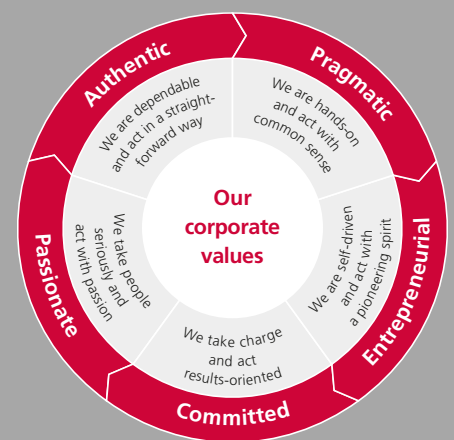
Our corporate values

In a world where products, processes and technologies become easier to duplicate, true competitive advantage stems not just from organizational capabilities, but requires a corporate culture that is hard to imitate or reproduce. Despite the diversity of our people, the geographies we are in and also the diverse industries we serve, a very unique corporate culture has emerged over the decades.

Five meaningful values reflect this unique culture and are reinforced in all aspects of our business. DKSH’s reputation is based on our authentic, pragmatic and entrepreneurial approach to finding tailor-made solutions. Our commitment and passion drive the sustainable business results we achieve for our business partners and ourselves.



We invest in our people by creating an environment of continuous learning and personal development that enables them to deliver their best.



Supporting local communities



As we are deeply rooted in the communities we serve, we actively engage in a wide range of local initiatives.

Throughout our history, being a responsible corporate citizen has been the foundation of our success. At DKSH, we do business in a way that is profitable while also taking care of and having a positive impact on society.

As we are deeply rooted in the communities we serve, we actively engage in a wide range of local initiatives. DKSH encourages and empowers its local entities to initiate their own as well as cooperate in regional or Group-wide initiatives that may be centered on infrastructure development, disaster recovery, environmental programs, education or philanthropic projects.

Along with growing our business, we contribute to the development of infrastructures and promotion of economic development across Asia. As a company with a long-term focus, we offer employment security and provide stability to local communities. With us, local talents in Asia receive training, knowledge and opportunities to develop themselves within an international environment. Our capillary distribution network enhances the quality

of life of millions of people as we distribute consumer goods and healthcare products to meet their daily needs.

In 2014, we continued to demonstrate this commitment to local communities through new and existing initiatives. These projects include donating Christmas presents to disadvantaged children in Taiwan, sponsoring a rugby day with disadvantaged and disabled children in Cambodia, preparing and distributing food to the needy in Hong Kong and organizing the Fantree Club-Alladdin charity run 2014 in Malaysia raising funds for welfare homes for the elderly and underprivileged children.

DKSH continues to support local charity programs through donation and volunteering efforts of our local employees. This includes:

Giving children the Right to Play

Since 2006, DKSH has been an avid supporter of the global organization Right to Play. Right to Play uses the transformative power of play to educate and empower children and youth. DKSH supports a pro-

gram that the organization operates in Thailand which aims for the holistic development of children and youth in selected schools, youth centers and surrounding communities by using sport and play-based learning activities. This program is carried out in collaboration with the Thai Ministry of Education and the Ministry of Justice.

Helping Japan's earthquake victims

The Fantree Scholarship was established in response to the Great East Japan earthquake and tsunami of March 2011 and is awarded to students orphaned by the disaster who need assistance to continue their education. The fund was contributed to by business partners and employees from around the world, with all donations matched by the DKSH Group. This scholarship helps support the students' education financially without obligation for a maximum term of seven years until they graduate from college. To date, seven of the students have successfully entered university and three are currently in high school.

Providing medical care for people in need

DKSH's Customer Care Center (CCC) in Thailand organized an activity named the "DKSH-CCC funfair." The money raised during the activity was donated to the Princess Mother's Medical Volunteer Foundation to purchase medical devices. This organization, founded under the royal patronage of the Princess Mother, is the largest volunteer medical service operating in Thailand. Established in 1969, the Foundation pioneered the development of free medical care for people in distant areas. At present, the Foundation has a network of medical teams operating in more than 50 provinces of the country.

Governance, risk and compliance



Ethical behavior and compliance are at the core of DKSH's value system.

Governance, risk and compliance at DKSH operate as multi-layered disciplines, aiming to ensure responsible behavior throughout the Group as well as protecting your business and our employees.

Governance and compliance – ensuring responsible behavior

We are firmly committed to lawful and ethical behavior and compliance with laws, regulations and international standards. Since 2008, DKSH has been operating a centralized compliance function which focuses on creating awareness and monitoring compliant behavior by all our staff.

We place great emphasis on adherence to our core compliance policies, such as our Code of Conduct, which clearly sets the standards of how we do business.

Our business operates along a clear Business Unit structure that runs across country borders. Due to the diversity of our business, compliance activities relating to specific operational business requirements are dealt with in a decentralized manner by specialist functions in the busi-

ness, such as Regulatory Affairs in Business Unit Healthcare.

For governance and compliance matters, however, responsibility rests with the Head Country Management and local Country Management Teams. They are custodians for the execution of corporate policies and guidelines and to ensure compliance with local laws and regulations.

Some of our businesses are more exposed to the risks generally associated with being a service provider. Following a risk-based approach, we launched an enhanced Anti-bribery and Corruption policy in 2012, supported by global and local training programs. A comprehensive policy was also rolled out specifically for sales intermediaries as well as our specialists dealing with healthcare professionals.

Risk management – keeping your business and our people safe

Our centralized risk management function actively supports DKSH's strategy for sustainable, profitable growth by focusing on key strategic risks for the Group, Business

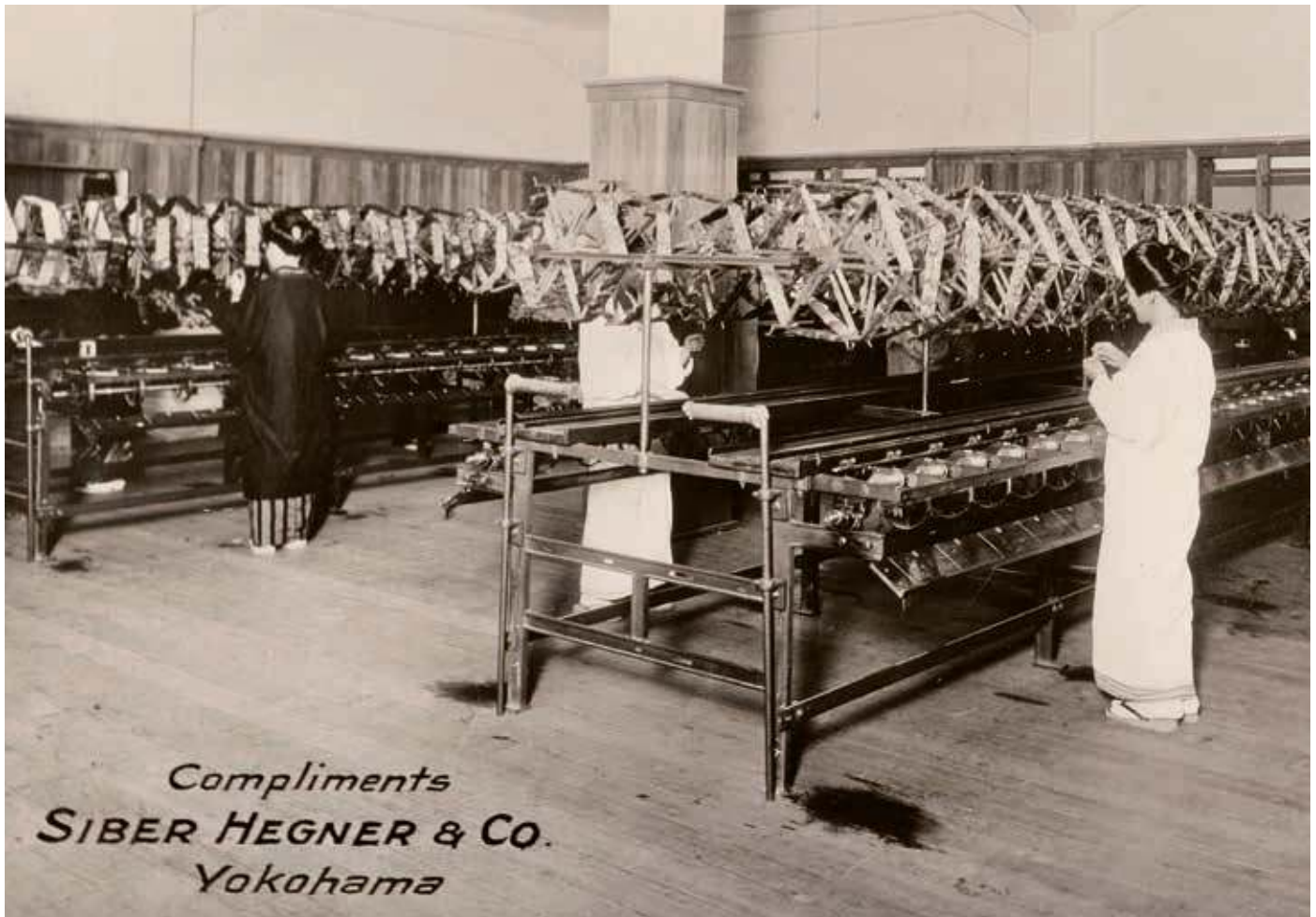
Units and countries. These risks are periodically reviewed jointly with the Executive Board and reported to the Board of Directors' Audit Committee. Additionally, risk management processes have been implemented in all major country organizations, with a focus on our strong local functions that enable and support the various businesses in a country.

Risks are assessed, monitored and mitigated in a decentralized manner where they originate, either directly in the business or in the various corporate functions, such as Finance, Supply Chain, IT, HR, Legal and Compliance, or Communications.

In today's interconnected and interdependent world, disruptions in the supply chain represent enormous risks to business. From a corporate perspective, we are addressing these risks by establishing Group-wide business continuity planning and crisis management. As the past years have shown, DKSH's business model has proven to be highly resilient even in the event of natural disaster – like the extensive flooding in Thailand in 2011 – due to our high diversification and diligent risk management.

Furthermore, DKSH continues to transfer risks by securing adequate insurance coverage. Today, centrally managed and supervised insurance programs are in place to protect our asset base against significant losses and negative effects from business interruption.

Celebrating 150 years of DKSH



In the 1920s, SiberHegner was the largest exporter of Japanese silk in the world.

In 2015, DKSH is celebrating its 150th anniversary. We are going to take you on a journey from the company's mid-19th century origins, making a short layover in the present before heading into the future.

The DKSH story charts the path of globalization. For 150 years, DKSH has embarked on a successful journey to become the leading Market Expansion Services (MES) group with a focus on Asia. En route, DKSH has created solutions to myriad business challenges. By doing so, the firm has constantly reinvented itself to meet the evolving needs of clients and customers in Asia.

"Go east, young man"

The DKSH journey began in 1865. Asia's vast, untapped opportunities encouraged three adventurous Swiss entrepreneurs to journey into the unknown. Caspar Brennwald (who later partnered with Hermann Siber-Hegner), Wilhelm Heinrich Diethelm and Eduard Anton Keller followed the prevailing advice of the day to: "go east, young man." Independently, they sailed the oceans and endured many setbacks to reach new territories in Asia.

The three adventurers established flourishing trading houses. In 1865, Siber & Brennwald was founded in Yokohama, Japan. In the Philippines in 1868, Eduard Anton Keller joined C. Lutz & Co. in Manila, which he acquired in 1887 and renamed Ed. A. Keller & Co. And in Singapore, Wilhelm Heinrich Diethelm joined Hooglandt & Co. in 1871, which he took over in 1887 and set-up Diethelm & Co. Ltd.

By the turn of the 20th century, Siber & Brennwald was a leading player in the silk export industry in Japan. In Singapore, garment trading was the soul of Diethelm & Co. Ltd., and in the Philippines, Ed. A. Keller & Co. focused on importing consumer goods. Their business achievements saw the entrepreneurs assume diplomatic responsibilities to help build Switzerland's commercial interests. Caspar Brennwald became the first Swiss representative in Japan and Eduard Anton Keller was appointed Consul in Manila.

20th century opportunities and challenges

The three founding fathers had created strong legacies for the next generation, but the 20th century presented formidable challenges with two world wars, the Great Depression, social unrest, natural disasters, plus unprecedented economic prosperity.

In 1923, Japan's Great Kanto Earthquake and the onset of the Great Depression destabilized SiberHegner & Co. It was transformed into a public limited company headquartered in Zurich, and Willy M. Keller came onboard as shareholder and Vice Chairman in 1932. Meanwhile, Diethelm & Co. had expanded its South East Asian footprint, opening offices in Penang (Malaysia), Saigon (Vietnam) and Bangkok (Thailand), and recorded strong growth, particularly in the travel industry.

The final quarter of the 20th century rejuvenated Asia's economic landscape, with

China starting to open up and the Tiger Economies delivering impressive growth. The three companies prospered, but in 1997 the Asian financial crisis was a costly wake-up call.

Ties between the Diethelm and Keller dynasties dated back to the early 20th century, so when the fourth generation of the two families collaborated to chart their companies' future, they did so with a strong sense of tradition. The founding of Diethelm Keller Holding Ltd. on June 16, 2000, was a testament to changing times. Around the same time, SiberHegner was successfully restructured, and posted a record profit in 2001. Diethelm Keller Holdings' Board of Directors monitored the turnaround, and negotiations began to repeat the exercise by merging the two companies that were well matched in terms of service offerings and country coverage.

New chapter in the DKSH success story

On June 19, 2002, the merger between Diethelm Keller and SiberHegner was completed, forming the DKSH Group. By reinventing the conventional trading company and creating a distinctive new category, Market Expansion Services (MES), DKSH has achieved strong annual growth each year since 2002, and created more than 13,500 jobs. The MES model has navigated a new path along the irreversible road to globalization. Our services take outsourcing to a new level, adding value for our clients and helping them to achieve unprecedented success in Asia.

To continuously improve our business model, DKSH concentrates on three main pillars. First, we expand existing markets and business units through organic growth, business development and rolling out success stories across Asia, complemented with strategic bolt-on acquisitions. Second, we continually strengthen and expand our range of service offerings across the entire value chain. Third, we continuously strive

to improve the efficiency of our processes.

At DKSH, people are our most valuable asset. Today, our 27,600 people, representing 63 nationalities, work together in 35 countries. Each one positively touches the lives of millions of people by providing the products that meet their daily needs. DKSH is dedicated to empowering its people to grow personally and professionally. This is achieved through the DKSH Fantree Academy, our corporate in-house training and development center that offers Group-wide programs focused on core leadership capabilities and functional skills.

DKSH of tomorrow

Digitization is perceived as the major topic of the 21st century and offers increased opportunities for companies to enhance growth, improve efficiencies and develop their business operations in new and existing markets. Digitization is reshaping and opening up new paths for companies to interact with and influence customers, using tools such as social media, digital marketing and big data analysis.

DKSH is well positioned to provide our clients and customers with the best mix of market expansion and digital transformation services. While digital specialists only serve specific steps of value creation, cross-regional MES providers like DKSH offer an integrated approach to supporting companies along the entire value chain and are in an optimal position to drive omni-channel market expansion.

By continually staying ahead of the game and adapting to new trends, we look forward to remaining the leading Market Expansion Services provider into the future.

Stories from our history

"Go east, young man"

The DKSH journey began in 1865. Asia's vast, untapped opportunities encouraged three adventurous Swiss entrepreneurs to venture into the unknown. Caspar Brennwald (who later partnered with Hermann SiberHegner), Wilhelm Heinrich Diethelm and Eduard Anton Keller followed the prevailing advice of the day to: "go east, young man." Independently, they sailed the oceans and endured many setbacks to reach new territories in Asia.

The three pioneers established flourishing trading houses, importing goods from Europe to Asia. In 1865, SiberHegner was founded in Yokohama, Japan. In 1887, Eduard Anton Keller founded Ed. A. Keller & Co. in Manila, Philippines, and Wilhelm Diethelm founded Diethelm & Co. Ltd. in Singapore. And so began our role in helping to establish local industries and facilitating globalization.

Illuminating Asian metropolises

Seizing the opportunity of the opening up of trade flows in and out of Japan and China, one of the first big industrial consignments SiberHegner had shipped from Europe to Japan via the Suez Canal was a set of gaslights from Switzerland destined for Yokohama.

In autumn 1872, the Japanese port city, which at that time already counted more than 300 foreign merchants, saw its first gas lamps burning thanks to DKSH's forefathers. Shortly after, we also supplied gas lamps for the iconic Bund in Shanghai.

The silk road to success

With Japan's entry into global trade, we saw the first wave of what we today call globalization. SiberHegner enabled and facilitated this trend, particularly through the development of the export of raw silk, Japan's number one export item in the late 19th century. Due to our specialist knowledge, SiberHegner enjoyed a market share of over 40% in the raw silk market in 1890.

Due to our commitment and entrepreneurial spirit, our activities went far beyond the conventional trading effort. We imported silk seeds (the eggs of the silkworm moth) to upgrade the Japanese species, engaged Swiss and Italian textile specialists to improve the Japanese methods of processing raw material into silk fabrics and did research as well as quality control in our own laboratory. This promotion of the Japanese silk industry was later repeatedly acknowledged and honored by both the Japanese Imperial Court and the Japanese government.

A bear keeps us ahead of the game in Thailand

After World War II, Diethelm Bangkok took over the rights to sell products for the Bernese Alpine Milk Company, which produced a sweetened condensed milk, called Bear. It was challenging to sell the product as cow's milk had never been part of the Thai diet.

In addition to targeting cinema audiences, the company used floating cinemas – boats equipped with a film projector and a screen – which travelled along Bangkok's canals to promote the new milk brand in less accessible districts. The publicity blitz for the Bear milk was very powerful indeed – so powerful that Thai people might have got the impression this milk actually came from bears.

Such innovative and creative marketing efforts paid off. With more and more Thais consuming milk, sales steadily increased and the new brand found its way into many local kitchens.

Making Levi's a model partnership

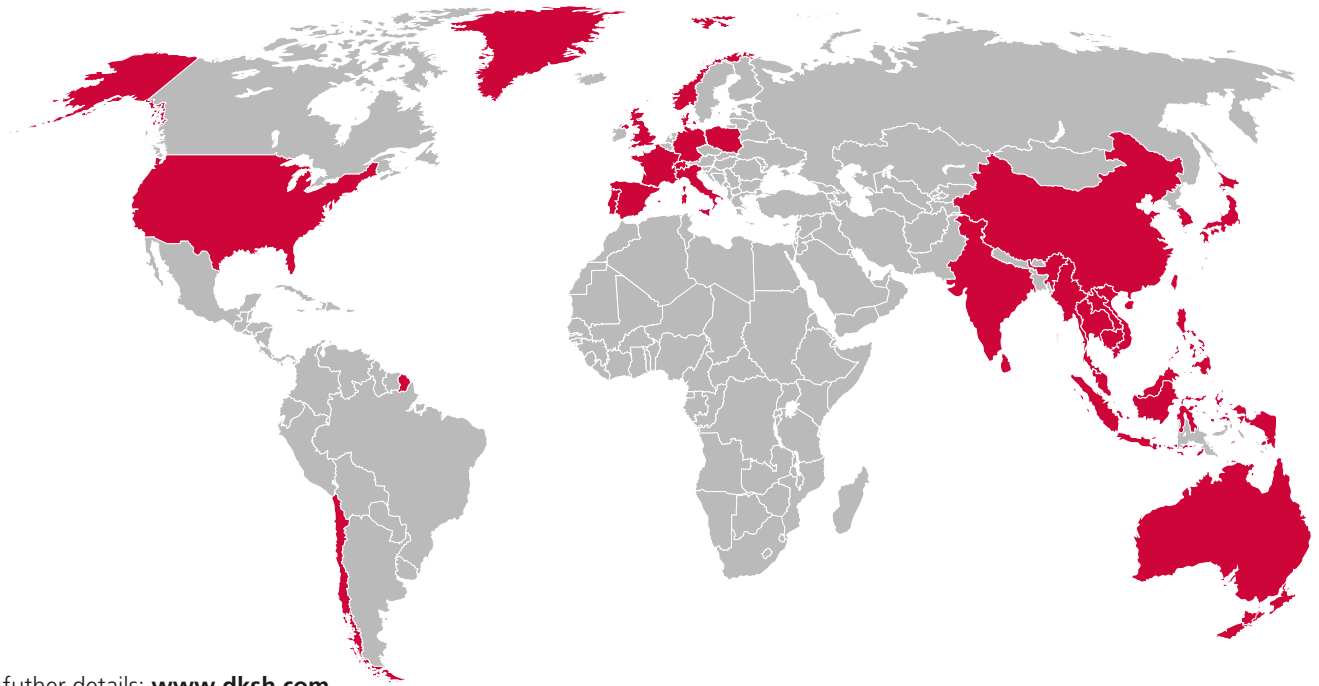
Diethelm Bangkok has been working with world-famous US jeans company Levi's® for 30 years. Initially starting with a sales and distribution agreement, after a few years, we invested in our own production facilities. Nowadays, we provide Levi's with Market Expansion Services across the entire value chain.

Determined to help Levi's expand its market share and ensure that their world-famous brands delight not only men but also women as well as young and rural people, DKSH convinced Levi's to tackle these challenges through innovative campaigns.

One such campaign was the nationwide search for the Levi's 501 man. It drew men from all major provinces to compete to become a Levi's model. The competition brought Levi's to new marketing territory and the winners started successful modelling careers.

DKSH has made Levi's the No. 1 jeans brand in Thailand and further strengthened the company as the authority in jeans wear, for men and women.

DKSH locations worldwide



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Corporate Brochure 2015

Publisher

DKSH Holding Ltd.
P.O. Box 888,
Wiesenstr. 8,
CH-8034 Zurich
communications@dksh.com

Layout

Jeannine Grabolle

Printing

Feldegg Medien

Photography

cover: Nezu Jinja, Tokyo, Japan
page 30: Right To Play
page 34-35: [iStock.com/Sean Pavone](https://www.istock.com/Sean-Pavone)
All other photos from DKSH's collection
