

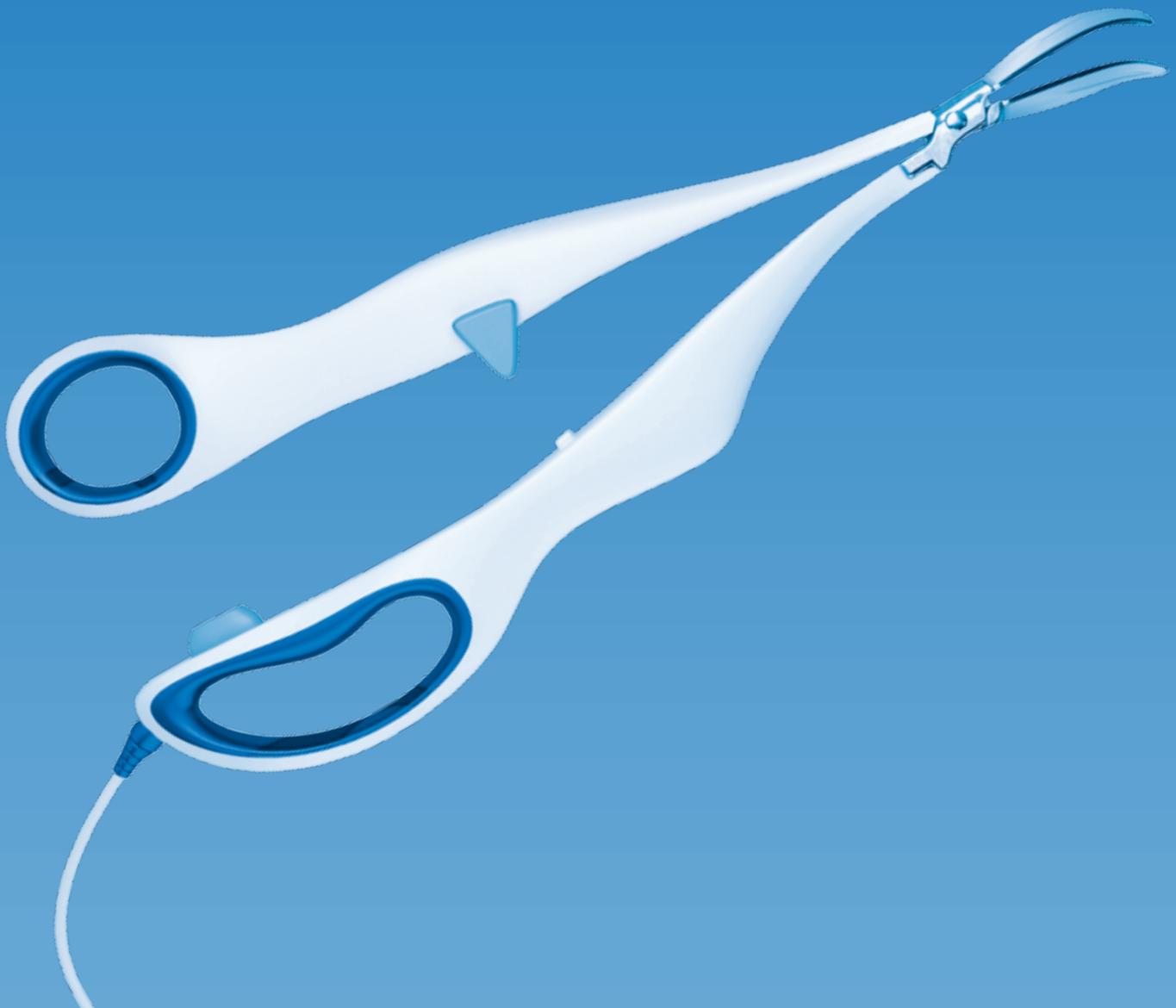


**RÖCHLING**

2016

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# Competence in Plastics



# Profile of the Röchling Group

The Röchling Group has operations around the globe and represents competence in plastics.

Röchling's fundamental values are:

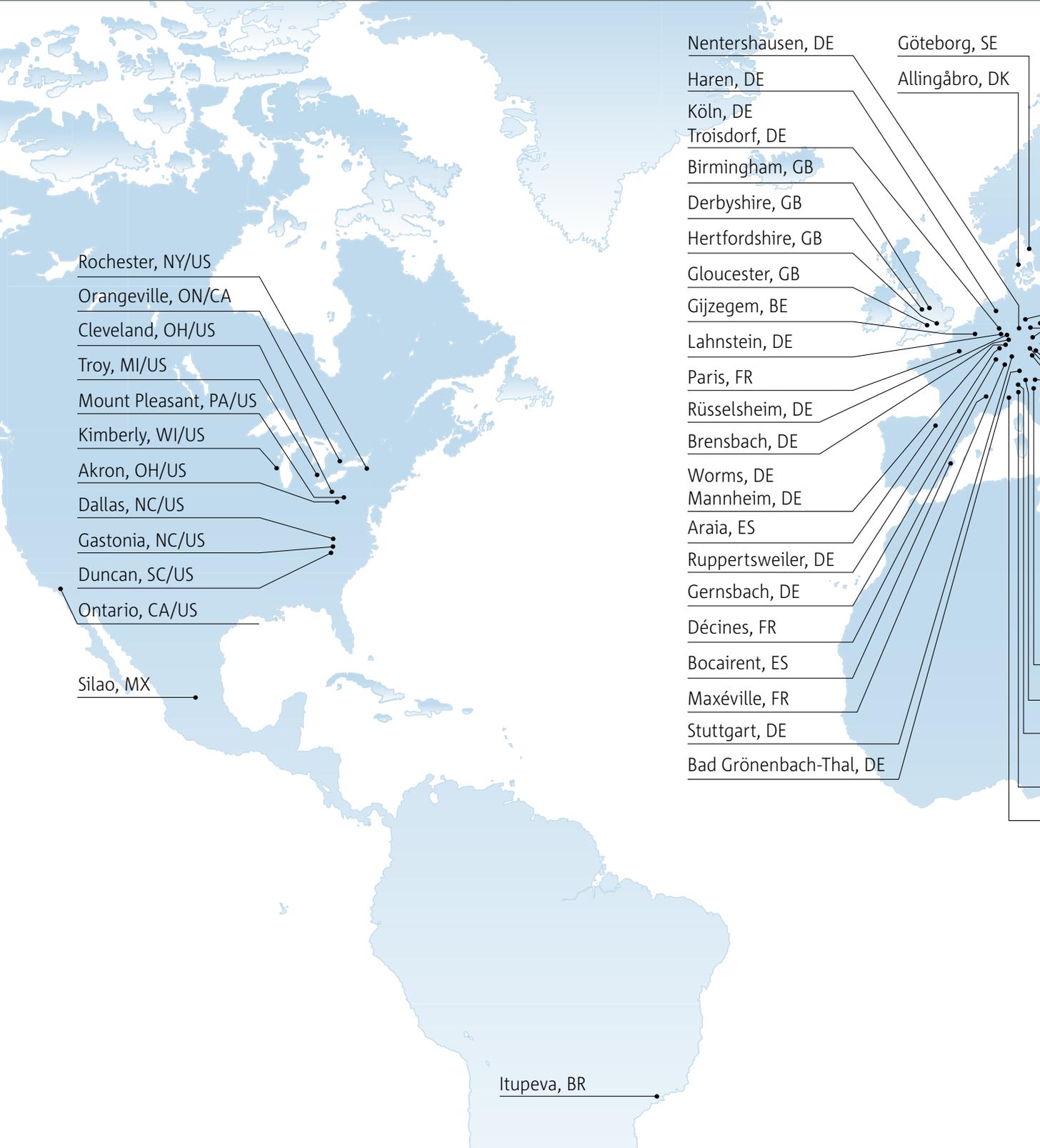
- competence,
- quality,
- innovation

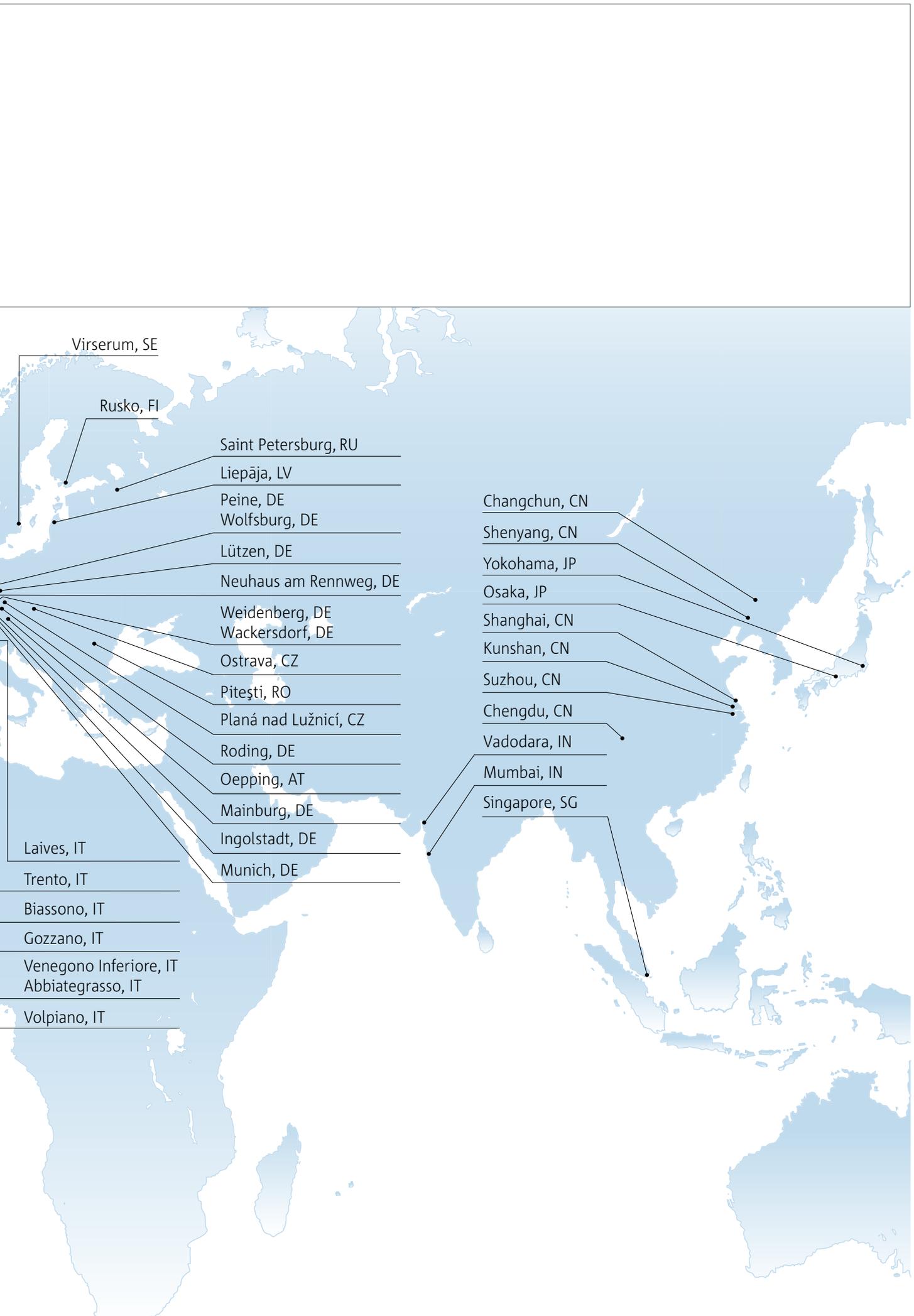
in the processing of engineering plastics.

Key Figures	2015	2014	2013	2012	2011
Sales (in EUR m)	1,555	1,364	1,283	1,193	1,134
EBIT (in EUR m)	135.9	102.9	90.1	85.1	79.6
EBIT (in percent)	8.7	7.5	7.0	7.1	7.0
Shareholders' equity (in percent)	42.1	41.9	40.0	42.1	41.3
Employees (as of December 31)	8,400	7,880	7,463	7,165	6,559



# A Global Presence: 77 Companies in 22 Countries





# Competence, Quality, Innovation



## **Our Claim**

The Röchling Group, founded in 1822, has been active in plastics processing for over 90 years. Step by step, our Company has extended its activities with high-quality materials and state-of-the-art technologies. This, combined with our employees' expertise, is what makes Röchling a reliable partner of customers around the world today – competence in plastics.

## **Competence, Quality, Innovation**

Today, many internationally active enterprises require their suppliers to be present around the world. They should quickly respond to the wishes of local customers while simultaneously adhering to uniform standards worldwide. For the most part, neither large enterprises nor small companies fulfill both requirements. However, Röchling accomplishes this with ease.

Our customers reap the benefits of speedy implementation, competence, and flexibility in order processing guaranteed by our small and medium-sized companies, as well as of the global standards, the mutual support and clout of a powerful group.

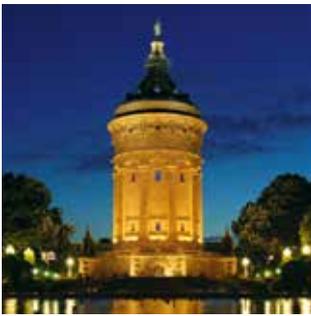
With decades of expert competence, high and uniform quality standards, and recognized innovation oriented toward customer needs, the Röchling Group is impressive on all fronts.

We have at our disposal a wide variety of innovative products and state-of-the-art plastics processing technologies that is unique worldwide. Our high quality standards equip us for any task, now and in the future. This is what the Röchling name and the Röchling logo represent.



# Röchling Group

Headquartered in Mannheim, Germany, our global plastics group encompasses 77 sites. Together, they employ 8,400 people in 22 countries around the world.



Our globally positioned Group of small and medium-sized companies is a world leader with a wide-ranging technology base in all areas of plastics processing. With our three divisions Industrial, Automotive, and Medical, we generate annual sales of EUR 1.6 billion on the European, American, and Asian continents.

Strong growth and the swift pace of innovation characterize the market environment in which the Röchling Group does business. Few industries can compare with the plastics industry's current potential. In recent decades, plastics have spread at an unparalleled rate. Plastic has made its mark on the lives of people from Greenland to South Africa and from Colombia to Australia. In the twenty-first century, no other material will rival plastic in significance.

## Material of the Future

These factors form the basis of the Röchling Group's long-term entrepreneurial growth strategy. In focusing on plastics processing, we are concentrating on a material with outstanding future prospects. We have substantially promoted the development of plastics in recent decades and now benefit from the experience and specialized knowledge that our employees have amassed over the years.

Three corporate principles have been the foundation of the Röchling Group's rise to the leading international ranks among plastics companies – **Competence, Quality, and Innovation.**

# Röchling Group

Sales: EUR 1.6 billion

Employees: 8,400

Industrial  
Division

Automotive  
Division

Medical  
Division

**Competence** means that Röchling companies are leaders in their business. The Group covers the full range of quality plastics and all major plastics processing techniques.

We at Röchling believe **Quality** means that our products and our service meet our customers' exact requirements. We keep our promises.

A spirit of **Innovation** is required in order to competently advise our business partners. That is why Röchling leads the field in the technological development of products, applications, and processes.

For example, the innovative product range of the **Industrial division** encompasses a wide range of semi-finished products, profiles, cast and injection-molded parts, as well as finished parts made from standard plastics and technical high-performance plastics that are machined, coated, and ready to use.

The **Automotive division** provides automobile manufacturers and system suppliers all over the world with technologically superior plastics applications that are being implemented to solve the current challenges of the automobile industry – reduction of emissions, weight, fuel consumption, and costs.

The **Medical division** offers customers in the medical technology and the pharmaceutical industries injection-molded components and blow-molded primary packaging. These products are used in devices and instruments in the areas of surgery, pharmaceuticals, diagnostics, and dialysis.

# Industrial

The Industrial division supplies the global capital goods industry with customized solutions.

Röchling entered its plastics age over 90 years ago, and plastics have shaped the Company's history ever since. With our thermoplastic and composite materials, we offer a customized solution for nearly all areas of the capital goods industry. The foundation of this approach is our competent consulting, marketability, and the true commitment to technological progress. Röchling's Industrial division and its workforce of 3,780 employees at 39 sites around the world are active in various business units and achieve sales of EUR 700 million.

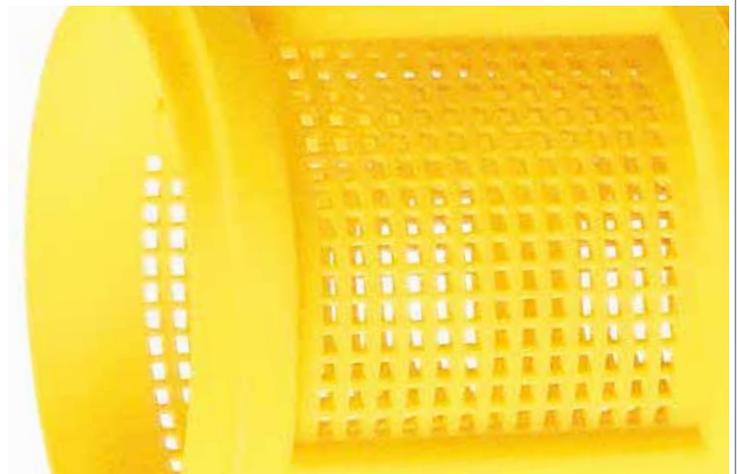
## **Customized Solutions for All Industries**

The Industrial division's products are used in a wide range of industries – in the food industry, for example, as cutting boards, or as storage tanks for chemical substances and process containers in chemical engineering and tank building. They are employed in the anti-static ventilation systems and manufacturing equipment used for semiconductor and clean-room technology as well as for manufacturing the photovoltaic modules for solar panels. In the packaging and beverage industries, they are used in sliding and conveyor components to enable low-friction transportation from one spot to another. In medical technology, our products are used, for example, for MRI examination tables, sterilization trays, test implants, or as machined parts for surgical instruments. They are indispensable as large-volume insulation components in transformer and generator manufacturing or as interior and exterior cladding for commuter trains and buses.

Be it mechanically solid or flexible, easily machined, light, resistant to chemicals, extreme temperatures or UV light, antimicrobial, low-friction, low-abrasion, electrically conductive or insulating – our plastic products have the exact properties our customers need.

## **Broad Range of Processes**

Plastics are a dynamic market environment with a secure future. Fast-paced innovation cycles and increasingly sophisticated customer requirements regarding specific product attributes as well as manufacturing precision and dimensions have a major influence on business in the Industrial division. We cover the entire range of products and production processes by dynamically transferring expertise between companies within our Group as needed. As a group of specialized companies, Röchling possesses materials, process, and industry expertise that allows it to offer its industrial customers and distributors tailored specialist advice. The Röchling Group thereby profits from the positive trend in the plastics industry and is preparing for the future in order to maintain its position as a technology leader in thermoplastics and composite materials.



# Automotive

The Automotive division is one of the leading manufacturers of systems and modules made of polymer materials for air flow and fluid management, acoustics, and thermal management.

The partnership between Röchling and the automobile industry began in the 1950s. The processes and products used have changed over the course of time. The high standards expected of quality and customer service have remained.

Röchling's Automotive division and its workforce of 4,600 employees at 34 sites are active around the world and achieve sales of EUR 800 million.

## Helping Achieve Greater Efficiency

In an age when sustainability is being promoted vigorously, the automobile industry is facing the primary task of making its vehicles more efficient. The use of plastics represents an important contribution to this. Röchling develops technologies and solutions which make a key contribution to reducing weight, consumption, cost, as well as CO<sub>2</sub> and noise emissions. The solutions that the automobile industry is looking for are being found by Röchling's developers, particularly in the fields of air flow and fluid management, acoustics, and thermal management. Our specialists ensure that fuel consumption is reduced by optimizing air currents and improving a vehicle's comfort without increasing its weight.

Röchling manufactures many air flow management modules and components: ducts, air filters, intake manifolds, and complete air induction systems. Windshield cowls and air ducts take care of the interior, while air flap systems, underbody panels, and wheel arch liners ensure outstanding aerodynamics and

acoustics. Degas bottles and cooling-water pipes are important elements of thermal management. We support the vehicles' structures with trays and pans, and we help to improve the aesthetics with door panels and car body coverings. With technologically advanced applications made from thermoplastics and composite materials, as well as fiber mat specialties, Röchling is one of the leading suppliers in the engine compartment, underbody, and structural component areas.

## A Reliable Partner for Automobile Manufacturers

The range of functions we cover is broad. Whether it's high-quality trim, protection of power trains, or optimization of acoustics, aerodynamics, and cooling areas, we provide our customers with individually tailored solutions. All the components, modules, and systems from this division are characterized by their low weight and satisfy customers' individual standards thanks to specific attributes, such as multifunctionality or special design features. That is why the Röchling Group is the development and production partner of choice for almost all the renowned automobile groups in the world in a market shaped by rapid innovation cycles for products and processes. What customers most appreciate about Röchling Automotive is its high level of innovativeness in the product and process solutions field, as well as its global positioning in this intensely competitive, fast-growing market.



# Medical

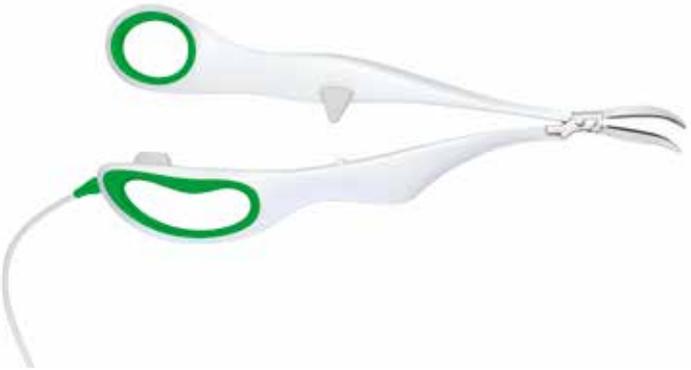
The Medical division makes available to its customers from the worldwide medical products and pharmaceutical industry a comprehensive and unique range of plastic products. Patient safety is the top priority here.

The life sciences sector is experiencing dynamic growth internationally. Among the companies that are active in the life sciences area are providers of medical technology products, pharmaceutical companies, and biotechnology firms. For decades they have all relied on plastic products from Röchling. Our new Medical division satisfies this large and specific demand, is highly innovative, and is growing rapidly.

We supply the pharmaceutical industry with primary packaging systems, such as bottles and closures, as well as drug delivery systems. For the area of diagnostics, we manufacture special canisters, containers, and specimen containers. The medical technology sector uses Röchling-produced dialyzers, disposable products for infusions, and equipment for minimally invasive operations. All products are subject to extremely high standards for safety and performance – the well-being of the patient is the measure of all things. Accordingly, outstanding quality and reliability characterize production in our Medical division. With 750 employees at three sites worldwide, we generate sales of more than EUR 100 million.

Our range of materials mainly includes standard and engineering thermoplastic materials and elastomers, which are tested and certified to be medical grade. The processing methods are diverse, encompassing injection molding, injection blow molding, injection stretch blow molding, and extrusion blow molding, as well as fully automated assembly, functional testing, and final packaging. Most products are subsequently gas or gamma sterilized.

**Technology, material, employees:** Röchling lives up to the high degree of responsibility that comes with operating in the life sciences area in various ways. Production is done under clean-room conditions (ISO 7/GMP C or ISO 8/GMP D) using state-of-the-art machinery and equipment. In the process, the strict requirements prescribed by the quality management systems of the respective market segments are fulfilled (ISO 13485, ISO 15378, cGMP). Effectiveness and safety are our top priorities in this sensitive area.



# The Customers

Our very close relationship with customers is a crucial component of our Company's success. Cultivating and enhancing this relationship is Röchling's foremost priority.

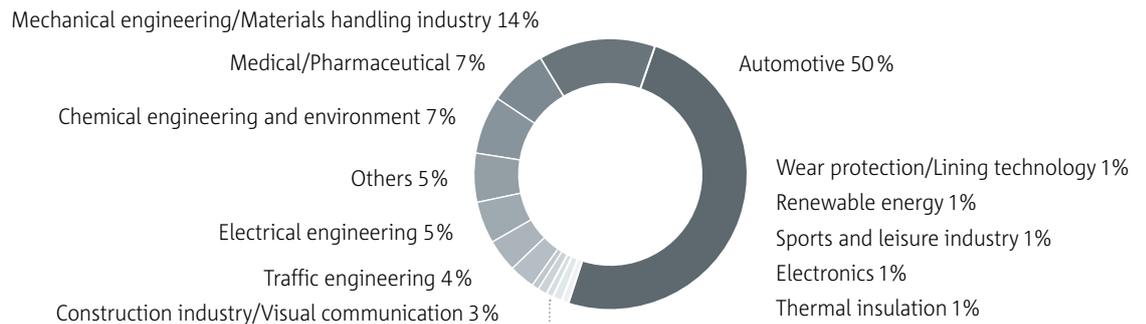
The central theme of customer relations, both today and in the future, is providing competent advice. Regardless of the customer's industry, the materials involved, or the manufacturing processes used, Röchling unites nearly all plastics processes, technologies, and competencies under one roof and offers its customers individual solutions. To find the optimum solution for our customers' requirements, we develop a close cooperation with our business partners so as to find the perfect concept to suit each requirement.

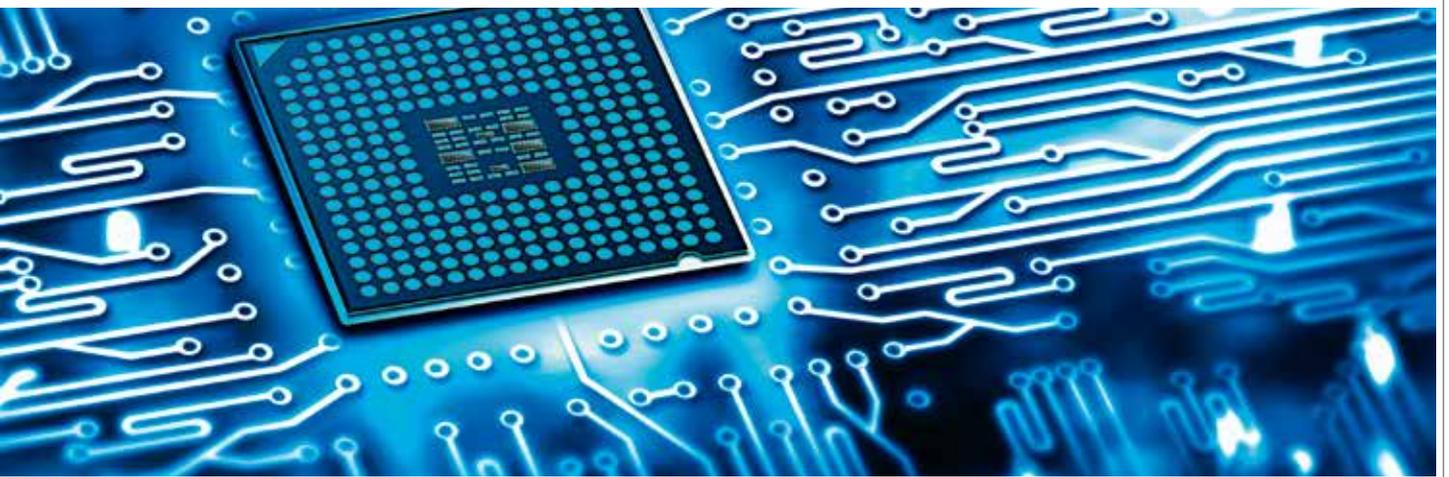
## Personal Discussion

At Röchling, keeping close to the customer also means being represented by its own companies wherever business partners are likely to need assistance at existing or new industrial locations. Customer training courses and events at the Röchling Training Centers as well as on site all around the world are additional examples of ways in which we offer our customers added value. These events also give us the opportunity to discuss our customers' needs with them face to face.

Röchling's customers are not only found all over the world – they also come from nearly every sector of the capital goods industry. The Industrial division supplies both manufacturers and distributors in chemical engineering and tank building, the food and beverage industry, and conveyor technology, transportation technology and vehicle manufacturing, electrical engineering, electronics, and the renewable energy industry. It also supplies customers from mechanical engineering and plant construction as well as manufacturers of microelectronic components. Customers of the Automotive division include nearly every leading automotive manufacturer and key systems supplier around the world. We ensure that our customers are provided with optimum support by maintaining facilities in close proximity to the manufacturers and development centers in Europe, the Americas, and Asia. The Medical division counts among its customers the pharmaceutical and diagnostics industries, which it supplies with primary packaging. Our injection-molded parts are also used in the production of surgical instruments. Our plastics meet all of the high requirements demanded of components in the sensitive area of medical technology.

## Sales by sector





# The Markets

The Röchling Group's markets are as diverse as its plastics. As a group of small and medium-sized companies, Röchling is at home where its customers are: all over the world.

In past decades, Röchling has gained a leading position with its Industrial, Automotive, and Medical divisions in Europe, the Americas, and Asia. The Group has always kept pace with the times and, today, as part of our flexible corporate structure, operates 77 sites in Germany, France, Spain, Italy, Austria, Denmark, Finland, Sweden, the United Kingdom, Belgium, Latvia, the Czech Republic, Romania, Russia, the USA, Canada, China, India, Singapore, Japan, Brazil, and Mexico.

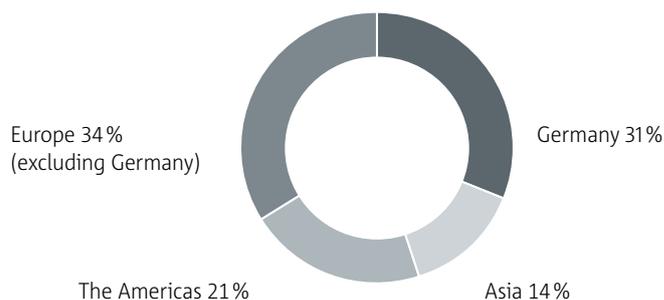
To expand our strong position, we invest strategically in new locations. From an international perspective, we are unequalled in the industrial plastics market. Our raw materials and manufacturing processes are absolutely identical, no matter if in China, India, Europe, or the Americas. With our financial power and vigorous internationalization, we are able to unfold our strengths to the fullest in this environment. In a continuous process of expansion, we have set up production facilities, sales offices, and development centers wherever we have customers. In recent years,

the Röchling Group has followed the major carmakers as they expanded into the Americas, China, Eastern Europe, Brazil, Mexico, and Japan, for example. The Röchling Group has strengthened its position in the European and American markets by means of acquisitions and has established new production facilities in Asia, Europe, and the Americas.

## Always Close to Our Customers

The Röchling Group's expansion strategy is being shaped in particular by the growing development of the emerging markets in Eastern Europe, Asia, and South America. It has led to an increase in demand for capital goods and, therefore, for engineering plastics. We are already strongly committed in these emerging markets and will continue to pursue this strategic objective in the future. Our major advantage is that we are on safe ground from South America to China with the same products based on identical raw materials and processes, advanced machining technology, and the process expertise that goes along with it.

## Sales by region





# The Employees

Röchling – the Company is comprised of 8,400 employees who work worldwide at 77 sites in 22 countries.

Their expertise and experience, their commitment every day, and their eagerness to achieve define our corporate group.

The individual development of our employees is highly valued in our corporate group. We discuss potential development with our employees in annual interviews and define specific continuing education measures. More than 1,200 employees, primarily from Europe, take advantage of our range of approximately 100 local Röchling seminars and workshops on general, specific technical, and personal development topics. For our companies in North America, South America, and Asia, we design specific workshops and continuing education programs that serve the needs of the local employees together with our international trainers.

Our internationally operating executives have been using “Röchling Management Training,” a platform for learning, routine training, and exchanging ideas, for years. This helps to continuously optimize our managerial performance and strengthen networking within the Group.

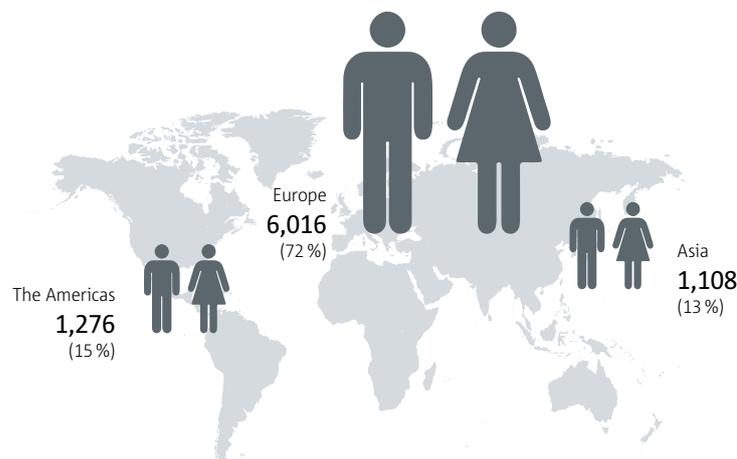
We employ 205 apprentices in 13 vocational training fields in several Röchling plants in Germany. We offer them the opportunity to participate in specific training across locations on various topics. Here our up-and-coming talent can look beyond their own training site and obtain a broader view of other companies of the Röchling Group. With this program, we are preparing them to work outside their own apprenticeship area and promoting filling positions from within the Company.

Internationality and multicultural management characterize Röchling and its employees. Worldwide employment opportunities on various projects are an incentive for our flexible and mobile employees as well as for future top performers.

Depending on their own interests and the complexity of tasks or projects, employees may be able to work in foreign countries either on a short-term or long-term basis.

## Employees worldwide

(As of: 31.12.2015)





# The Materials

The invention of celluloid 140 years ago ushered in the “plastics age.” Plastics have since made triumphant progress, changing the world in the process.

For thousands of years, man has mastered materials and made objects out of them. It is for this reason that the main periods in human development have been named after materials used by man since the Stone Age. Today, plastic objects are predominant in workshops, laboratories, offices, homes, and our daily lives. This versatile material has enabled us to realize an enormous number of desired product properties and has advanced technological development like no other material.

## **First Choice – Economically and Ecologically**

Plastics pave the way for economic, ecological, and social progress. They conserve resources, facilitate by means of their excellent working properties the economic manufacturing of all types of goods, and are, in many areas, the best material available in

terms of functionality and design. Röchling has a strong influence on the field of plastics processing. Today, we are able to provide a solution for almost every application using these high-tech materials. We adapt to growing demands with regard to mechanical and temperature stability, workability, resistance to abrasion and wear and tear, weight, sliding ability, electrical and thermal insulation properties, and acoustics. And the material's potential is by no means exhausted. In the future, we will continue to support technological developments required by the aerospace, automotive, medical, electrical, or communications sectors, for example, via the targeted implementation of new plastics. This also applies to the development and use of environmentally sustainable biopolymers. In short, the plastics age has only just begun.



# Thermoplastic material

Laminated compressed wood

Engineering plastics

# Composites

Glass fiber reinforced plastics

High-temperature plastics

## Materials

- ♦ Commodity plastics (PE, PP, ABS, PVC, PMMA, PS)
- ♦ Engineering plastics (COP, PA, POM, PET, PBT, PC, PVDF, PE-UHMW)
- ♦ High-temperature plastics (PSU, PES, PPS, PEI, PAI, LCP, PEEK)
- ♦ Glass fiber reinforced thermoplastics (PA 6-GF, PA 66-GF, POM-GF, PC-GF, PPS-GF, PP-GF)
- ♦ Composite plastics (UP, EP, VE resins, glass and carbon fiber reinforced, SMC)
- ♦ Low weight reinforced thermoplastics (LWRT)
- ♦ Laminated compressed wood
- ♦ Laminated pressboard
- ♦ Biopolymers (PLA)

# The Processes

The mastery of highly varied manufacturing processes plays a key role in plastics processing. Röchling covers a unique range of processes used to form, shape, and mold these materials.

Given the versatility of modern plastics, the various manufacturing and processing procedures are important criteria for product quality and process efficiency. The breadth of processes we use for production, processing, surface finishing, plant and mold construction, calculation, simulation, and prototyping is just as diverse as our product range.

## **Processing with Expertise**

The Industrial division uses a large number of production processes for its extensive product range of thermoplastics and composite materials. These include extrusion, polymerization, compression molding, winding, pultrusion, and processing semi-finished products on state-of-the-art CNC milling machines as well as the supply of standardized, ready-to-install components.

We provide the growing market for technical injection-molded parts with high-precision plastic components. During their production, all types of engineering plastics are processed by injection molding machines with a clamping force of up to 5,000 KN.

The automotive segment is an important submarket of the plastics industry. On the basis of the Röchling Group companies' expert know-how and state-of-the-art equipment, the components, modules, and systems that the Automotive division manufactures meet the customers' individual requirements. Our extensive materials expertise in the ever more important field of direct compounding also plays a part in ensuring this. Another Röchling specialty is the manufacturing of semi-finished products for innovative, acoustically effective, lightweight components and modules such as underbody panels or air ducts.

The Medical division offers a comprehensive manufacturing program for the areas of pharmaceuticals, diagnostics, and medical technology. The highly complex and technically sophisticated plastic products are manufactured with advanced technology and a broad range of processes. Besides the injection molding process, this includes extrusion blow molding, injection blow molding, injection stretch blow molding, jectbonding, and, of course, clean-room technology.



### Production Processes

- Injection molding (multi-component injection molding, hybrid technology, GID, PIT, overmolding) up to 32 KN
- Extrusion blow molding (2D, 3D, suction, sequential)
- Injection blow molding
- Injection stretch blow molding
- Jectbonding
- Compression molding (DLFT, GMT, sheets, compression molded parts, LWRT, SMC)
- Extrusion (profile, rod, and sheet extrusion)
- Multi-Layer
- Polymerization (vertical casting, shaped part molding, spin casting)
- Winding
- Pultrusion
- Polyurethane foaming (PUR)
- Selective laser sintering

### Machining Procedures

- Mechanical machining procedures (lathing, milling, drilling, cutting, punching)
- Cutting (laser, water jet)
- Joining techniques (welding, gluing, screwing, attaching inserts, insert molding)

### Finishing Procedures

- Film cladding
- In-mold decoration
- Printing
- Coating
- In-mold graining
- Sterilization

### Equipment and Mold Construction

- Equipment design and construction
- Plant development/construction
- Mold construction

### Simulation and Analysis

- CAD/CAE/CAM
- CFD (flow analysis)
- FEM (structural analysis)
- Moldflow (injection molding simulation)
- Software development
- GT-Power (acoustic analysis)

### Prototyping

- 3D rapid prototyping
- Vacuum forming
- Machine finishing (turning, milling)

# Environmental and Occupational Safety

For the Röchling Group, commercial success, the safety of its employees at their workplaces, and the prevention and reduction of environmental degradation are objectives of equal importance.

In our business activities, we aim to design our work environment in such a way that our employees can work safely and without injuries, in addition to preventing or minimizing environmental degradation. Röchling is highly committed to both areas through a formalized process of continuous improvement in the companies. Both areas of activity are subject to reporting requirements and are the focus of the management's attention. The companies of the Röchling Group conduct qualitative, environmental, and occupational safety management in accordance with internationally recognized standards.

## **Preventing Injuries in the Workplace**

As early as during the planning of production lines and ergonomically designed workplaces, we take steps to prevent injuries. We monitor our work procedures continuously for possible hazards to employees. Together with executives and employees, our safety officers develop strategies to prevent potential injuries in the workplace. As a result of this active analysis, safety hazards can be identified early on, evaluated, and alleviated. In addition, the topic of injury prevention is part of the employee suggestion system.

In connection with workplace safety, small measures often have a big impact. At Röchling, prevention is a prime focus. We review how we can succeed in reducing the number of injuries by making changes

to machinery and equipment continually, revising transport routes, optimizing lighting, improving signage, and providing appropriate training for employees. Also in the future, we will continue to maximize the potential of comprehensive prevention in order to minimize risks and prevent injuries.

## **Committed to the Environment**

Already in the planning stage of new products and manufacturing processes, we minimize any possible harm to the environment. Sustainability is a major concern for us and using resources effectively is a key concern. In order to identify potential improvements, we analyze our material and energy flows and develop measures to reduce energy consumption and emissions. These measures are incorporated into the planning process when designing plants and new production machinery. In principle the Röchling Group adopts ideas to prevent waste and to increase the recycling rate. These ideas include using state-of-the-art technologies, treating recycling wastewater, taking advantage of internal recycling potential, preventing waste, and sophisticated waste management. We raise the environmental awareness of our employees by providing information and training.

DIN EN ISO 14001



# Röchling Group: Two Centuries of



## From Coal to Plastics

The history of the Röchling Company begins in 1822. During that year, Friedrich Ludwig Röchling founded a coal trading business in Völklingen. His four nephews – the “Röchling brothers” – began with the production of hard coal coke and processing industrial iron in 1849, the year of revolutions. The acquisition of Völklinger Iron Works in 1881, now a UNESCO World Heritage site, marked the beginning of the steel era. But that was not the only material Röchling bet on – in 1922, it acquired its first plastics company, thus becoming a trailblazer in plastics processing.

The acquisition of Rheinmetall Berlin AG, supplier of the newly constituted German Army, in 1955 was another step toward diversification and away from dependence on steel. In 1978, Röchling finally left the mining industry entirely and instead aggressively pursued diversification into various business areas outside of materials trading during the 1980s and 1990s.

The Company did not lose sight of plastics, though, but rather expanded its product range to expand it through acquisitions, in automotive plastics for example. At the end of the millennium, it adopted a fundamental change in strategy: Röchling focused on its core competence in plastics and sold all other holdings. Along with the restructuring, the Company intensified the globalization of the plastics group in Eastern Europe, America, and Asia, and tapped into new markets, particularly in medical engineering, which has been an independent division since the beginning of 2016.

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### **The Röchling Entrepreneurial Family**

The roots of the Röchling family go back all the way to the 17th century. For almost two centuries, the entrepreneurial family has been supporting the Röchling Group through its various stages – from a steel company to the globally operating plastics group it is today – and ensuring continuity during change.

The shareholders of the Röchling Group have always thought of themselves as active owners, regardless of whether they managed the Company operationally or – as today in the sixth generation – strategically as part of the Advisory Board, which includes family members and external experts.

# Innovative Materials



## A Century of Competence in Plastics

- 1922** Acquisition of Holzveredelung GmbH in Berlin with the patent for the densified wood laminate Lignostone
- 1935** The Company relocates to its current site in Haren, Germany
- 1964** Development of the thermoplastic Polystone
- 1975** Development of the glass fiber reinforced plastic Durostone
- 1980** Takeover of the Sustaplast Group
- 1981** First subsidiary in the US founded
- 1986** Entry into automotive plastics through acquisition of the Seeber Group in South Tyrol, Italy
- 1987** First production site in the US established
- 1991** First Asian subsidiary founded in Singapore
- 2002** First production site in China established
- 2007** Production in India begins
- 2008** First medical engineering company acquired
- 2012** Production site in Brazil established
- 2015** New site in Mexico
- 2016** Start of joint venture in Japan

### Advisory Board

Johannes Freiherr von Salmuth, Chairman  
Dr. Carl Peter Thürmel, Vice Chairman  
Dr. Günter von Au  
Dorothee Anna Deuring  
Georg Duffner  
Gregor Greinert  
Dr. Bernd Michael Hönle  
Dr. Gerd Kleinert  
Prof. Klaus Nehring, Ph.D.

### Executive Board

Ludger Bartels, CEO,  
Medical Division  
Erwin Doll,  
Automotive Division  
Rüdiger Keinberger,  
Industrial Division  
Steffen Rowold,  
CFO

# Röchling Management Board



**Ludger Bartels**  
President and CEO  
Röchling Group  
CEO  
Medical Division



**Erwin Doll**  
Executive Vice President  
Röchling Group  
CEO  
Automotive Division



**Rüdiger Keinberger**  
Executive Vice President  
Röchling Group  
CEO  
Industrial Division



**Steffen Rowold**  
Executive Vice President  
Röchling Group  
CFO



**Dr. Joachim Brunswicker**  
CFO  
Industrial Division/  
Medical Division



**Lewis H. Carter**  
Director  
Business Unit  
Medical Plastics



**Uwe Kassens**  
Director  
Business Unit  
Composites



**Franz Lübbers**  
Director  
Business Unit  
Thermoplastics



**Gerhard Neidinger**  
Executive Vice President  
Röchling Automotive  
Asia



**Dr. Andrea Rocca**  
Executive Vice President  
Röchling Automotive  
Chief Operating Officer



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