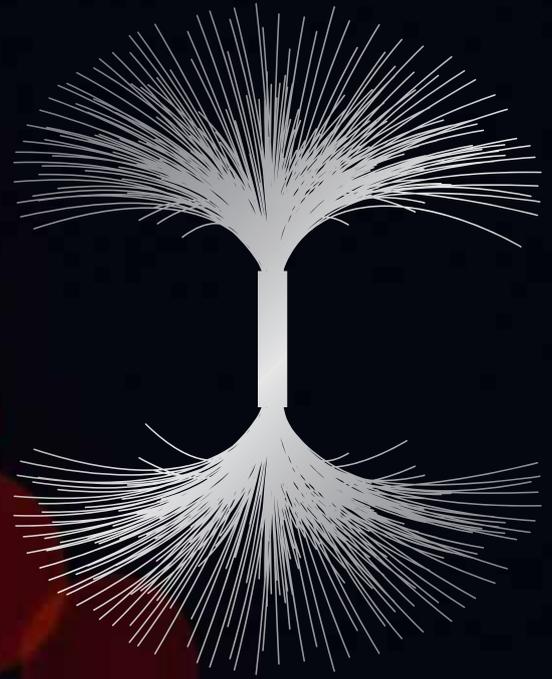


5



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# Thank you for 50 years of R&M



Dear Reader

This year, R&M can look back on **50 years of company history**. Nevertheless, we have remained young and flexible. This is quite a feat, since young people tend to interpret “experienced” as “old-fashioned and set in one’s ways”, while older people understand “young and flexible” as a euphemism for “ill-considered” or even “irresponsible.” The management therefore needs to perform a delicate balancing act in order to integrate such contradicting attitudes into the company culture in equal measure.

The first few years of R&M’s existence were marked by uncertainty, risks and a certain amount of hardship. On the other hand, the young company already showed plenty of pioneering spirit, innovation and enthusiasm. Initially, insiders in the branch doubted that our company would survive. However, for me and my good friend and co-founder Renato De-Massari, their skepticism simply drove us to perform even better. This motivation has remained unchanged over all the years.

From the very beginning, R&M has continually introduced improvements and strategically set its course – at planned intervals and always proactively. We are proud of the history of our company, which owes its success largely to R&M’s willingness to find time for intensive, goal-oriented discussions and brainstorming sessions.

For the future, we will continue to promote a culture of innovation that is close to the market and develop even better solutions for our customers. At the same time, it is important for us to maintain the right equilibrium when it comes to the necessary diversifications, without neglecting the core business of R&M. We want to seize new opportunities, retain our financial independence and sustainably invest our profits, as we have done in the past. But my dearest wish is that the pioneering spirit of the founders will remain very much alive in our company.

I would like to thank our valued customers and business partners, as well as all active and retired R&M employees for their loyalty, commitment and excellent cooperation over the past 50 years. I look forward to a continuation of the success story of our company.

With very best wishes

A handwritten signature in black ink, appearing to read 'H. Reichle'.

**Hans Reichle**

Company Founder and Co-Owner  
of Reichle & De-Massari AG

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## Before R&M

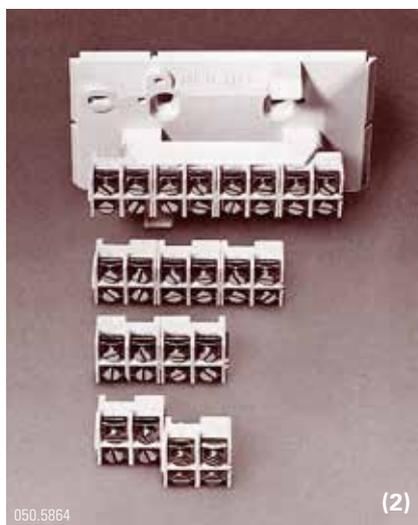
**Back in the early 1950s, long before R&M moved its headquarters to Binzstrasse in Wetzikon, the undeveloped green meadow was still being used as a grazing ground for Swiss Braunvieh cattle.**

*West Germany's triumph in the 1954 Soccer World Cup became known as the "Miracle of Bern" and is sometimes even seen as the birth of the former West German state.*



# R&M – Five Decades of Success

What started in 1964 with the development of a revolutionary telephone outlet, has developed over 50 years into a company with a presence in over 30 countries and a workforce in excess of 800 employees.



Although plans to build new business premises were hampered by the oil crisis, another product was extremely well received: the modular two-pin terminal clamp (2) – at the time, an absolute novelty in installation technology.

## 1975 to 1984: breakthrough in the Swiss telecommunications market

R&M's innovative products proceeded to capture the Swiss telecommunications market. In 1981 the workforce grew to 24 employees and the company was finally able to move into its new building at Binzstrasse 31 in Wetzikon (3). One year later, R&M founded its first subsidiary abroad: Reichle & De-Massari Deutschland GmbH.

## 1964 to 1974: the pioneering stage

In 1964 Hans Reichle (24) and Renato De-Massari (29) started up their own business (1) – full of ideas and courage, but almost without any capital of their own. They used their families' apartments as their offices and workshops, and their wives played their part too. Orders for the newly developed telephone outlet soon started to pour in and the first two employees were hired in 1968.

## 1985 to 1994: leading market position in Switzerland and start-up in Germany, breakthrough of VS83 products for copper MDFs

The market underwent rapid development during this decade as digital technology started to push aside analog technology and computers began to take over the workplace. In 1985 R&M

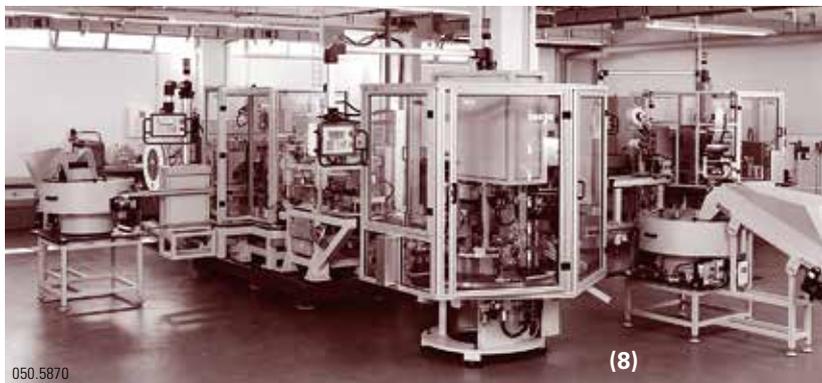
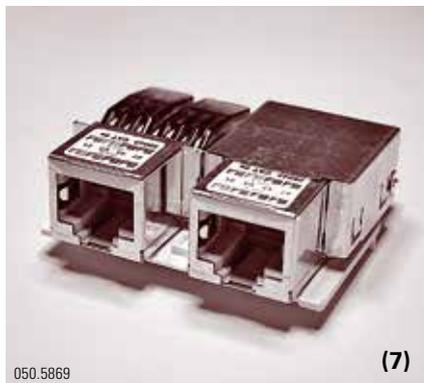
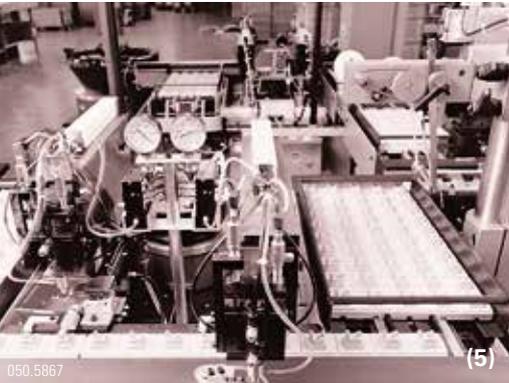
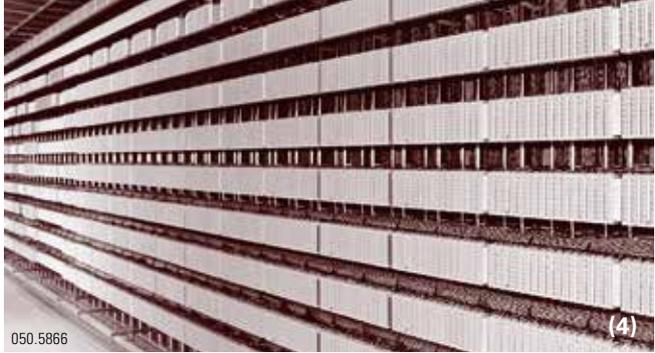
1964



## The founding of the company

The garages and apartments of the Reichle family in Wetzikon and the De-Massari family in Pfaffhausen are used as offices, workshops, and warehouses. The wives play their part too. The founders celebrate their first big success when they receive the approval certificate from Switzerland's Post Telegraph and Telephone Agency (PTT).

*The Beatles occupy all the top five places in the US hit charts with five of their singles.*



launched the VS83 Modular distribution system (4) – and exceeded all expectations. At the same time, the product range was expanded to more than five times its initial size. R&M established a subsidiary in Italy; in Wetzikon the first ever fully automatic production plant (5) was commissioned to produce connection modules. The success of these products allowed the workforce to rise to 140 in 1989. In 1993 a subsidiary was established in Poland (6), and in 1994 another was established in Singapore.

**1995 to 2004: breakthrough into generic cabling sector; second generation owners take over the company's management**

1995 saw the start of a global partnership with IBM and consequently a breakthrough into generic cabling (Office Cabling) (7). In 1996 the Reichle family acquired all the shares of Renato De-Massari who withdrew to the Board of Directors. In 1997 R&M built a state-of-the-art plant in Pfäffikon, Switzerland, (8) for the production of RJ45 direct connection modules. In 2004 the company employed 474 people worldwide,

290 of whom worked in Switzerland. The Wetzikon-based company had by now established a presence in the Middle East too.



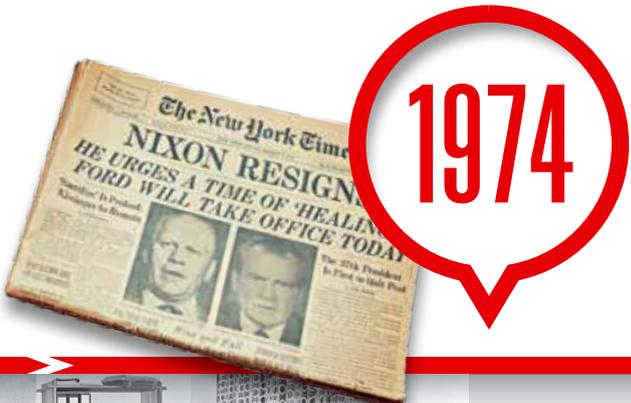
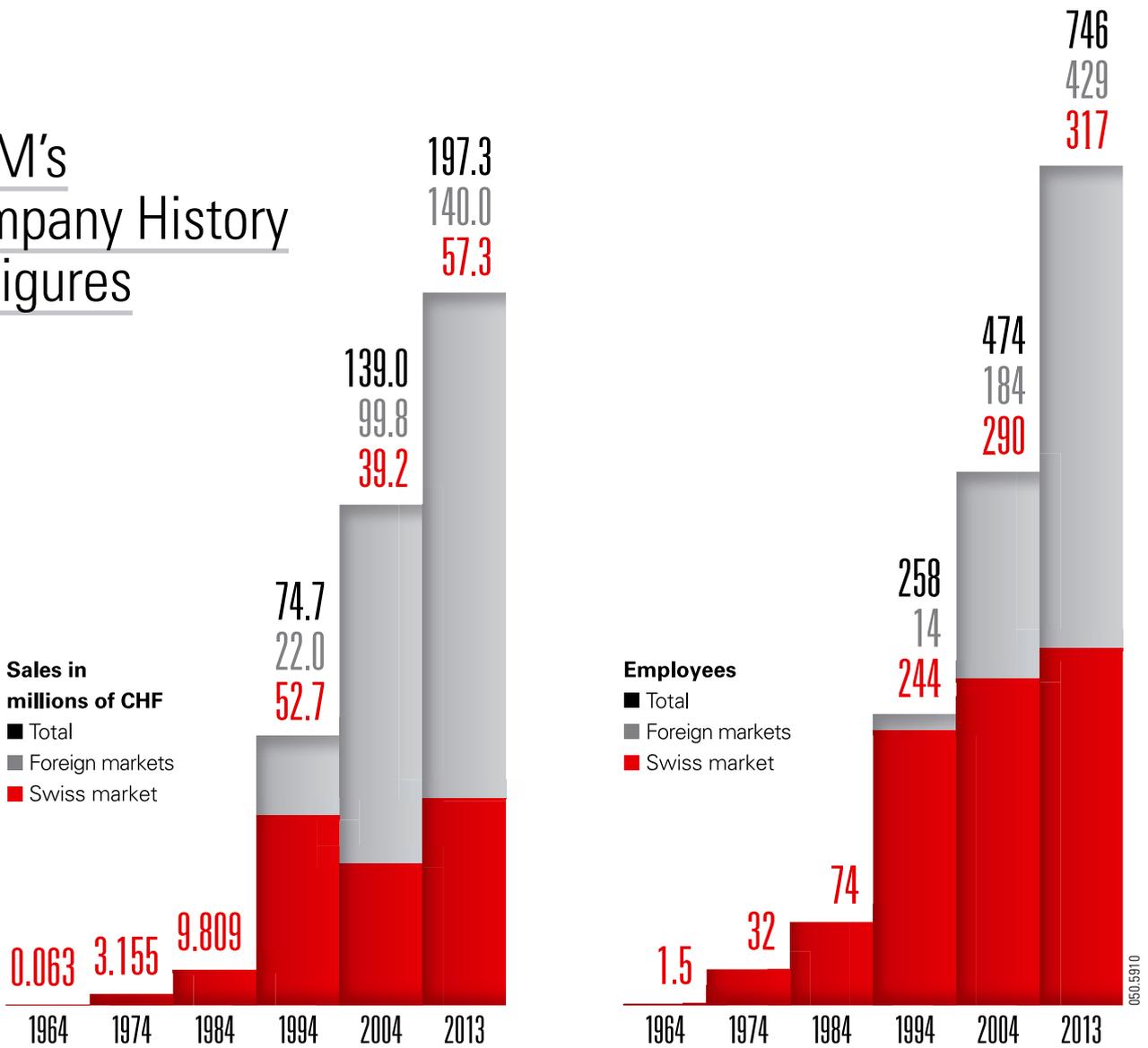
## The first employees

**The company's headquarters are moved to Uster. The duo who founded the company are joined by their first two employees. Quite out of the blue, they are invited by the general management of PTT to take part in a project competition. Their task is to develop terminal boxes using 40-pin connectors. The first T+T outlets are soon being delivered to customers.**

*The surgeon Christiaan Barnard performs the first ever successful heart transplant.*



# R&M's Company History in Figures



"R&M's success story is characterized by innovative products and the company's drive into international markets."  
**Martin Gasser, CFO**



## Fully functional modular terminal clamp

Federal decrees suspending construction work and setting new limits on bank lending put construction plans in Wetzikon on hold. The company temporarily moves into some makeshift offices in Uster. The modular two-pin terminal clamp, equipped with self-lifting terminal plates and rocker effect, is finally fully functional after several tests.

*Richard Nixon steps down as US President following the Watergate scandal.*



In 1999 Hans Reichle withdrew from operational management and became Chairman of the Board of Directors. Martin Reichle became CEO and Peter Reichle became COO. In July 2000, the company's much respected co-founder Renato De-Massari sadly and unexpectedly died following a brief illness (9).

When R&M celebrated its 40<sup>th</sup> anniversary in 2004, 72 % of its sales were already being generated abroad.

#### **2005 to 2014: international expansion and first external CEO**

During this period R&M focused on international expansion, breaking into the Chinese market in 2005 and the Indian market one year later. In 2007 Hans Reichle (10) handed his position as Chairman of the Board of Directors over to Hans Hess (11).

In 2010 the company's greatest ever investment, the new Cube building in Wetzikon, was completed and staff moved into the complex. Changes were

made in the management: The second generation, represented by the founder's sons Martin and Peter Reichle (12), withdrew to the Board of Directors in order to focus more on the strategic interests of the ever-growing family enterprise and to oversee the company's own real estate business and the newly established Business Development company. After the Chairman of the Board of Directors, Hans Hess, had temporarily served as CEO for a few months and helped search for a new CEO together with the Reichle family, Michel Riva took over the management of R&M on September 1, 2012 (13). For the first time in its history, the company's day-to-day operations were no longer being managed by the owners.

R&M now employs more than 800 people in over 30 countries worldwide. These employees play an important part in ensuring the highest levels of operational reliability in voice, data, and video transmissions. ■



## The move to Wetzikon

**The workforce has now risen to 24 employees. This year sees the conversion of and relocation to the new office and production building at Binzstrasse 31 in Wetzikon. The company gains its first experience of business abroad with a commission to provide some large patch distributors in Manchester.**

*The Hungarian Erno Rubik invents the famous Rubik's cube.*



# The Tenacious Technician and the Charismatic Salesman

Hans Reichle and Renato De-Massari, the two founders of R&M, perfectly complemented one another.

Their great pioneering spirit, courage, and perseverance led to the formation of a flourishing group of companies.

It was in 1962 when Hans Reichle and Renato De-Massari first joined forces: While working as electricians for Auto-phon AG in Zurich they had the job of reinstalling hundreds of telephone connections during the relocation of the Globus department store. "Having to do all that with the standard round outlets really was the last straw for us," Hans Reichle recalls. The two men, aged 22 and 27 at the time, both agreed that there had to be some other way to do the job. On a hot summer's day they exchanged ideas over a beer and soon decided to develop a new outlet for desk telephones. But how were they going to finance their business idea? The banks either wanted securities or would only get involved if the project became a success. Some wholesalers

were approached but they did not forecast any order volumes. It was ultimately Hans Reichle's father who gave the two young entrepreneurs a helping hand: He took out a second mortgage on his home in order to secure a loan and lay the foundation of R&M.

## "The first few years forced us to make many sacrifices"

It was originally Hans Reichle's intention to join his father's installation business at some time. He explains, however: "I'd always enjoyed taking things apart in order to understand how they work. I wanted to put my own ideas into practice". The two young entrepreneurs soon realized how important it is for business partners to share out their tasks sensibly.

Renato De-Massari dealt with customer relations while Hans Reichle studied the technical aspects in greater depth. Each was therefore playing to their strengths.

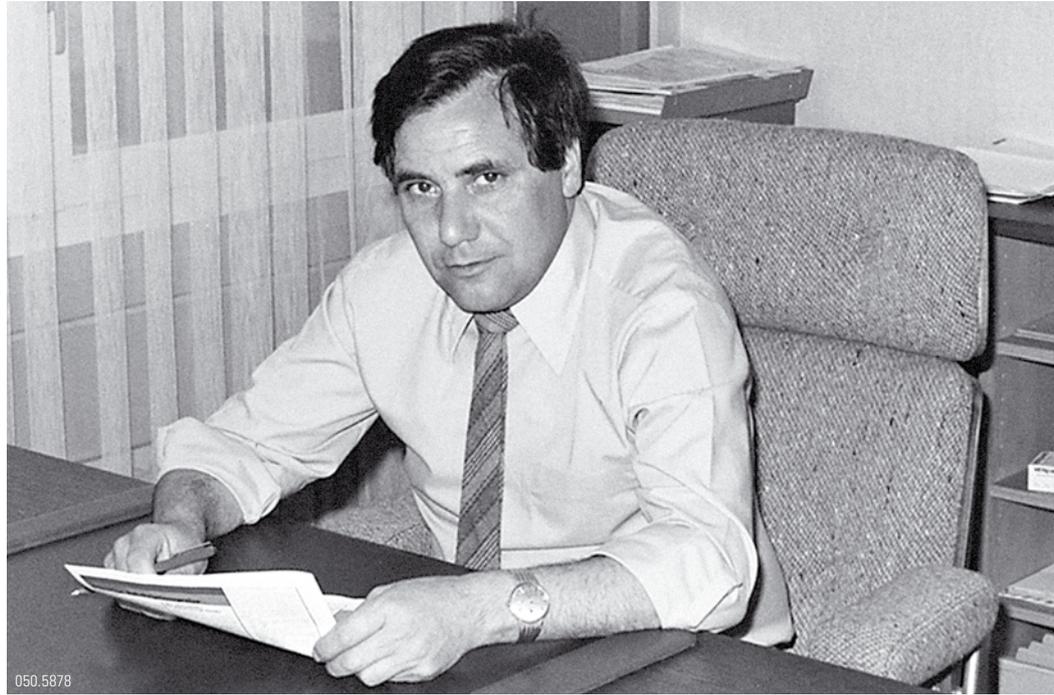
"The first few years forced us to make many sacrifices and were accompanied by many ups and downs," Hans Reichle recalls. When he founded R&M together with Renato De-Massari back in 1964, he had recently married and become a father. It took hard work, a fair amount



050.6977

1982





of risk, and, most importantly, plenty of understanding on the part of the family to get through the first few years. Fortunately their products soon became popular among specialists, allowing the product range to be continuously expanded.

#### **Leading market position in Switzerland, and foreign subsidiaries**

Less than 20 years passed before R&M made it to the top of the Swiss market for telephone connection and distribution systems. At first it was nearly always Renato De-Massari who was the public face to the customers. Over time, however, he gradually set up an extensive sales network.

He was also in charge of setting up the first sales organizations in Germany, Italy, and Austria. De-Massari had a talent for quickly acquainting himself with local conditions and was much respected by business partners both at home and abroad, including Hans Reichle.

At the end of the 1990s the two founders handed their operational duties over to the second generation owners: Martin and Peter Reichle were now the operational managers of R&M. The withdrawal of the company's founders to the Board of Directors was a gradual process and one that had been planned for a long time. One year later, in 2000, Renato De-Massari sadly died at the unexpectedly early age of 66 after suffering a cardiac arrest.

What was once a two-man business has long since grown into a flourishing group of companies – spurred on by the pioneering spirit of Hans Reichle and Renato De-Massari, the founders who always had the courage to take calculated risks and who were always prepared to embrace change and progress. ■

## Setting foot abroad

**R&M founds its first subsidiary abroad: Reichle & De-Massari GmbH Deutschland. After starting operations, business continues to develop very positively. Plans are made to build a new warehouse covering an area of 1800 m<sup>2</sup>.**

*Helmut Kohl becomes Chancellor of West Germany. The famous computer Commodore 64 is launched onto the market.*

# Our Responsibility: Connecting People in a Sustainable Way

Honesty, modesty, and respect – R&M’s core values haven’t changed in 50 years. In this respect, the company was way ahead of its time.



“Our philosophy of ‘Don’t do anything which someone else can do better’ is the basis of our success story.”

Hans Reichle

For 50 years now, R&M has focused on the production and sale of products that make up “Layer 1” – the physical network infrastructure. This focus is crucial to the company’s success. The practice of spreading the risk across several sectors has always been a very important part of our corporate strategy. For this reason, we took an early interest in both copper and fiber-optic technology. It has also always been important for us to make our customer portfolio as broad and as international as possible.

#### Concentrating on key competencies

We are a development and production business that attaches great importance to innovation. As far as is practical and possible, we continue to conduct operations at our location in Switzerland and concentrate on our key competencies. The innovative prowess of R&M is highlighted by the fact that over 50 % of our products are less than five years old.

Employee development is a central focus at R&M. A harmonized code of conduct and internal training programs promote team-building and motivation in accordance with our entrenched principles.

#### Carrying corporate responsibility

The fundamental idea of corporate responsibility is deeply rooted in the values defined by the company’s founders and is therefore at the very core of the corporate philosophy. The management strategy considers economic, ecological, and social aspects in equal measure. Right from the outset, R&M has aimed to create a business that would bring long-term benefits for everyone – customers, employees, partners, and society as a whole.

#### Upholding the same principles on the international stage

The second generation owners have made no changes to the traditional Reichle approach, ensuring the smooth continuation of the successful corporate culture, as well as the further development of R&M. As co-owners and representatives of the Board of Directors,



## Rapid growth

The company quickly outgrows its facilities and the warehouse is extended by two floors. The VS83 Modular distribution system is launched. Various proprietary connectors and cables have a great impact on the market. R&M realizes that the integration of this diversity into its own modular connection and distribution systems will greatly benefit users.

*Boris Becker wins the Wimbledon tennis championship at the age of 17.*



“We are pleased that our customers have spurred us on over the last 50 years to realize our full potential.”

**Martin Reichle**



“We are grateful to our employees for enabling us to keep pace with the great changes in a rapidly changing telecommunications market.”

**Peter Reichle**

Martin and Peter Reichle are working to ensure that the company continues to make anti-cyclical forward-looking investments – even when faced with economic headwinds – in order to emerge from difficult times quickly and with renewed vigor. Constant development is a key aspect of this family business and allows it to keep pursuing its international growth strategy on the basis of a healthy corporate culture. Other important aspects include honesty and reliability in the accomplishment of its targets, modesty in its appearance to internal and external customers, and also respect and tolerance in its dealings with others.

This attitude has been an integral part of R&M right from the outset and has played a significant role in stimulating the company's growth from what was

once a small Swiss business into what is now one of the key players on the global market. What company founder Hans Reichle said 50 years ago still holds true now: “Our philosophy of ‘Don't do anything which someone else can do better’ is the basis of our success story.”

#### **Customers and suppliers are very important**

His son Peter Reichle stresses: “Our team's global philosophy is crucial to our success. We are grateful to our em-

ployees for enabling us to keep pace with the great technological changes in a rapidly changing telecommunications market.” Domestic and global customers have also played a very significant role. Martin Reichle adds, “We are pleased that they have spurred us on over the last 50 years to realize our full potential.” The same could also be said of the suppliers. “Close collaboration is the key to future success.” After all, it is this success that allows the preservation of the family business's financial independence and freedom of action. ■



## The first fully automatic production plant

**R&M establishes a subsidiary in Italy, Reichle & De-Massari Italia S.r.l. The first ever fully automatic production plant is commissioned to produce connection modules. The 19-inch frame designed by R&M allows active components to be smoothly integrated into distribution systems. The RJ45 standard is adopted as an international standard.**

*Ayrton Senna becomes the Formula 1 World Champion.*



# A Long-Term Succession Plan

Change of management: After Renato De-Massari withdrew from R&M's Board of Managers in 1996, Hans Reichle handed over the company's operational management to his sons in 1999. Thirteen years later, Michel Riva became the first CEO outside of the Reichle family.



Renato De-Massari and Hans Reichle had already been considering potential successors long before they stepped down from the R&M leadership. While no-one in the De-Massari family was interested, the three brothers in the Reichle family, who all had quite different personalities and backgrounds, were being discussed. The youngest, Thomas Reichle, soon announced his choice not to join the family business. Peter and Martin, on the other hand, both showed interest. Having spent over ten years working for various other companies, the two brothers joined R&M rather late at the age of 29. The company founders had previously promised to step down on their sixtieth birthdays.

1989



## 140 employees already

**In less than eight years the workforce grows from 24 to 140 employees. The newly developed office block at Binzstrasse 31 in Wetzikon is officially unveiled. The company acquires another property in Wetzikon during the same year.**

*The Berlin Wall comes down, a wall that for 28 years divided not only a city, but the whole of Germany.*



The first phase of this succession started in 1996 when the Reichle family acquired all the shares held by Renato De-Massari, who withdrew from operational management to the Board of Directors. Hans, Martin, and Peter Reichle were joined on the Board of Directors by Dr. Kurt Reichlin – a new member from outside the family, who oversaw the handover to the new-generation owners. Not only did he address matters of strategic importance; he was also familiar with the challenges that family businesses face during this handover period. In this way it was possible to discuss business, ownership, and family matters with an impartial person. In 1999 the operational management of R&M was passed to Martin (CEO) and Peter Reichle (COO). Their father Hans Reichle became Chairman of the Board of Directors from that point onward.

#### **Professional management structures**

Continuity, particularly in terms of cultural values, was high on Martin and Peter Reichle's priority list. Communications technology underwent rapid change from 1994 onward. The big question was: How could R&M, a company that had become so accustomed to success and employed 250 staff members, adapt to meet new challenges?

In 2007 Hans Reichle stepped down as Chairman of the Board of Directors at the age of 67 and handed his position to Hans Hess. During the following years measures were taken to professionalize the way the company was managed at both operational and board level. Such measures included the introduction of

the most recent corporate governance rules. R&M's Board of Directors was also reinforced by further external members.

#### **First external CEO**

In 2011 Martin and Peter Reichle decided to focus their future efforts on strategic matters and to search for an external CEO. This move was designed to give R&M fresh momentum and also gave the brothers the chance to further diversify the family business. During a brief transition period, Martin Reichle managed Sales while Hans Hess served temporarily as CEO before Michel Riva started his role as R&M's first ever external CEO in September 2012. Riva, who brought many years of international management experience to his role, immediately set the ball rolling in the right direction without changing the company's fundamental orientation or values.

Peter and Martin Reichle continue to give their entrepreneurial input on the Board of Directors; they are also involved as technical consultants in various strategic projects and maintain dialog with R&M's key customers and suppliers. In addition to their involvement in various associations, the two brothers are also focusing more on the company's real estate business. They have also established Reichle Business Development – another company that aims to develop, produce, and sell new technological solutions. ■

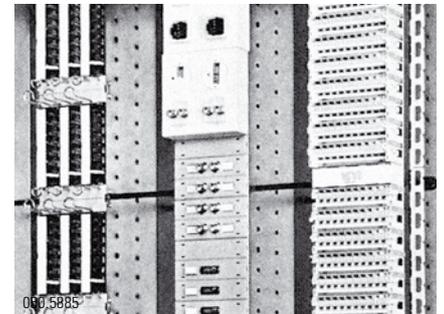
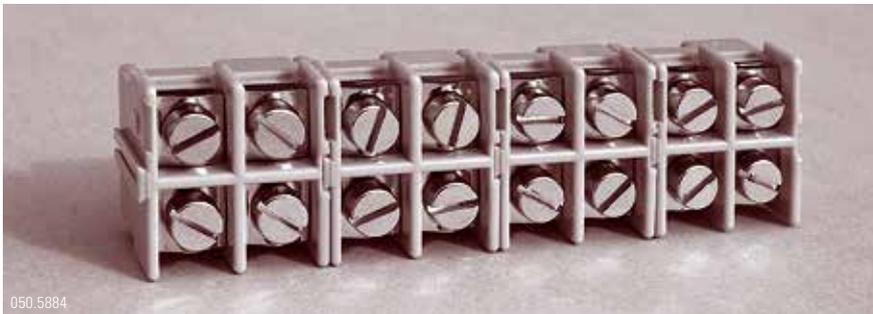


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# Everything Started with a New Kind of Telephone Outlet

A glance at the past: 50 years of product development and technological history. 50 years during which R&M grew to become a leading player on the global market.



“It all started with a feeling of frustration,” recalls company founder Hans Reichle. The task of installing telephone outlets in apartments and offices was a very laborious one back in the 1960s. It took a lot of time to feed in and connect the wires. His discussions with colleague Renato De-Massari led to the conception of a new, five-pin connection and loop-through outlet with easy-to-use screw clamps. This innovation reduced installation time by 40 % and marked the start of R&M’s company history.

The pioneering phase saw the development of some other practical innovations – mainly for Switzerland’s former

Post Telegraph and Telephone Agency (PTT). The first telephone outlets and the legendary Reichle connector made life easier for installers. The modular concept had already been a feature of the connection and distribution cabinet, designed for 80 to 160 pins back in 1969. That was also a plug-in system and marked an evolutionary leap forward in the Swiss telephone industry.

#### Inserted rather than bent

It was ultimately a small but crucial invention that crowned the first decade of the company’s history: the two-pin terminal clamp with self-lifting clamp plates and rocker effect. This model was

innovative in that straight wire ends could be placed under the clamp plate and secured by tightening the pre-terminated screw. The contact could be produced in two quick steps.

This patented invention superseded twelve different terminal types from four different manufacturers. Again, this

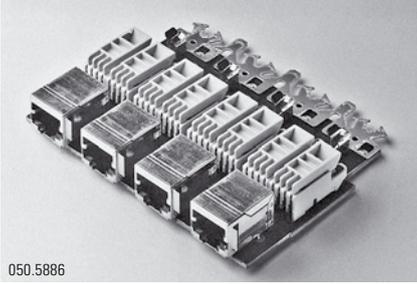


## A new production and logistics building

**The telecommunications market is gradually deregulated, prompting forecasts that small domestic markets such as Switzerland will tighten up in future. R&M decides to make targeted inroads into other markets. A new production and logistics building is bought in Wetzikon.**

*The Hubble space telescope is launched into space by a space shuttle.*





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050.5887

was an innovation that followed the modular principle: The new terminals could be plugged together like building blocks.

### Success with insulation displacement technology

R&M started the second decade by introducing insulation displacement technology – another great step forward in the development of installation technology that bypassed the need to strip wires of their insulation. The wires now just had to be pressed into the connection and metal blades would cut through the cable jacket to create the contact.

The main highlight of R&M's second decade was, however, the launch of the VS Modular distribution system in 1983. This set new benchmarks with regard to the quick set-up and expansion of highly compact distribution centers at telecommunication companies.

### The triumphal advance of RJ45 and Ethernet

During the third decade, telephone cabling and data networks eventually converged to form universal structured cabling systems. The Ethernet protocol, the eight-pin twisted pair copper cabling system, and the RJ45 plug face began their triumphal advance to success. Increasingly high demands were placed on the transmission capacity of cabling systems.

The RJ45 module, which offers tool-free connection, was launched by R&M in 1992 to position the company internationally as a pioneer of easy-to-install, high-end connection technology for IT

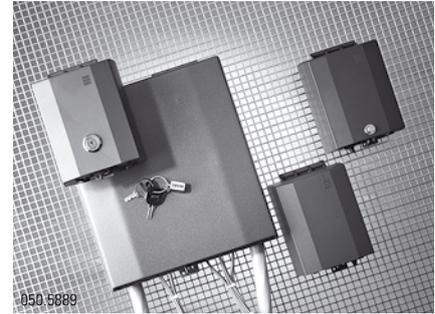


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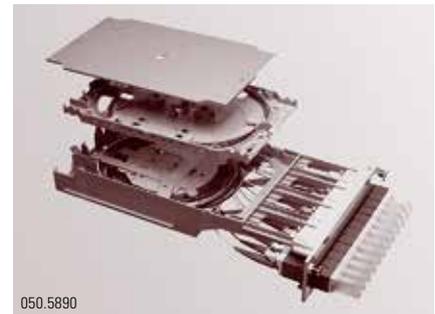
networks. From that point onward, wires could be connected in one simple step. In 1992 R&M integrated this expertise into the modular cabling system R&M *freenet*. In 1993 this complete solution for building and campus networks provided the basis for IBM's Advance Connectivity System (ACS).

### Intriguing fiber optics

R&M moved into the fiber-optic sector back in 1987 and developed a fiber-optic cable termination. R&M decided at an early stage that the intriguing potential of fiber optics should be utilized in telephone networks. In 1992 a modular tray system was developed and patented as part of a German project. This was intended to ensure easy connection, distribution, and administration of fiber optics in local and subscriber networks. The Internet, PCs, and digitalization started to influence the fourth decade from 1994 onward. Gigabit Ethernet increased transmission rates in local area networks to 1000 MBit/s. This required a cabling solution which could accurately transmit signals at high fre-



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050.5890

quencies. R&M focused its efforts on developing connection solutions.

### Radical simplification

One such solution was the RJ45 Cat. 5 direct connection module, which was developed in 1997. One click of the red easy-lock switch lever – patented by R&M – was all it took to connect the wires. Printed circuit boards and soldering joints became a thing of the past. This innovation radically simplified the inner workings of connection modules.



## Setting foot in Eastern Europe

**The first move is made in Eastern Europe: The subsidiary Reichle & De-Massari Polska Sp.z.o.o. is established in Warsaw. RJ45 continues to establish itself as a new connector standard for generic cabling systems. R&M develops its first connection and distribution modules. The tool-free "Easy Lock" connection technology becomes the focus of international attention. The development of a fiber-optic MDF sets new benchmarks in terms of compactness and handling. R&M attains ISO9001 certification.**

*The European Union (EU) is established. Bill Clinton is elected US president.*



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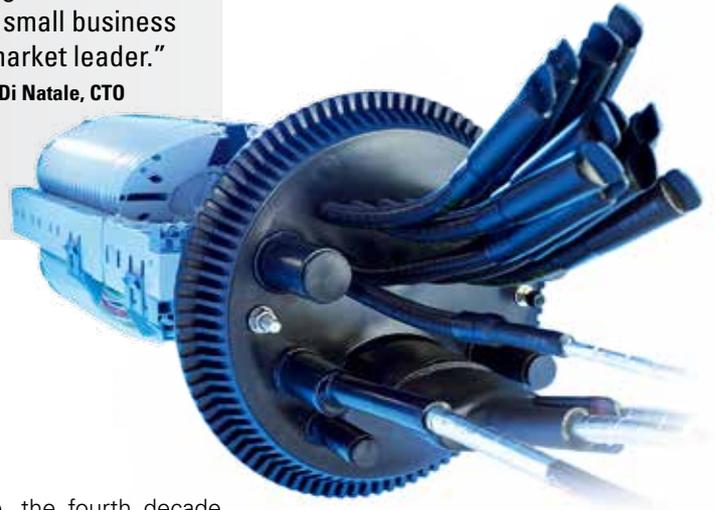
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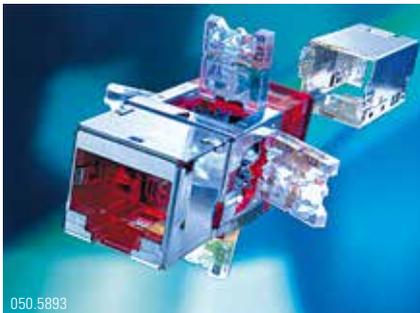
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"In the space of 50 years, R&M has grown from an ambitious small business to a global market leader."

Gianfranco Di Natale, CTO



050.5901



050.5893

The Cat. 6 Standard was then immediately released. At the turn of the millennium R&M was the first ever manufacturer to produce and thoroughly test new-generation connection modules through fully automatic processes. This allowed operators of local data networks to dive straight into the age of Gigabit Ethernet without any worries.



At the same time, the fourth decade saw some major steps forward in the fiber-optic sector. R&M performed pioneering work in the design of installation- and maintenance-friendly distribution platforms. R&M's first field-terminated fiber-optic connector, the Mini-MPO, was released in 1998. By launching its own version of the E-2000™\* (1998), the compact and patented SC-RJ (1999), and the SC-RJ Industry (2004), R&M upped the precision and quality of fiber-optic connectors.

There were also plans to make the Internet and digital media more easily available in private residential properties. R&M soon identified this need and the potential offered by the home network market. The subsequent product development process yielded the multimedia

outlet, which was introduced in 2002. The invention of the FM45 followed in 2005. The field-terminated Cat. 5e connector gave users virtually unlimited flexibility in the wiring of offices and buildings.

#### The crème de la crème of copper cabling

At the beginning of the fifth decade people were eagerly awaiting the age of 10 Gigabit Ethernet (GbE). R&M had already added STAR Real10 – a fully developed shielded cabling solution for 10 GbE – to its range. The Cat. 6<sub>A</sub> is the crème de la crème of copper connection technology. In 2009 R&M became a pioneer by unveiling a Cat. 6<sub>A</sub> connec-

## Office in Singapore

**An important development is the founding of Reichle & De-Massari Far East (Pte) Ltd, based in Singapore, which manages all business dealings in Asia. The RJ45 "short module" with PK93 and shield connection 93 come onto the market. The new R&M Duro module with polymer-protected contacts combines weather protection with tool-free connection technology.**

*Nelson Mandela becomes the first black president of South Africa.*



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tion module that clearly surpassed the strict requirements of the ISO standard. With this model too, all it took was just a few hand movements and clicks to connect and mount the module correctly.

During the fifth decade, the growing demand for fiber-optic and ultra-wideband infrastructures posed new challenges for the development of public network products. In 2003 R&M started to focus more on this area. R&M's launch of the Single Circuit Management System (SCM) in 2010 heralded a new age of fiber-optic networks.

SCM combines the modular principle, quick assembly technology, and universal compatibility with a future-proof transmission capacity. Since 2011, the SCM series and the R&Mfoxs cabling system have given network operators everything they will need over the next few decades to expand and increase the performance of fiber-optic networks up to the serving area interface.

Field-terminated fiber-optic connectors, the mechanical seal splice closure, and a solution used to remotely power active devices in FTTx networks will be released by R&M during the anniversary year to continue the progressive development of products for carrier networks.



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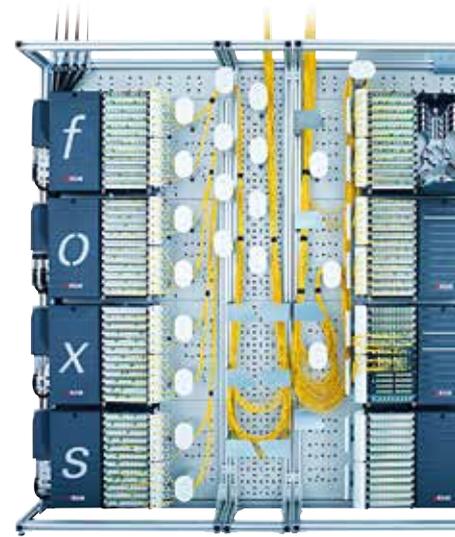


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### Record-breaking quality

In R&M's fifth decade, data centers are also facing the challenge of increasing data traffic. For this reason, the focus is now shifting to 40 and 100 Gigabit Ethernet. In terms of infrastructure, parallel optical connecting technology will become the preferred means to achieve the required transmission capacity. Made with extreme precision, the MPO/MTP® connectors will play an essential role in this process.

R&M has once again assumed the role of quality leader and optimized fiber-optic connecting technology. By achieving a six-hour error-free 40-GbE data transmission over 550 m of multi-mode cables fitted with nine MPO/MTP® connectors, R&M demonstrated back in fall 2011 the record-breaking quality it can now boast.

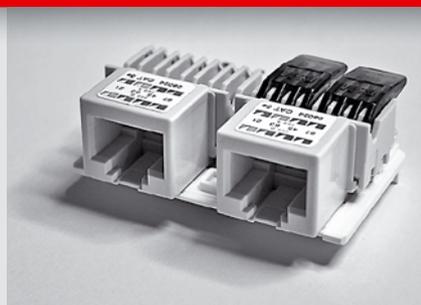


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### Our customer pledge

R&M knows what customers need, is an expert consultant for specific network solutions with innovative functionality, develops the necessary systems, and ensures a swift market launch. ■

*\* E-2000™ licensed by Diamond SA, Losone*





# A Forward-Looking Head Office

**The Cube, R&M's state-of-the-art head office in Wetzikon, incorporates the attributes that sum up the company and its products: It is sustainable, visionary, and precisely tailored to its users' needs.**

In fall 2010, R&M opened its new company building at its headquarters in Wetzikon: the Cube. This new building is by far the company's greatest investment to date and a milestone in R&M's history. This ambitious construction project was intended by the owners to set a sustainable course for the com-

pany's future. The building has since been the workplace of all head office staff.

## Everything under one roof

"Growth requires space. By concentrating our activities at one location we can reduce internal transport distances," said the owners to justify this move. The five floors of the impressive office complex cover a gross floor area of 16000 m<sup>2</sup>.

This new, state-of-the-art building is also the epitome of responsible industrial architecture because the Cube sets new benchmarks in terms of power supply: It is one of the largest low-energy corporate buildings in Switzerland, consuming as little energy as possible. The building makes use of the heat generated in closed circuits, obviating the need to use valuable fuels such as oil or gas.

## Committed to the Swiss production site

The Cube meets the requirements of the Swiss MINERGIE standard and offers comfortable working conditions in a balanced indoor climate. Geothermal probes and a heat pump are used to heat the building in the winter and cool it in the summer; hardly any CO<sub>2</sub> emissions are released in the process. The production of R&M's impressive cabling solutions therefore takes place in a facility shaped by forward-looking architecture.

Quite significantly, the investment made into this state-of-the-art head office is also a sign of R&M's commitment to its production site in Switzerland. ■



**Raymond Kleger, when did you first hear about R&M?**

About 30 years ago, when I first became a journalist. I wrote my first article in 1994 when R&M revealed the production of their then-revolutionary RJ45 connector. A novelty that came with it was a high-performance stamping press by the company Bruderer. The parts of the RJ45 connector were very delicate and had to be stamped and bent with extreme precision. The whole process was unbelievably efficient.

**What has been your perception of R&M since then?**

R&M has always successfully remained in the market with innovative products. The company is up there with the global corporations. R&M has consistently brought successful products to the market and sometimes even set standards in network management with copper, glass, and plastic fiber technology.



**Raymond Kleger, engineer, specialized subject teacher, and editor**

*Teacher of measurement and control technology and electronics at the Swiss Specialist Technical College in Winterthur (STFW) and editor of the electrical engineering magazine "Elektrotechnik"*

## "R&M has always successfully remained in the market with innovative products"

**Raymond Kleger talks about the development and the strengths of Reichle & De-Massari, a company that he has followed as a specialist journalist for around 30 years.**

*Interview: René Eichenberger, Head of Corporate Communications, Reichle & De-Massari AG*

**What have been the greatest changes in the ICT market over the last few decades?**

On Layer 1, I have been surprised by the rate of increase in transmission speeds over a period of less than 30 years. Even at 10 MBit/s we thought: "Who would need that?" Then came 100 MBit/s, then later 1 GBit/s. Today, standard products are installed with 10 GBit/s. I find it amazing that even electricians can handle this technology reliably.

**How far was R&M able to anticipate these changes?**

The fact that R&M is up in the top league with global companies says it all. The great challenge for the company is to produce competitive products, as other companies work with much lower labor costs.

**How do you perceive R&M's image?**

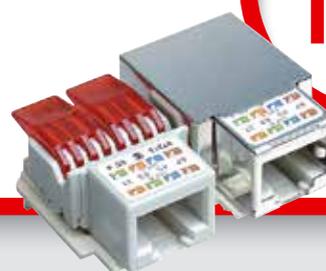
R&M has a very positive image. At the Swiss Specialist Technical College in Winterthur, where I hold a teaching post, some courses work with materials from R&M.

**What do you see as R&M's greatest strengths?**

"Made in Switzerland" is still an important selling point and a principle which R&M even applies on the Swiss market, despite no longer being practiced by many other brands. I personally always prefer Swiss products, as long as they are of sufficient quality.

**What do you hope for R&M's future?**

I hope that the company can employ some bright minds to work in Development, who can turn refined, market-suitable ideas into world-class equipment. For Sales, I hope that R&M remains customer-oriented and keeps listening to end users and the technicians who install their products. Put simply, to remain down to earth and keep producing impressive products, which serve customers and are easy for technicians to handle. ■

**Owned entirely by the Reichle family**

**Taking over from the company's founders: The Reichle family acquires all the shares of Renato De-Massari who withdraws to the Board of Directors. Successful exports drive up order quantities. R&M decides to streamline its production and develops the RJ45 Cat. 5 direct connection module and a fully automatic production plant.**

*The chess-playing computer "Deep Blue" defeats the Russian Garry Kasparov in a man vs machine contest.*

# Why R&M's Sales, Marketing, and Product Development Need Plenty of Foresight

In 2014 the world's Internet traffic will reach a volume of 69 exabytes every month. That is equal to the capacity of around 16 billion DVDs. Such a stack of DVDs would be about as tall as planet Earth.



Up till now, R&M has been able to help shape an age that has seen the fastest ever changes in the field of technology: landline telephones, televisions, PCs, Internet and, more recently, cell phones and tablet computers – never before in the history of humanity have innovations spread more rapidly.

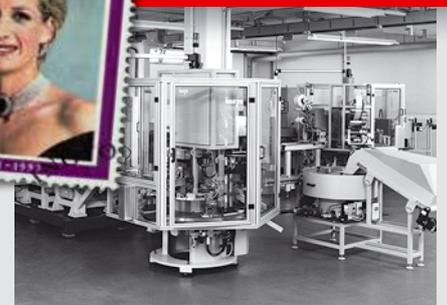
What we are now seeing is the creation of a gigabit society. Ultra-broadband networks are now reaching out to every community and every office – whether that be through upgrades to copper cabling systems, fiber-optic networks, or radio systems. Whenever new information and communication options are created, they are immediately utilized with great vigor. It's no coincidence that the world's data traffic is increasing at an annual rate of 23 %.

1997

## Fully automatic production for RJ45

The state-of-the-art, fully automatic production plant for RJ45 direct connection modules is commissioned. Three more subsidiaries are established: Reichle & De-Massari Ukraine Ltd., Reichle & De-Massari Malaysia, and Reichle & De-Massari do Brasil Ltda.

*The world stops still for a moment as the death of Lady Diana is announced.*



### Our customers' needs take center stage

R&M recognized the importance of these trends at an early stage and has adjusted its product development, marketing, and corporate strategy accordingly. The pioneering stage and the breakthrough on the Swiss telecommunications market were therefore followed by a deliberate focus on the international IT and communication technology markets. What started as a business on the domestic market developed into a sales organization with branches in more than 30 countries, backed up by a strong supply chain in Europe, the Middle East, and Asia. Our customers' needs take center stage. Our technical sales staff and certified partners are available to help our clients all over the world.



**"The convergence of a very wide range of different networks and applications must be supported by the passive infrastructure."**

**Andreas Rüsseler, CMO**



At the same time, information technology has become more complex and sensitive. High-frequency data transmission based on the 10 Gigabit Ethernet of today or the 40/100 Gigabit Ethernet of the near future, and lossless signal transmission for cloud services and high definition, interactive television – all this sets extremely high technological demands on R&M products. The functionality and operational reliability of the passive connecting and distributive technology is key to everything. Dozens of virtual servers in a cloud data center may become useless if just a single plug connection suddenly causes bit errors which in turn have an impact on the user's business processes.

### Foresight and a feel for markets and trends

It is precisely because of this increasing complexity that R&M is now primarily focusing on system solutions. Private and public networks and data centers require modular all-in-one solutions that are highly adaptable and versatile. The market expects an easy-to-use cabling technology that can be quickly installed by means of plug and play. The conver-

gence of a very wide range of different networks and applications must be supported by the passive infrastructure. Cabling systems will have to keep supporting this convergence of copper and fiber-optic solutions for a long time yet; after all, the days of complete fiber-optic supremacy are still a long way off. It is therefore necessary for networks to support several generations of transmission technology, allowing the cables to remain in the floor or wall for longer while active components can be upgraded more frequently. Foresight and a feel for markets and trends are therefore still essential elements that have always been hallmarks of the R&M brand. ■



## Rapid international expansion

**International expansion continues unabated. Further subsidiaries are established in Dubai, Austria, and Hungary. The number of employees worldwide reaches 438. R&M commences its own production of fiber-optic connector systems. The SC-RJ fiber-optic connector is launched.**

*The Google search engine is launched at Stanford University in California.*



## “R&M is a competent partner at all levels”

**This is someone who values innovative and flexible solutions: Hansjörg Weimer, Engineer & Resource Manager at Swisscom, has been a customer of R&M for 30 years.**

*Interview: Markus Steinmann, Sales Manager of Public Networks, Market Organization Switzerland*

### **Mr. Weimer, how long have you been working with R&M for now?**

Since 1984, when I started to train as a telecommunications specialist while working for Zurich's telecommunications agency. A short time later the revolutionary, solderless connection module VS83 was launched by R&M. The second R&M product to be released during this period was the T+T83 connector with outlet, which became the standard connector in Switzerland.

### **What were the main challenges back then?**

The price was of secondary importance and international standards for telecommunications equipment were being established slowly. High demands were placed on construction standards and the task of developing new products was mainly left to Swiss companies. At the time, R&M was successful in developing copper connection technology and that is probably what laid the foundation for the company's future success.

### **And what are the main challenges today?**

As networks converge and technologies are merged together, quality is and will remain an important criteria, but one that is subject to constant price pres-

sure. Whereas before the product had to be “as good as possible,” now it just has to be “as good as it needs to be.” To survive in this market you need to find a balance between good quality, affordable prices, and prompt availability. We have to roll out our new infrastructure and network expansions in a short space of time with few members of staff. This makes us all the more reliant on innovative, flexible suppliers and solutions.

### **What are the most important criteria for a sustainable partnership between R&M and Swisscom?**

Being the largest telecommunications operator in Switzerland, we are always in the spotlight. The reliability of our network infrastructure is absolutely crucial. We expect the same high standards from network components and suppliers. We value partners who have the courage to break new ground and develop innovative solutions.

### **How has R&M managed to meet these criteria every single year?**

By maintaining a consistently high level of quality in all its products and a clear focus on the right product mix. R&M has now made it to the top of the fiber optics market too – the new R&Mfoxs



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**Hansjörg Weimer, Engineer & Resource Manager for general, passive infrastructure, Swisscom**

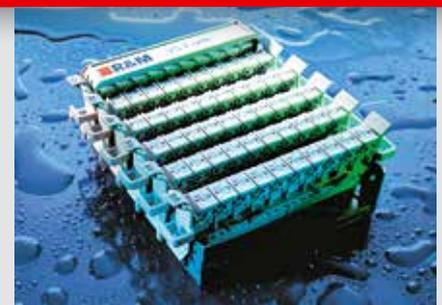
system is impressive. On a personal level, I enjoy the pleasant contact I have with many R&M employees. My partners at R&M are highly competent and are always on hand to provide advice and active support – and that's what really matters.

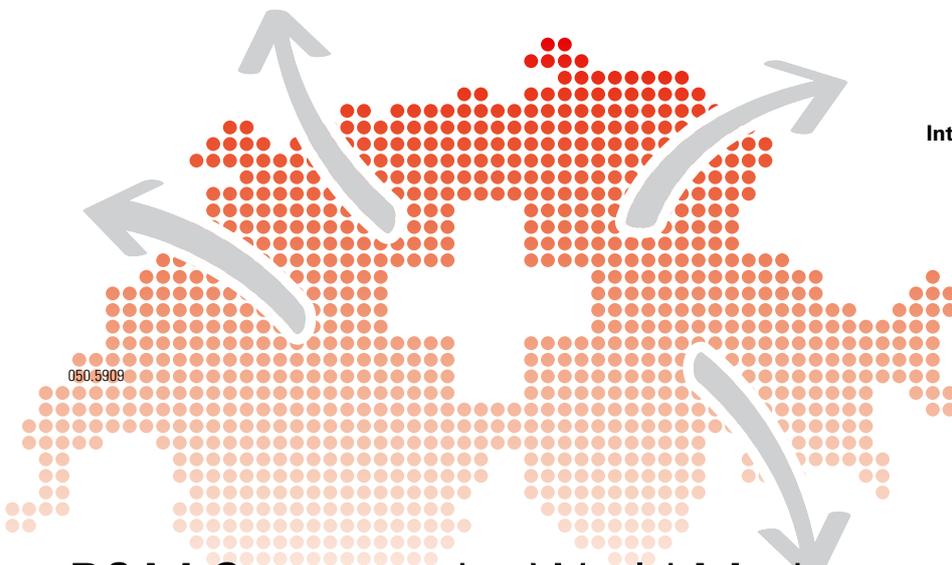
### **What has been the most memorable highlight of this partnership for you?**

That would be the tender we issued for a new optical high-density distributor for the FTTH network that we wanted to start building in 2008. R&M did not impress us with its first bid – neither in terms of technology or in terms of price. Our rejection of R&M's bid motivated the company to change its strategy in this area and intensified its interest in optical waveguide connection technology. This resulted in the development of products which are now highly competitive. The company learned the right lessons from its set-back, used these as an opportunity, and came out stronger as a result.

### **What do you hope for R&M's development over the next 50 years?**

I would like to see R&M continue its success story and right now I would like to congratulate the company on its 50-year anniversary. I also hope that R&M will in future remain a development partner that understands our needs, keeps improving its products, and develops new ones! ■





## R&M Captures the World Market

**The Swiss market leader goes international: During the 1990s R&M impressively stepped up its presence on the international stage, demonstrating speed and a good understanding of customer requirements.**

In the early 1990s, R&M still had little experience of expansion into foreign markets. For this reason, the board was joined by two more external directors in 1999 who provided significant support in this area. Under the management of Martin and Peter Reichle, the number of employees increased from 250 to more than 800 and sales rose from CHF 80 to 200 million. More than 30 sales and production subsidiaries were set up and the export share rose to more than 75 %.

### Initial export foothold in Germany

R&M established its first foreign contacts with the German company Bull, which had discovered R&M's patch distributors and used them in their solu-

tions. Bull was one of the first companies in Europe to use twisted pair technology – which at the time was considered an alternative to IBM's dominant token ring concepts – to build networks based on R&M's patch distributors. Business in Germany picked up pace and strengthened R&M's resolve to expand its export organization into new markets – initially in western and eastern Europe and soon after in the Far East too.

### The RJ45 connector system becomes a global standard

In 1996 the RJ45 connector system for computer systems became the first ever connector system to be recognized as a global standard, superseding IBM's old token ring systems (yellow cable). R&M was involved in these standardization committees at an early stage and has continued to have a positive influence on this standard over the last 20 years up until this day. It was ultimately this product that opened the door to international markets and

it still remains a key component of complete cabling systems in the Office Cabling sector.

### Successful bid in IBM tender

In 1995 R&M proposed some solutions to IBM during a tender and was granted an exclusive contract with this major international partner. During the following years R&M's RJ45 connector system was sold exclusively under the IBM/ACS brand. This move helped achieve international breakthrough.

### Establishing own brand

During the first six years of this partnership the export business developed very positively. The practice of focusing our business on this collaboration did, however, pose an increasing "concentration risk", eventually prompting R&M to annul the exclusive agreement and start to distribute this tried-and-tested product internationally under the own R&M *freenet* brand. The large customer portfolio allowed R&M to launch the own brand internationally in a relatively short space of time, marking the successful start of abroad activities.

### Now internationally renowned

Fifty years after it was founded, R&M is now exporting over 75 % of its products abroad. The product portfolio includes system solutions for the Office Cabling, Public Network, and Data Center sectors. R&M is one of the top three players on the European and Middle East markets. ■

1999

## Start of a new generation

**Hans Reichle withdraws from business operations and hands over the company's management to his sons Martin and Peter. Hans Reichle continues to serve as Chairman of the Board of Directors. The Reichle & De-Massari brand name is replaced by the shorter "R&M" logo. The ten millionth Cat. 5 module is produced.**

*The euro is introduced in eleven countries of the European Union.*



# Applied Customer Focus

Customer focus is one of R&M's core values. By pursuing the goal of supplying only high-quality and reliable long-term system solutions, we have established numerous enduring partnerships with international customers over the last 50 years. Below are a few statements made by end users in R&M sales regions highlighting the importance of this collaboration.



"R&M is our first choice for global communications infrastructure. They are professional, local, and competent."

**Bruno Bedin, Project Manager  
for IT Infrastructure, Bühler Group**



"We value R&M's swift and professional cooperation and enjoy finding solutions together."

**Theo Gwerder, Project Manager  
for Infrastructure, Swiss Federal Railways**



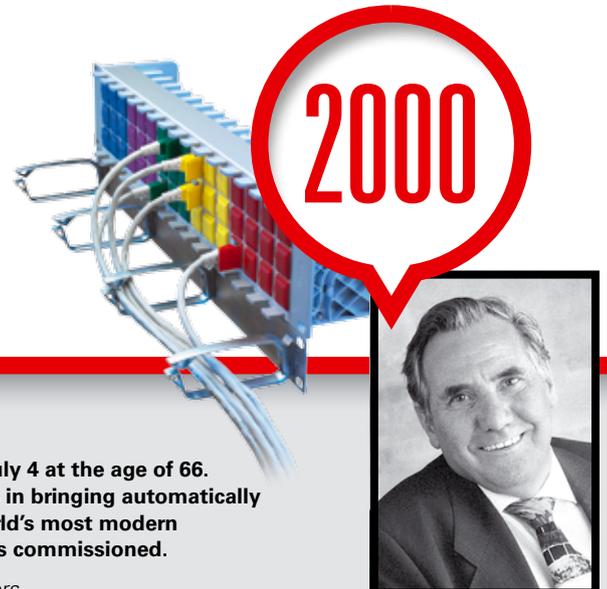
"Etisalat has worked with R&M for years and thanks to your expertise, quality awareness, and support in the region our FTTH rollout has been a success. R&M's account managers and technical teams have over the years always been supportive to our needs and requirements and the quality of the deliverable is proof that R&M has been more than successful in the Middle East region."

**Ahmad Darwish,  
Senior Executive Vice President,  
Emirates Telecommunications Corporation –  
ETISALAT, UAE**



"Arcelor Mittal Kryvyi Rih is a huge enterprise with tough operating conditions and complex production processes spread over a very large area. Cabling systems are the basis of our telecommunications networks. R&M was chosen as a partner because Swiss quality enjoys an excellent reputation and R&M constantly delivers outstanding solutions."

**Michael Litvinovsky,  
CIO Arcelor Mittal Kryvyi Rih, Ukraine**



## The death of Renato De-Massari

The respected co-founder of the company, Renato De-Massari, dies on July 4 at the age of 66. He was an excellent role model and was much respected. R&M succeeds in bringing automatically produced Cat. 6 modules of the highest quality onto the market. The world's most modern production plant for 100% in-line tested RJ45 Cat. 6 connector systems is commissioned.

*The dot-com bubble bursts in March, causing great financial losses for investors.*



"R&M is our long-term supplier in the area of universal communication cabling. The company is all about first-class support, total reliability and adherence to delivery dates."

**Marcel Fiedler,**  
IT Program Manager, UBS AG



"R&M has provided us with a network cabling infrastructure which is ahead of the standards in terms of performance. The products are aesthetically appealing and sturdy and backed by a 25-year system warranty giving us peace of mind that we have a future-ready infrastructure in place."

**Abhijeet Waddkar,**  
Senior Manager, IT, Lavasa, India



"R&M is a flexible, robust and reliable manufacturer of cabling solutions. 'Zero error in their products' is of paramount importance for R&M."

**Gertjan Evertsen, Datacenter Specialist,**  
Evertsen Datacenter Services, NL



"The gas dispatching center at Wiener Netze is one of the most critical areas of the company. Its main purpose is to provide a continuous gas supply to the city of Vienna and its suburbs. This requires a high-quality and clearly structured passive network infrastructure for the control system. R&M was selected as our partner and supplier because we are impressed by the company's quality and support as well as the multi-level security system."

**Michael Reschreiter, System Support**  
for Gas Dispatching Center, Wiener Netze GmbH



"We chose to work with R&M as the Swiss company offered the best technological cabling system solutions and provided valuable support in choosing suitable products. All our team members, from footballers to IT specialists, are the best in their fields and our numerous sites, including two data centers, Camp Nou Stadium and the Ciutat Esportiva training and medical facilities, mean cabling is very important to us."

**Rodríguez García,**  
IT Manager, Futbol Club Barcelona



## System solutions for LAN

The telecommunications sector experiences a sudden slump. R&M invests in innovation and quality. The export share is now around 75%. The CLASSIC, STAR, and VISION system solutions are launched in the LAN sector. Splash Line, the latest product innovation to provide protection against dust and moisture, increases the failure safety of networks.

3000 people die in the terrorist attacks on the World Trade Center in New York, and the Pentagon in Arlington.



# International Market Presence

R&M focuses on the markets in Europe, the Middle East, Africa, and Asia-Pacific. The company is represented by sales organizations in over 30 countries and these have been streamlined into eight sales regions.



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## Germany

**Founded:** 1982

**Number of employees in the sales region (end of 2013):** 45

**Countries:** Germany, Austria

## Switzerland

**Founded:** June 1964

**Number of employees in the sales region (end of 2013):** 41

**Countries:** Switzerland, Italy

"The foundation laid by the company's founders 50 years ago will be the basis of our future success!"

**Ronald van der Meer,**  
Managing Director for Switzerland



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"The company's founders and employees have contributed to R&M's extraordinary success through innovation, quality, and international presence over the last 50 years. Our task is to ensure that R&M remains an important global company in strategic market sectors. We are happy to take on this challenge."

**Gabriel Bogdan,** Managing Director for Germany/Austria



## Concentrating on key competencies

The economic downturn continues and there is a slowdown in investments. R&M starts focusing on precisely defined key target markets and core competencies. The founding of the Copper and Fiber Optics innovation group allows targeted investments to be made in new products. R&M manages to increase its market shares during this difficult year.

*Record rainfall in Central Europe leads to serious flooding in several countries.*



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## The Iberian Peninsula and Latin America

**Founded:** July 2012

**Number of employees in the sales region (end of 2013):** 11

"While other companies in our sector have been bought up or taken over, the Reichle family has succeeded in remaining independent. It fills us with joy to play a part in writing the company's history and to make a contribution in the coming years as well."

**Paulo Campos, Managing Director for Iberia and Latin America**



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## Western Europe

**Founded:** 2010

**Number of employees in the sales region (end of 2013):** 26

**Countries:** Benelux, France, Great Britain, Ireland, Nordics, South Africa

"Although our company is already 50 years old, we feel very young and look forward to the many challenges the future has in store for us!"

**Edgar van Essen, Managing Director for Western Europe**



## New market sectors

R&M starts to offer products and systems in the Industrial and Residential Cabling sectors and introduces the innovation "RCC45." For the first time ever, an RJ45 module integrates additional connections for power supply or plastic optical fiber. The trend toward enhanced generic cabling systems prompts R&M to devise complete solutions for communication and mains current cabling to the workplace.

*The last VW Beetle is produced in Mexico. With 21.5 million units sold, it is the best-selling car in the world.*



## The Middle East, Turkey, and Africa

**Founded:** 1998

**Number of employees in the sales region (end of 2013):** 40

**Countries:** Middle East, Turkey, Africa

"Family businesses are particularly important in our region. I would like to thank the owners of R&M and the company management for the continuous trust and for the investments they have made in our region. We can achieve more by working together."

**Jean Pierre Labry,**  
Managing Director for the Middle East, Turkey, and Africa



## Asia-Pacific

**Founded:** 1993

**Number of employees in the sales region (end of 2013):** 60

**Countries:** Singapore, Malaysia, the Philippines, Thailand, Vietnam, Korea, India, Sri Lanka, Bangladesh, China (including Hong Kong), Taiwan, Australia, New Zealand, Japan

"For more than five decades R&M has enabled people and companies worldwide to utilize the power of communications technology. We are looking forward to the company's next 50 years of success."

**Laurent Amestoy,** Managing Director for Asia-Pacific



### Fit for the future

Hans Reichle writes a book about the history of the company. R&M launches a new image under the slogan "Fit for the Future." The company's core values have not changed: Continuity, sustainable development, customer focus, trust, and mutual responsibility are the focus. The SC-RJ fiber-optic connectors developed by R&M become the preferred industry standard due to their compactness.

*Roger Federer becomes the first Swiss tennis player to be ranked world number 1.*



## North-East Europe

**Founded:** 1993

**Number of employees in the sales region (end of 2013):** 44

**Countries:** Poland, the Czech Republic, Slovakia, Russia, Ukraine, Hungary, Lithuania, Latvia, Belarus

*"We are proud of our 50-year company history and it is a joy to work together with our R&M colleagues."*

**Andrzej Zagólski,**  
Managing Director for North-East Europe



## South-East Europe

**Founded:** March 2008

**Number of employees in the sales region (end of 2013):** 21

**Countries:** Albania, Bosnia and Herzegovina, Bulgaria, Greece, Croatia, Cyprus, Kosovo, Macedonia, Montenegro, Romania, Serbia, Slovenia

*"In the light of the success of the last 50 years and R&M's leading position in terms of innovation and technology, the company can now look forward to a bright future."*

**Alexander Petrov,** Managing Director for South-East Europe



2005



## Strengthening the market position

R&M further strengthens its market position and, above all, enjoys international growth. A particularly important step is entering the market in China with an agency in Shanghai. With the StarReal10, R&M brings a solution for 10 Gigabit Ethernet onto the market.

*Angela Merkel becomes the first female Federal Chancellor of Germany.*

## A Quick Glance at All the Goods in Circulation

**A decentralized strategy is the focus of R&M's production network, ensuring that R&M can provide a swift and satisfactory service for its customers.**

For a long time now, R&M has been a manufacturer of classic standard products and solutions. The company's focus on all-inclusive systems does, however, entail a need to provide for varying customer requirements in each and every region. Since Markus Stieger-Bircher joined R&M as the new COO in

late 2006, rigorous work has been undertaken to establish decentralized supply chain structures, based on the following key aspects: centralized capacity utilization planning in all plants and of all engineering capabilities, regional, strategic, and operational procurement capabilities, in-house production and assembly capabilities, regional order management and warehousing.



### An international production network

Each plant has its own production schedule. R&M's production network is currently spread across Switzerland, where key products are manufactured by means of highly automated processes and customized solutions are developed for local customers and urgent orders.

Key products that feature a high level of added value, however, are produced in the company's plants in Poland (the

Copper Competence Center) and Bulgaria (the Fiber Optics Competence Center). R&M also has local hubs for customer and country-specific assemblies in the Middle East, India, Singapore, Poland, Bulgaria, Spain, and Brazil. R&M's production network uses SAP.

### Flexible and fast supply chains are crucial

Supply chains that are tailored to meet customer needs are a crucial success factor in the management of projects. It's not just a question of how quickly the goods can be delivered, but also how flexible and efficient the processes are throughout the entire value-added chain. Another significant factor is transparency with regard to the flow of goods and the status of processes throughout the entire supply chain network.

Today's supply chain management stands R&M in good stead for the future and allows the company to compete with global competitors. The next stage of our development is to improve our collaboration with all our partners in the value-added chain – that is to say, suppliers and logistic service providers (collaborative supply chains). ■



"Today's supply chain management stands R&M in good stead for the future and allows the company to compete with global competitors."

**Markus Stieger-Bircher, COO**



## A quick start in India

**The export markets continue to develop positively. R&M is now generating 75% of its revenue abroad. The market organization in India gets off to a quick start. Having acquired offices in Bangalore, Delhi, and Mumbai, R&M now also serves the booming Indian IT market. Flexkanal, DRM45, Plug&Lock, SLIM, and HomeTerminationUnit are launched.**

*Austria celebrates "Mozart Year" to mark the 250<sup>th</sup> birthday of the epochal composer.*



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**Ernst Stocker, councilor and Head of the Department of Economic Affairs of the Canton of Zurich**

**“It makes me proud to see a local company like R&M supply cutting-edge technology all over the world.”**

**Ernst Stocker, councilor and Head of the Department of Economic Affairs of the Canton of Zurich, talks about R&M's significance for the canton.**

*Interview: Erica Monti, PR Manager*

**Mr. Stocker, what's the first thing that springs to mind when you think of R&M?**

Its local roots in the Zurich Oberland region. “As Head of the Department of Economic Affairs, it does of course make me proud to see such an innovative local company as R&M supply cutting-edge technology all over the world.”

**What is the significance of a company such as R&M for the Canton of Zurich and for Switzerland?**

It is of great significance. Companies such as R&M demonstrate that local businesses in the industrial sector can compete in very difficult conditions on the international stage too. This safeguards jobs in industry and boosts local business.

**R&M is now an international company with more than 800 employees, 320 of whom work in Switzerland, and was once founded by two young men who did not have any capital but did have a great deal of courage and imagination. Do you think that such a story of pioneering success would still be possible today?**

I have great respect for the founders of R&M. It took a great deal of foresight and energy to establish a company in the conditions that prevailed at the time. The company's success and long history are a credit to the founders. Various examples have demonstrated that similar pioneering achievements are still possible in today's world.

**What can other companies learn from R&M?**

The fact that a Swiss family business with strong local roots and innovative ideas can be successful on the global market.

**What kind of collaboration is there between the Department of Economic Affairs and companies such as R&M?**

The Department of Economics and Employment and the canton's Business and Economic Development Division provide unbureaucratic support, including the provision of work permits and support in all the other areas in which commerce and public administration converge. Regular visits to companies and other events (for example, the “Cluster Dialogs”) promote mutual understanding and trust, giving rise to unbureaucratic solutions in certain cases.

**What is your message to R&M as the company celebrates its anniversary?**

Happy anniversary! And all the best for at least another 50 years of R&M in Wetzikon. ■



## First external Chairman of the Board of Directors

The next step in the transition: Hans Reichle hands his post as Chairman of the Board of Directors to Hans Hess. R&M records an excellent business result for the fifth time in a row. The number of employees and sales revenue have both doubled since 2002. A key highlight in terms of product development is the innovation award for the field-terminated RJ45 connector type FM45.

*A major financial crisis shakes the US and subsequently the whole world.*



# The Workforce is our Most Essential Asset

**Attractive jobs, comprehensive training, and health programs: R&M employees are given the opportunity to keep developing and stay fit.**



R&M aims to be an attractive employer, both in Switzerland and abroad. The company nurtures a culture in which employees act responsibly and are appreciated. In keeping with this culture, the company's HR management supports the professional development and advancement of all employees. The aim is to keep optimizing the expertise, skills, and capabilities of the workforce. This progressively raises the staff's level of proficiency and consequently strengthens the company's competitiveness.

## **A friendly work environment**

Every development measure at R&M has a clear objective. Programs for managers and technical specialists are used

to devise targeted career development plans that are tailored to meet the needs of the employees as well as the needs of the company. There are attractive jobs available, as well as opportunities to work internationally or take part in future-oriented projects in booming growth markets. High performance is always a focus.

R&M has been managed by its owners up until this day and finds it important to create a friendly and down-to-earth work environment for the company's workforce. As a result of this approach, the company employs a number of long-standing staff members who have continued to develop and progress in their careers. General characteristics of the workforce are a great willingness to help and a good team spirit. This

friendly atmosphere can be felt all over the world and is greatly appreciated by business partners too.

## **fit@R&M – the health program at HQ**

A health and prevention program provides a range of services to support employees in the fields of exercise, relaxation, and nutrition and is intended to stimulate the health awareness of employees at the headquarters in Wetzikon. The program named fit@R&M was started by co-owner Martin Reichle and has been well received by the employees, who also meet up in their free time to do leisure activities together. The employees are also given fresh drinking water and, during the winter, seasonal and regional fruits free of charge. ■



**“High performance is always a key focus in the professional development of our employees.”**

**Marilena Della Casa, CHRO**

## Pilot hub in Singapore

**The Asia Hub in Singapore is opened as part of a pilot project. Work also starts on the roll-out of a new forward-looking ERP system that is intended for worldwide use. Some new products are unveiled: the VDSL splitter, the RMS45, and the Global 2HE patch panel.**

*Barack Obama is elected as the 44<sup>th</sup> president of the US and is the first ever African American to hold the office.*



## Flavio Donno, Front Office Manager: Employed by R&M for 22 Years

He completed his training as a warehouseman at R&M and has been employed by the company since 1992. His career has been shaped by continuous development – from warehouseman to forwarding consultant, initially serving national and later international customers, before becoming Front Office Manager and an SAP Key User. He has remained loyal to R&M over all these years because he values the good working relationship he has with his colleagues – many of whom are long-standing – and because he repeatedly has the chance to take on new, exciting challenges in an international environment.

**Fifty years of R&M is celebrated by Flavio Donno as “50 years of excellent cabling solutions.” His wish for the future is that the company should continue to grow healthily.**



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## Anton Waller, Technical Consultant in Swiss Sales: Employed by R&M for 26 Years

He was first employed by R&M as a technical consultant in 1988. That was a step that he has never regretted. During his 26 years of service he has continued to meet new colleagues, work in new areas, and tackle new challenges. Contact with customers over the phone and in person make his everyday work all the more interesting. A sustained team spirit and friendly interaction have a very positive effect on his work, enabling him to achieve goals that would seem to be impossible.

**Anton Waller is grateful for an enjoyable 26 years at R&M and looks forward to continuing his work here in years to come. His wish for the future is that R&M should remain successful, attentive, farsighted, and happy.**



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# Number of Apprentices at R&M Exceeds Average

Vocational training is very important at R&M. Whether training within their own company or as a partner of the Swiss education system, R&M works hard to build up new talent.

R&M has a hands-on approach to educate the next generation of talent. In the Wetzikon Headquarters, there are currently 26 apprentices completing their trainings within four different professions at Sales, Development, Computer Science, and Logistics. The number of apprentices has increased steadily over the last few years. At 8%, the proportion of apprentices in the workforce of R&M has exceeded the Swiss average of 5.7% for several years now,

and it won't stop there: We plan to further increase our apprentice intake to account for 10 percent of R&M's Swiss workforce. With this active promotion of new talent, R&M makes a lasting contribution to the training of young people.

## Apprenticeships are part of the lifelong learning process

Vocational training is a topic which is particularly close to Martin Reichle's heart. As co-owner of R&M, the son of company founder Hans Reichle works hard on matters for the Board of Directors. Martin Reichle sees apprenticeships as an important part of the lifelong learning process: He sees the Swiss dual vocational training system – the combination of theory at school and practice in a company – as a big advantage in this context. It allows young professionals to complete training that is suited to their skills and interests and that will pave the way for further

education in the future. At R&M, apprentices are wholly integrated into the company, gaining experience in different departments during their apprenticeships and coming into contact with corporate thought processes from the very beginning. An idea which wins the apprentices over too: "By regularly getting to know new departments and completing several internships, we quickly grow to understand how R&M works," says one commercial apprentice.



## Investments in the Middle East

The second regional supply chain hub is established in the United Arab Emirates. With the newly developed Cat. 6<sub>A</sub> module, R&M sets new benchmarks for offices and data centers. The angled panel improves handling on the rack, the new LC Duplex generation is the first series to provide laser protection and a mechanism for locking the plug connection, facilitating its use in office buildings, residential properties, and highly compact data centers.

A phenomenal architectural accomplishment is the completion of the world's tallest skyscraper: the Burj Khalifa in Dubai, 828 m.



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### R&M as a partner of the Swiss education system

Martin Reichle is not only strongly involved in vocational training within his own company, as a Board member of the Swiss Employers' Association (Schweizerischer Arbeitgeberverband) and President of the Employers' Association of the Zurich Oberland/right bank of the lake region (Arbeitgeberverband Zürcher Oberland und rechtes Seeufer), he is working specifically to create more apprenticeships. He is also working together with the Chairman of R&M's Board of Directors and President of Swissmem Hans Hess to increase recognition of the successful Swiss dual education system in other countries.

Furthermore, R&M has proven itself to be a dedicated partner of the Swiss education system by training electricians through practice-oriented modules, which are integrated into the teaching of specific training cycles. R&M is also

involved in training IT specialists at Swiss advanced technical schools, in addition to being a partner of the Association of advanced electrical technicians in Zurich/Wetzikon (Verband der Elektromeister Zürich/Wetzikon). The company supports the further training opportunities offered by the association by holding an annual master class. ■



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### The R&M cube is inaugurated

**The new Cube building, located at Binzstrasse 32, is completed and occupied. The ODF becomes a great success. It is used to connect and distribute large volumes of fiber optics in the smallest of spaces. The Raceway cable guide system is suitable for data centers and also for central distribution centers used by network providers.**

*The Deepwater Horizon oil rig owned by the BP Group sinks following an explosion.*

# In Ten Years' Time R&M Will Be Far More Globalized and a Provider of Layer 1+ Solutions

Conversation with Chairman of the Board of Directors Hans Hess and CEO Michel Riva: How has R&M developed over the last 50 years? Where does the company stand today? What targets have been set for the future?

Interview: Erica Monti, PR Manager

## Mr. Hess, Mr. Riva, what do 50 years of R&M mean to you?

**Hans Hess:** It is an important milestone for R&M, and particularly a milestone for the owners and employees. They can all be proud to be part of a company that started operations in a garage 50

years ago and is still very active today on the global market. As Chairman of the Board of Directors, I look forward to continuing R&M's development over the next few years together with our teams all over the world – after all, development is our key focus. To stop moving forward would be a backward step.

**Michel Riva:** I am also proud to manage a company that is already celebrating its 50-year anniversary. R&M has achieved a great deal, undergone great changes, and kept growing continuously. The company continues to develop from what was previously a components manufacturer into a provider of system solutions and we now have a leading position in many sectors. That is an outstanding achievement!

## Where does R&M stand today?

**Hess:** Over the last 50 years the company has continuously and proactively adapted in line with the market situation. This ability to quickly adapt will become even more important in future. After all, data flows are increasing all the time and developments in technology are advancing at a tremendous pace. R&M is now the first choice for many customers, and as its workforce becomes increasingly international, the company is an attractive employer too.

**Riva:** After 50 years, R&M is now in an excellent position to promptly identify and follow new trends in the field of transmission technology. Applied customer focus and innovative prowess are key success factors.



## First external CEO

Martin Reichle decides to look for a new CEO in order to focus more closely on the company's growth at board level. Hans Hess takes over on a temporary basis. The Cat. 6<sub>A</sub> module wins the iF Product Design Award and the corporate film "Error Message" is awarded with a Silver Dolphin in Cannes.

A failure at the Fukushima I power station in Japan has catastrophic consequences.

**What do you as Chairman of the Board of Directors and CEO consider to be the core competencies of R&M?**

**Hess:** R&M quickly identifies new trends and knows how to get its priorities right. That applied customer focus – we are justified in calling ourselves “the installer’s best friend” – is certainly one of the core competencies, as is the proverbial high quality that is a hallmark of the company.

**Riva:** R&M is better than the competition in a range of sectors. For instance, we can draw on in-depth knowledge of transmission technologies and can relate this expertise to our customers’ needs in order to quickly develop solutions. Over all these years we have managed to substantiate our reputation as a provider of high-quality products.

**Where will R&M be in ten years’ time?**

**Hess:** R&M will be far more globalized. We will also be able to make even better use of our geographical locations. I think we can realistically expect a noticeable increase in sales. The greatest growth will be seen abroad while the headquarters in Switzerland will remain the strategic hub of the company.

**Riva:** In the next few years R&M will develop into a provider of system solutions. Technologies are becoming more and more integrated; customers want comprehensive solutions and everything from a single source. These factors all need to be considered as part of interface management. In ten years’ time R&M is expected to be a solutions provider for Layer 1 and beyond.



“R&M will be far more globalized. The headquarters in Switzerland will, however, remain the strategic hub of the company.”

**Hans Hess,  
Chairman of the Board of Directors**

“Applied customer focus and innovative prowess are key success factors.”

**Michel Riva,  
CEO**

**What do you hope for R&M's future?**

**Hess:** I would like the company to remain flexible, take opportunities at the right time, and maintain a high level of quality. I hope that this celebration of R&M’s 50-year anniversary and the company’s exemplary development to date will provide fresh momentum for the next 50 years so that these years might also be shaped by plenty of innovation and foresight.

**Riva:** R&M has developed as a company which is business-like and motivational in its approach. I would like these strengths to remain part of our corporate culture, even if we continue to

grow. I also hope that we will become even more renowned and widely recognized as a highly professional provider of system solutions the world over. ■



**Michel Riva takes over the Management**

**On September 1, 2012, Michel Riva takes over the management of R&M. The new FO production plant in Sofia is officially opened during a ceremony attended by the Bulgarian President Rosen Plevneliev. This move is R&M's response to the demand for fiber-optic technology on the global market. The company fully aligns its activities with future market trends: Public Networks, Data Centers, and Office Cabling.**

*A version of Edvard Munch's famous painting "The Scream" is sold at Sotheby's for USD 119.9 million.*



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**“Now that the company has established itself, a sustained international outlook is necessary to move R&M into the next phase of its development.”**

**Michel Riva, CEO**

Being a manufacturer of high-end and innovative connecting and distributive technology in the Data Transmission sector, R&M makes an important contribution toward ensuring unlimited communication between people and organizations and is the first-choice provider for private and public communications networks in fast-growing regions and market sectors.

**Our mission: to connect people reliably**

Our information society is driven by increasing demand for a more powerful communication infrastructure. The great commitment of R&M’s employees plays

an important part in supporting this trend, allowing R&M to anticipate future needs and develop forward-looking, in-



**Pleasing business development**

**R&M opens new offices in Brazil and Turkey. Major contracts are secured in the Data Center and Public Network sectors. Great advances are made with R&MinteliPhy and the FO Field fiber-optic connector. The new CSR report is based on GRI standards and highlights the company’s sustainable activity. During a roadshow, R&M presents its Data Center and Public Network solutions to customers in Switzerland, Germany, and Austria.**

*The Higgs Mechanism explains how the property of mass is generated at subatomic level.*

# Fit for the Future: Increased Growth Abroad and Closer Focus on Customers

R&M is already one of the top three players in the target markets, but won't settle for that. CEO Michel Riva talks about future prospects and opportunities.

novative cabling solutions to meet the challenges of tomorrow – often surpassing the standards currently in place. As part of this overall objective, CEO Michel Riva considers it necessary to continue down the path of globalization. Now that the company has established itself, a sustained international outlook is necessary to move R&M into the next phase of its development.

## **Increased customer focus and growth above the market average**

We also need to step up our pursuit of a decentralized business structure. While the headquarters is responsible for defining the corporate strategy, the

task of implementing it is the responsibility of line managers – more and more of whom are now being appointed abroad. The relocation of development projects to Bulgaria and the establishment of assembly and engineering platforms in Dubai and India clearly demonstrate the direction in which we are headed.

Our activities in the Public Network, Data Center, and Office Cabling sectors will continue in future, our customer focus will continue to sharpen, and our top priority will still be to achieve growth above the market average. ■



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